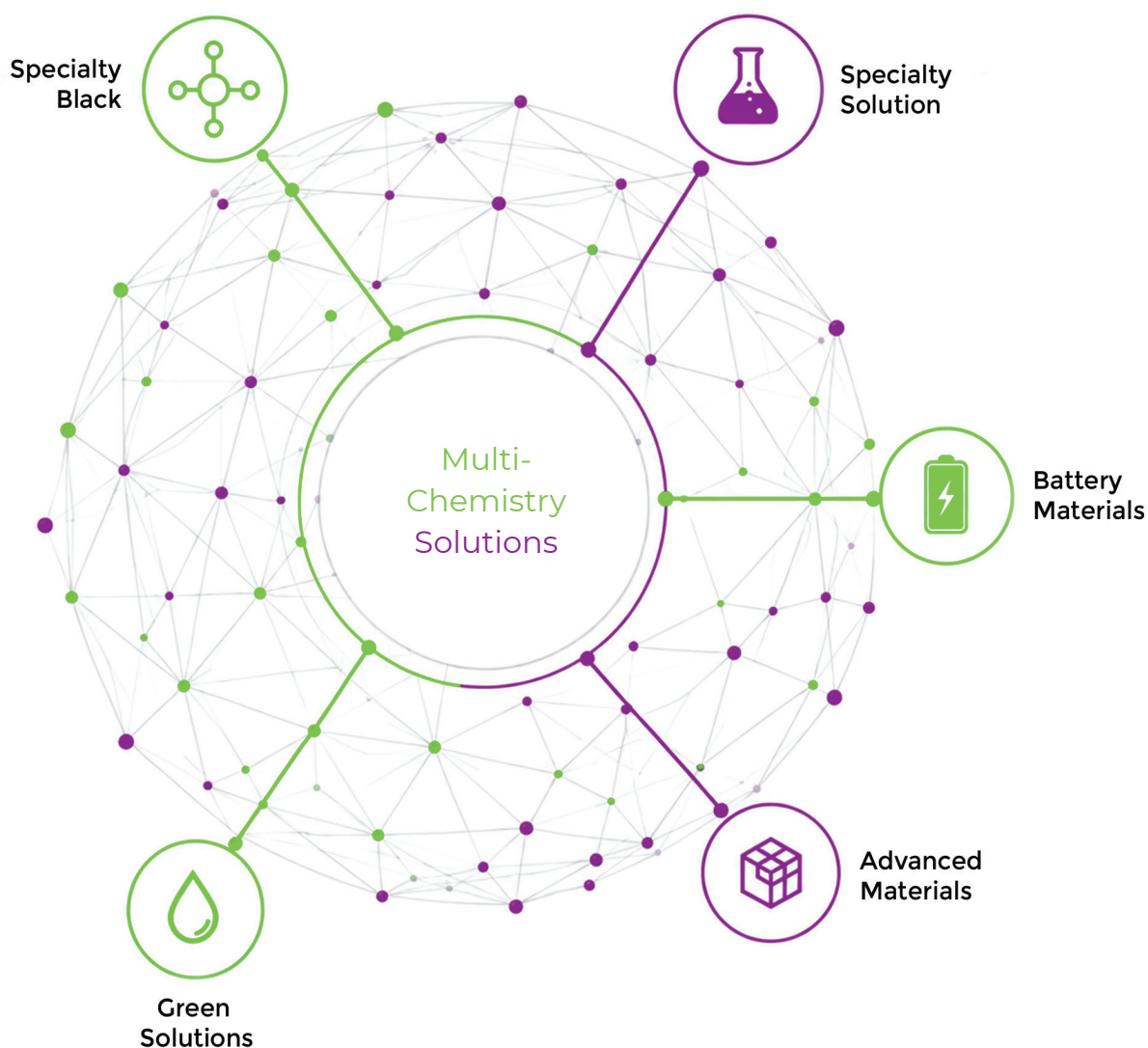


DRIVING NEXT-GEN CHEMISTRY

Integrated Report FY 2025-26





About the Report

In line with the Integrated Reporting (<IR>) principles of the Value Reporting Foundation (VRF), now consolidated into the International Financial Reporting Standards (IFRS) Foundation, this Integrated Report of PCBL Chemical Limited for FY 2025-26 presents a transparent, cohesive, and meaningful view of the Company's performance and value creation. The Report provides a strategic overview of key developments, material issues, risks and opportunities, operational performance, and long-term outlook, drawing on both quantitative and qualitative insights. In FY 2025-26, the Report adopts a stakeholder-centric approach, presenting how the Company creates, sustains, and balances value across its key stakeholder groups, and how these perspectives shape decision-making and execution.

Reporting Scope and Boundary

The financial information in this Report is prepared on a consolidated basis. Non-financial disclosures cover all PCBL operations spanning manufacturing units in Durgapur, Kochi, Palej and Mundra with the corporate and regional offices.

The Annual Report for subsidiary companies has been published separately.

Reporting Period

This report covers information and data for the period from 1 April, 2025 to 31 March, 2026. Where applicable, comparative figures from the past two to five years have been included to offer a comprehensive perspective.

Approach to Materiality

The Report focuses on issues that significantly influence the Company's ability to create value over the short, medium, and long term. These have been identified through stakeholder engagement and internal evaluation during FY 2025-26.

Key areas include project execution, product-mix improvement, advanced materials, cost competitiveness, sustainability, circularity, and responsible growth.



Cross-Referencing and Readability

To enhance clarity and avoid duplication, the Report is cross-referenced across the Integrated Report, the Statutory Sections, and the BRSR disclosures, ensuring both completeness and ease of navigation, competitiveness, sustainability, circularity, and responsible growth.

Editorial Approach for FY 2025-26

The FY 2025-26 Report has been developed with a sharper editorial focus on:

- Material developments and execution progress
- Clear linkage between strategy and outcomes
- Structured presentation aligned to stakeholder value creation
- Improved readability through concise and disciplined disclosures

Reporting Principles

Statutory Section

The financial and statutory data presented in this Integrated Report comply with the Companies Act, 2013, Indian Accounting Standards (Ind AS), SEBI (LODR) Regulations, and applicable Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI).

Sustainability and ESG Parameters

The sustainability disclosures in this Report have been prepared in alignment with globally accepted frameworks, including Integrated Reporting (<IR>), GRI Standards, BRSR requirements, and relevant international sustainability principles such as the SDGs and UNGC.

Independent Assurance

Statutory Section

The financial statements have been audited by the Statutory Auditors in accordance with applicable standards. Secretarial Audit and Corporate Governance disclosures form part of the Report in compliance with statutory requirements.

Sustainability and ESG Parameters

Independent assurance has been conducted on select sustainability parameters, including:

- Zero Waste-to-Landfill (ZWL) verification
- Greenhouse Gas (GHG) emissions (ISO 14064-based assurance)
- Sustainability disclosures aligned with GRI Standards
- BRSR-related disclosures

These processes enhance the reliability and credibility of the Company's disclosures.

Management Assurance

The Board of Directors and its Committees have reviewed this Report and confirm the materiality, accuracy, and completeness of the disclosures. The financial statements have been audited by the Statutory Auditors, and the Report includes Secretarial Audit and Corporate Governance disclosures in compliance with applicable regulations.

Independent assurance has also been obtained on select sustainability parameters.

Across the Pages

Corporate Overview
04 - 155

4	How to Navigate this Report
6	FY 2025-26 at a Glance
8	Prelude
10	Building the Next Chapter
	Who We Are
12	The Group
14	PCBL Today: A Global Specialty Chemical Platform
18	Aquapharm Chemical Limited
24	Nanovace Technologies Limited
28	Our Presence
32	Our Product-to-Application Matrix
38	Why Invest in PCBL
40	From the Chairman's Desk
44	Letter from the Managing Director
	How We Create Value
48	Operating Context
52	PCBL Strategy House
54	Business Model
56	Stakeholder Engagement
60	Materiality Assessment
64	Risk and Opportunity Management
72	Circularity as a Business Opportunity
	Stakeholder-Based Value Creation Approach
76	People
84	Supply Chain Partners
90	Customers
96	Communities
104	Shareholders, Investors, and Lenders
110	Government and Regulatory Authorities
114	Environmental Stewardship
142	Governance
149	Board of Directors
150	Senior Leadership Team
152	Corporate Information
154	Awards

Statutory Reports
156-346

156	Notice
171	Board's Report
186	Management Discussion and Analysis
227	PCBL School Infrastructure Impact Report
250	Report on Corporate Governance
290	Business Responsibility and Sustainability Report

Financial Statements
347-511

348	Standalone
428	Consolidated



GRI Index and Assurance
Certificate
512-530

512	GRI Content Index
519	Assurance Certificate

For more investor-related information, please visit <https://www.pcbltd.com/investor-relation/financials/annual-reports>

INVESTOR INFORMATION

Market Capitalisation (as of 31 March, 2026)	₹9,519.83 Crores
CIN	L23109WB1960PLC024602
BSE Code	506590
NSE Symbol	PCBL
Dividend Declared (Interim)	@600%, i.e., ₹6/- per equity share
AGM Date and Time	22 September, 2026 at 11:30 AM (I.S.T)
AGM Mode	Video conferencing/Other Audio-Visual means (OAVM)

Disclaimer

This document contains statements about expected future events and financials of PCBL Chemical Limited ('The Company'), which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is a significant risk that these assumptions, predictions and other forward-looking statements may not prove to be accurate. Readers are therefore cautioned not to place undue reliance on such statements, as several factors could cause actual results, performance, or events to differ materially from those expressed or implied in the forward-looking statements. Accordingly, this document should be read in conjunction with, and is qualified in its entirety by, the assumptions, qualifications, and risk factors discussed in the Management Discussion and Analysis section of this Integrated Report.

All images, photographs, illustrations, and visual representations used in this Integrated Report are intended for representational and illustrative purposes only. They may not necessarily depict the Company's actual facilities, operations, products, projects, employees, customers, or stakeholders. Such visuals are included to support the narrative and enhance presentation and should not be construed as factual or literal representations of the Company or its activities.



OUR STRATEGIC JOURNEY IS CENTRED ON TRANSFORMING PCBL INTO A DIVERSIFIED CHEMISTRY PLATFORM WITH GROWING PARTICIPATION ACROSS SPECIALTY CHEMICALS, ADVANCED MATERIALS AND SUSTAINABLE SOLUTIONS.

Dr. Sanjiv Goenka
Chairman



Reading PCBL through Multiple Lenses

This Report is designed to help you understand how PCBL is evolving from scale to specialisation, and from business expansion to stakeholder-led value creation. It can be read through four lenses, each offering a different perspective on the Company's progress and priorities in FY 2025-26.



Understanding Our Business Evolution



- PCBL Today
- Aquapharm Chemical Limited
- Nanovace Technologies Limited
- Our Presence
- Product-to-Application Matrix
- Investment Case

- How PCBL is evolving beyond carbon black into a diversified chemistry platform
- The role of specialty chemicals, advanced materials, and battery technologies in our growth
- The breadth of our products, applications, capabilities, and global footprint
- Why our diversified portfolio strengthens long-term value creation

Understanding Our Strategy



- Chairman's Message
- Managing Director's Message
- Operating Context
- Business Model
- Materiality Assessment
- Strategy House

- The external trends shaping our business environment
- Strategic priorities guiding future growth and diversification
- The opportunities driving our expansion into specialty and advanced materials
- How material issues are integrated into decision-making and long-term planning

Understanding How We Create Value



- Stakeholder Engagement
- People
- Supply Chain Partners
- Customers
- Communities
- Shareholders, Investors, and Lenders
- Government and Regulatory Authorities

- How we create value for key stakeholder groups
- The relationships that support our business resilience and growth
- Our approach to talent, partnerships, customer engagement, community development, and responsible governance
- How stakeholder expectations shape our strategy and operations

Understanding Governance, Sustainability, and Risks



- Risk and Opportunity Management
- Circularity as a Business Opportunity
- Governance
- Awards and Accolades
- Statutory Reports and Financial Statements

- How risks and opportunities are identified and managed
- Our approach to sustainability, circularity, and responsible business practices
- The governance systems that support accountability and ethical conduct
- Our financial performance, disclosures, and long-term value creation framework

A Defining Year in OUR TRANSFORMATION JOURNEY

FY 2025-26 performance reflects disciplined execution, portfolio diversification, and continued progress towards becoming a future-ready multi-chemistry enterprise.

PERFORMANCE STACK



Financial

₹8,189 CRORES
Revenue from Operations

₹1,082 CRORES
EBITDA

13.2%
EBITDA Margin

₹198 CRORES
Profit After Tax (PAT)

2.42%
PAT Margin

₹6
Dividend per Share
Face Value ₹1 each
(Interim)



Operational

6,18,956 MT
Carbon Black Sales Volume

69,635 MT
Specialty Black Sales Volume

94,445 MT
Specialty Chemicals
Sales Volume

839 MU
Power Generated

511 MU
Power Shared to Grid



Environmental

20,76,957 tCO₂e
Total GHG Emissions
(Scope 1, 2, and 3)

2,92,165 tCO₂e
GHG Emissions Offset

2.05 tCO₂e/MT
GHG Emission Intensity
(Scope 1 and 2)

839 MU
Co-Generated
Power Produced

5,500+
Saplings Planted

3,91,801 KL
Water Recycled and Reused

34,259 KL
Rainwater Harvested

100%
Manufacturing Facilities
Certified to ISO 14001:2015

122 MW
Co-Generated Power Capacity
(Including PCBL (TN) Limited)



Social

₹12.80 CRORES
CSR Spend

83,858
Lives Impacted through CSR
Programmes

81,061 HOURS
Employee Training

100%
Employees Trained*

84%
Employee Retention Rate

ZERO
LTIFR - Employees
and Workers

ZERO
Man-days Loss

ZERO
Pending Customer
Complaints

92.4%
Value Chain Partners
Assessed for Health
and Safety Practices

100%
Manufacturing Facilities
Certified to ISO 45001:2018



Governance

8+ YEARS
Average Board Experience
in PCBL

60%
Independent Directors on the
Board including 1 Independent
Woman Director and a Lead
Independent Director

20%
Women on the Board

2,80,000+
Shareholders

ZERO
Pending Shareholder
Complaints

NIL
Fines and Penalties
Related to Unethical
Business Practices

All Financial figures are on a consolidated basis

*Safety, Human Rights and POSH

DRIVING NEXT-GEN CHEMISTRY

Behind every shift in how the world powers, moves and builds lies a quieter change in chemistry.

That change is gathering pace. As economies electrify, store energy and move towards circular, lower-carbon production, the materials behind these ambitions are being reinvented, and so is the chemistry within them.

We have positioned PCBL for this moment. Building on our foundation in carbon black, we have extended into specialty chemicals, conductive materials, battery technologies, and circular solutions, broadening what we make and whom we serve, from established industries to applications now taking shape.

Our platform brings scale and science together, pairing long-built expertise with new opportunity and sustainability with growth. To us, next-generation chemistry means the materials on which the next era will be built.

Moving from Carbon to MATERIALS SCIENCE



FY 2025-26 was a year of execution and expansion. As global industries increasingly prioritised sustainability, advanced materials and supply chain resilience, we accelerated our evolution into a diversified multi-chemistry platform. Through capacity additions, specialty portfolio expansion, innovation-led investments and disciplined execution, we strengthened our ability to pursue both established and emerging growth opportunities.

KEY DEVELOPMENTS



Expanding Scale and Market Reach

We strengthened our manufacturing base and market presence to support growth across domestic and international markets.

- Commissioned the 90,000-MTPA brownfield carbon black expansion in Tamil Nadu
- Expanded total carbon black capacity to 8,80,000 MTPA
- Acquired 116.62 acres of land at Naidupeta, Andhra Pradesh, for future greenfield expansion
- Strengthened readiness to serve growing domestic and export demand



Advancing the Specialty Portfolio

Our strategy of raising the share of higher-value products continued to gain momentum, supported by growing customer acceptance across specialised applications.

- Specialty black sales volume grew 12% to 69,635 MT
- Specialty Blacks and Specialty Solutions contributed approximately 23% of revenue
- Expanded presence across industrial coatings, conductive plastics, electronics, semiconductor-related, and ESD applications
- Strengthened pricing power and product positioning in non-tyre segments



Strengthening the Specialty Chemicals Platform

Aquapharm continued to scale its operations, product portfolio, and customer engagement across global markets.

- Expanded specialty chemical capacity to 1,67,000 MTPA
- Commissioned the polymer expansion at Mahad
- Commenced commercial supplies of green chelates to global FMCG companies
- Expanded customer engagements across North America, Europe, Latin America, and the Middle East
- Strengthened integration across India, the US, and Saudi Arabia operations



Building Future Materials Platforms

FY 2025-26 marked significant progress in building new sources of growth aligned with electrification and energy transition.

- Fully equipped the Nanovace pilot facility, which received Consent to Operate for R&D following the year-end
- Secured a US patent for proprietary nanomaterial technology
- Filed patents covering carbon-silicon composites and bio-based battery-grade graphite
- Expanded engagement with leading global battery manufacturers
- Established business development presence across Europe and South Korea
- Strengthened capabilities across nano-silicon, super-conductive carbons, and acetylene black technologies



Driving Innovation and Sustainability

Innovation continued to support both product differentiation and long-term competitiveness.

- Expanded patent portfolio across advanced materials and sustainable chemistries
- Continued to scale ECOZEN™ circular carbon black solutions
- Advanced green chelates and sustainable specialty formulations
- Strengthened R&D infrastructure and technical capabilities
- Accelerated product development through digital and AI-enabled tools



Enhancing Operational Excellence

Alongside growth initiatives, we remained focused on efficiency, resilience, and disciplined execution.

- Launched a structured cost transformation programme targeting a long-term savings plan
- Released over ₹447 Crores from working capital
- Reduced net borrowings by more than ₹454 Crores
- Achieved record carbon black sales volume of 6,18,956 MT and power generation of 839 MU
- Shared 511 MU of power to the grid
- Maintained uninterrupted supply to customers despite geopolitical and logistics disruptions

WHO WE ARE

Backed by the RP-SANJIV GOENKA GROUP

The RP-Sanjiv Goenka (RPSG) Group is a diversified Indian conglomerate with a strong and growing global presence. Over the years, the Group has built a portfolio of businesses across multiple sectors, combining scale with disciplined focus to drive consistent growth.

With an asset base of approximately US\$ 8 Billion, Group turnover of around US\$ 5 Billion and Market Capitalisation of US\$ 6 Billion, the RPSG Group continues to expand its footprint across India and international markets. Its businesses

operate across key sectors including power, chemicals, retail, media, infrastructure, and emerging consumer segments.

The Group's growth is anchored in a clear operating philosophy that

balances expansion with financial discipline, and innovation with execution. Across its portfolio, the focus remains on strengthening market positions, building capabilities for the future, and delivering sustainable value.

Supported by a workforce of 50,000+ professionals and a shareholder base exceeding 1.1 Million, the Group continues to evolve as a dynamic enterprise, aligned to long-term opportunities and changing market realities.

Our Corporate Office, the RPSG House, is a Certified Green Building by the Indian Green Building Council (IGBC)

MULTI-SECTOR PRESENCE



Power



IT-Enabled Services



Media and Entertainment



Consumer and Retail



Plantations



Chemicals



Healthcare



Sports



Education and Infrastructure

VISION

To be a dynamic conglomerate driven by sustainable growth, efficiency, and innovation

Values that Guide Us



CUSTOMER FIRST

Keep customer at the core of every action



CREDIBILITY

Instil trust, confidence, and accountability with our actions



RISK-TAKING

Dare to go beyond



SUSTAINABILITY

Be equally responsible for people, planet, profits



EXECUTION EXCELLENCE

Strive to be the best in everything we do



AGILITY

Move ahead of time quickly



HUMANENESS

Be fair, respectful, transparent, and sensitive

Core Strengths

Focus on Value Addition

Execution Excellence

Financial Discipline

Focus on Operational Excellence

Focus on People and Performance-Oriented Culture

Strong Portfolio of Consumer and Growth-Oriented Businesses

Strategic Priorities

- Sustainably growing our businesses (organic and inorganic mix)
- Enriching portfolio of businesses by increasing share of value-added product and services
- Profitable growth (focus on ROCE as KPI)
- Transforming into R&D and innovation-led culture
- Commitment to sustainability
- Shareholder value creation

BUILDING THE CHEMISTRY OF TOMORROW

PCBL Chemical Limited (also referred to as 'PCBL', 'Our Company', 'We', or 'The Company') is a global multi-chemistry platform delivering performance-oriented and sustainable solutions across industries. As part of the RP-Sanjiv Goenka Group, we operate at the intersection of scale, science, and sustainability.

Our Vision

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

Our Identity

- A global specialty chemicals company with multi-chemistry capabilities
- A leading carbon black manufacturer, with strong presence across tyre, performance and specialty segments
- An emerging player in advanced materials, including conductive carbons and battery-related chemistries
- A science-led organisation, driven by R&D, process innovation and application development
- A customer-focused enterprise, delivering tailored solutions across industries
- First Carbon Black Company to earn carbon credits under the Kyoto Protocol (UNFCCC)



WHERE OUR PRODUCTS ARE USED

Tyre Applications **Performance Materials** **Specialty Solutions**

OUR BUSINESS PLATFORMS

Rubber & Specialty Blacks (PCBL Chemical)

Among the world's leading carbon black manufacturers and a global specialty blacks player



Scale and Footprint	Portfolio and Applications	Strategic Direction
8,80,000-MTPA carbon black capacity across all manufacturing facilities , including 1,12,000-MTPA specialty blacks capacity	110+ grades serving tyre, non-tyre rubber, plastics, inks, coatings, fibres, cables, and specialty applications	Expanding specialty portfolio, strengthening global market position, and targeting 1 Million MTPA carbon black capacity by FY 2027-28

Specialty & Solutions (Aquapharm)

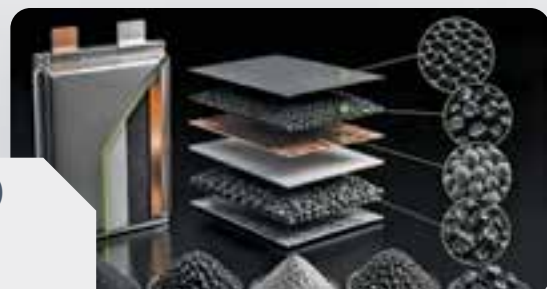
India's largest and among the world's leading phosphonate producers



Scale and Footprint	Portfolio and Applications	Strategic Direction
1,67,000-MTPA capacity across 4 manufacturing facilities in India, the US, and Saudi Arabia	275+ products serving water treatment, home care, oil and gas, desalination, textiles and industrial applications	Scaling green chelates, polymers and sustainable chemistry solutions while expanding global presence

Battery Chemicals & Conductive Materials (Nanovace)

Emerging platform focused on advanced battery and conductive material technologies



Scale and Footprint	Portfolio and Applications	Strategic Direction
Pilot-scale and technology-led growth platform	Conductive carbons, acetylene black, nano-silicon materials, and next-generation battery solutions	Building capabilities across electrification, energy storage, and advanced material applications through innovation-led growth

Our Stature

5

Manufacturing Units (including the WOS*, PCBL (TN) Limited)

8,80,000 MTPA

Manufacturing Capacity (including the Capacity of WOS*, PCBL (TN) Limited)

122 MW

Co-generated Power Capacity (including PCBL (TN) Limited)

6TH

Global Position

50+

Global Presence

2

R&D and Innovation Centres across India and International Markets

110+

Grades (Tyre, Performance, Specialty Chemicals)

1,350

Employees

2,80,000+

Number of Shareholders

200+

Strategic Supply Chain Partners

1ST

Carbon Black Company in the World to be Awarded Carbon Credit under the Kyoto Protocol of the United Nations Framework Convention on Climate Change (UN FCCC)

* Wholly owned subsidiary

Global Product and Regulatory Compliance

STANDARD/REGULATION	RELEVANCE
USFDA 21 CFR 178.3297	High-purity furnace black compliant for food-contact applications
Regulation (EU) No 10/2011	Compliant with purity requirements for plastics intended for food contact
Indian Standard (IS 4984)	Approved for use in HDPE pipes for potable water applications
China Hygienic Standards	Compliant for food containers and packaging applications
European Standard EN 71	Meets safety requirements for children's product applications
Japan Hygienic Olefin and Styrene Plastics Association Standards	Compliant for food packaging applications
REACH Registration Support	Compliance framework supporting access to European markets
ISCC PLUS Certification	Supporting traceable and sustainable feedstock sourcing across certified operations

Management System and Operational Certifications

ISO CERTIFICATIONS

ISO 9001:2015 | ISO 14001:2015 | ISO 45001:2018 | ISO 27001:2002 | ISO 17025:2017 | ISO/IEC 17025:2017

OTHER CERTIFICATIONS AND RECOGNITIONS

IATF 16949:2016 | VASR Certification | REACH Compliance | Authorised Economic Operator (AEO)

International Sustainability and Carbon Certification (ISCC) | LEED Certified by the U.S. Green Building Council (USGBC) | United Nations Global Compact | Government Recognised Four Star Export House

Advancing Chemistry for a SUSTAINABLE TOMORROW

Aquapharm Chemical Limited anchors our move into a diversified, multi-chemistry platform. During FY 2025-26, the business expanded capacities, advanced product innovation, deepened customer relationships, and strengthened its global operations, while navigating a shifting external environment and building a foundation for long-term sustainable growth.

Aquapharm Chemical Limited is authorised by the Indian Chemical Council (ICC) to use the Responsible Care® logo through July 2028, reaffirming its commitment to sustainable and responsible chemical management.

About Aquapharm

Built over more than four decades, Aquapharm is India's largest and among the world's top phosphonate producers. It manufactures in India, the US, and Saudi Arabia, and serves customers across North America, Europe, India, and other international markets. As part of PCBL, Aquapharm is moving beyond its specialty chemicals base into a wider solutions platform, helped by its global reach, product development, a shift to greener chemistries, and the efficiencies of closer integration with the Group.

Our Stature

INDIA'S LARGEST
Phosphonate Producer

AMONG THE TOP 3
Phosphonate Producers Globally

Presence across
NORTH AMERICA, EUROPE, INDIA, AND REST OF THE WORLD

1,67,000 MTPA
Total Specialty Chemical Capacity

275+
Products and Formulations

Manufacturing presence in
INDIA, the US, AND SAUDI ARABIA

4
Manufacturing Facilities

265+
Customers



Financial and Operational Performance

Despite a volatile year, Aquapharm delivered stable revenues and further strengthened its operating base. Home Care grew by 11%, supported by deeper engagement with key customers and a larger wallet share. Application-specific solutions also grew by 18% during the year. Oil & Gas faced headwinds from lower rig counts and frac spreads in the US, while Water Solutions saw a temporary softening in demand.

FY 2025-26 Performance Snapshot

Revenue from Operations (₹ Crores)

FY 2025-26	1,443	1.6% YoY Change
FY 2024-25	1,420	

EBITDA (₹ Crores)

FY 2025-26	162	(16.5%) YoY Change
FY 2024-25	194	

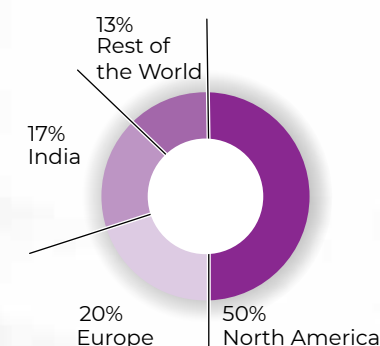
Sales Volume (MT)

FY 2025-26	94,445	(1.4%) YoY Change
FY 2024-25	95,806	

Total Capacity (MTPA)

FY 2025-26	1,67,000	28.5% YoY Change
FY 2024-25	1,30,000	

Revenue by Geography



Sales Volume by Segment



Home Care (Volume (MT))

FY 2025-26	38,218	11.1% YoY Change ▲
FY 2024-25	34,390	

Oil & Gas (Volume (MT))

FY 2025-26	23,640	(19.5%) YoY Change ▼
FY 2024-25	29,361	

Water Solutions (Volume (MT))

FY 2025-26	15,219	(11.9%) YoY Change ▼
FY 2024-25	17,284	

Application-specific Solutions (Volume (MT))

FY 2025-26	17,368	17.6% YoY Change ▲
FY 2024-25	14,771	

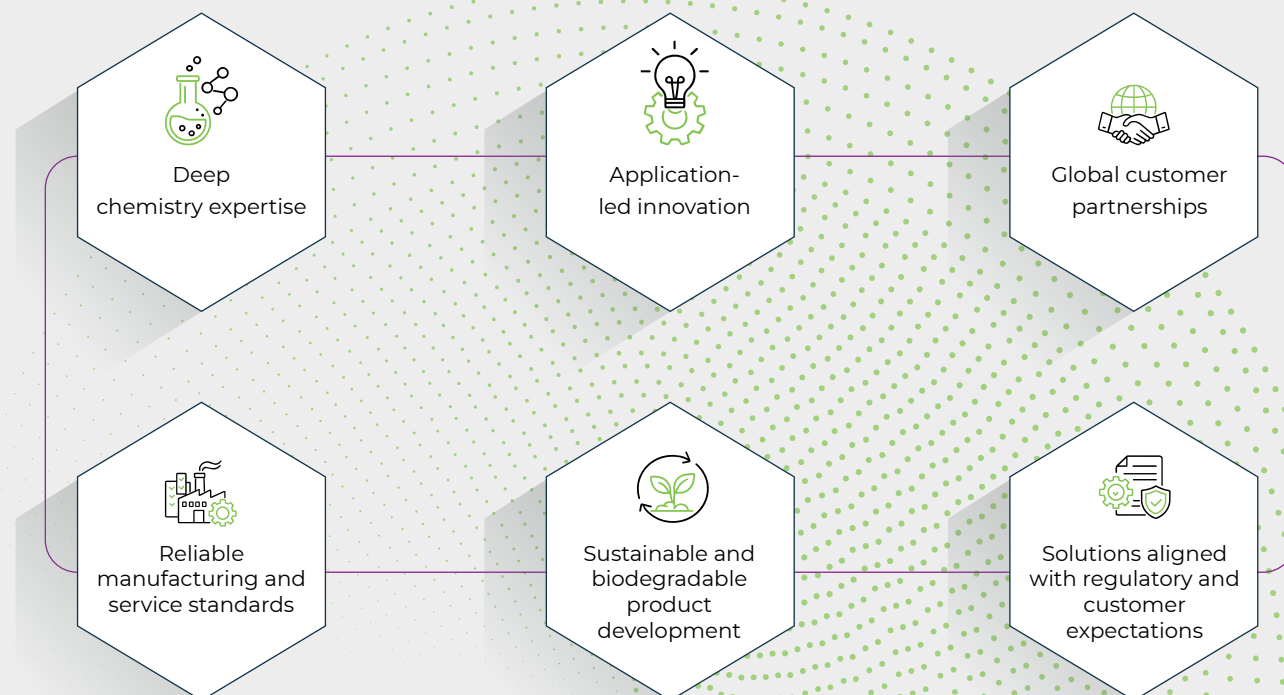
Total

FY 2025-26	94,445	(1.4%) YoY Change ▼
FY 2024-25	95,806	

OUR BRAND IDENTITY

Aquapharm represents chemistry that works silently behind everyday progress. Its products support cleaner homes, efficient water systems, safer industrial processes, improved oilfield performance, and more sustainable formulations.

The brand stands for:



Major Segments and Key Products



HOUSEHOLD, INDUSTRIAL, AND INSTITUTIONAL CLEANING

KEY PRODUCTS	APPLICATIONS
Phosphonates, Polymers, Green Chelates	Fabric care, dishwash, surface cleaning, cleansing, and detergent formulations



INDUSTRIAL WATER TREATMENT

KEY PRODUCTS	APPLICATIONS
Polymers, Phosphonates	Cooling water treatment, boiler water treatment, desalination, and industrial water systems



OIL & GAS CHEMICALS

KEY PRODUCTS	APPLICATIONS
Imidazoline, Quats, Triazine, Phosphonates, Biocides	Oil production, fracking, drilling, stimulation, scale inhibition, and corrosion control



APPLICATION-SPECIFIC SOLUTIONS

KEY PRODUCTS	APPLICATIONS
Biocides, Acetyl Chloride, Specialty Chemistries	Textiles, pharma, process chemicals, paper and pulp, surface treatment, and specialised industrial applications

The Reason behind Our Growth

Aquapharm strengthened its base for growth during FY 2025-26 through added capacity, product innovation, and market development. Commissioning the Mahad polymer expansion enabled new products, including biodegradable polymers for textile and fabric care applications. The business also expanded its presence across key international markets, advanced customer qualifications in the Oil & Gas sector, and built traction for its green chemistry portfolio. These developments, helped by closer integration with PCBL, enhanced Aquapharm's ability to serve customers across markets while strengthening its position for the years ahead.

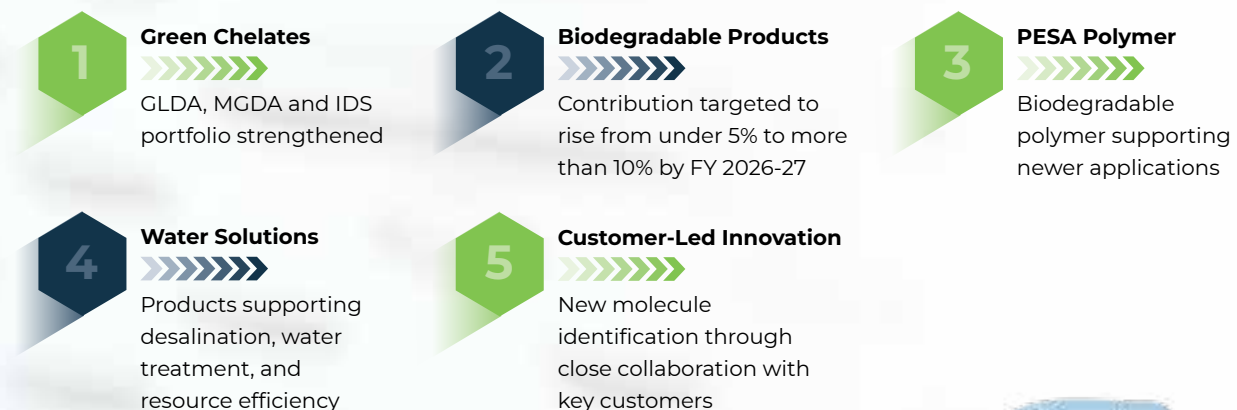
Key Growth Drivers

- Mahad polymer expansion commissioned
- New product introductions across polymers and green chemistries
- Expanded customer engagement and wallet share
- Customer qualifications across LATAM Oil & Gas markets
- Commercial traction in green chelates
- Stronger integration across India, the US, and Saudi Arabia operations
- Improved cost and supply chain efficiencies

Innovation and Sustainability

Innovation and sustainability continue to shape how Aquapharm develops its products. During FY 2025-26, the business strengthened its portfolio of environmentally responsible solutions, expanded capabilities in advanced polymers and water treatment chemistries, and advanced customer-led product development. These efforts are helping Aquapharm align its offerings with evolving regulatory requirements, sustainability priorities, and customer expectations across global markets.

SUSTAINABILITY-LED PRODUCT FOCUS



Integration with PCBL

Integration with PCBL further strengthened Aquapharm's operations during FY 2025-26. Drawing on shared capabilities, global networks, and cross-functional expertise, the business improved efficiency, deepened customer engagement, and opened opportunities across key growth segments. These efforts across India, the US, and Saudi Arabia also improved coordination, resource use, and alignment along the value chain.

INTEGRATION BENEFITS

					
Enhanced procurement efficiencies and sourcing capabilities	Stronger collaboration across finance, supply chain, and operations	Improved coordination across global manufacturing locations	Cross-selling and market development opportunities	Increased internal sourcing and value chain synergies	Better alignment across businesses and geographies

Plan Ahead

Aquapharm is entering its next phase of growth, scaling recently commissioned capacities, deepening customer relationships, and broadening its portfolio of sustainable and application-led solutions. With its stronger global footprint and closer integration with PCBL, the business is well placed to widen its market reach, improve operating performance, and capture emerging opportunities across specialty chemicals.

Priorities Going Forward

- Scale green chelates and biodegradable chemistry portfolio
- Ramp up Mahad polymer capacity and new product volumes
- Expand desalination and industrial water treatment solutions
- Increase wallet share in Oil & Gas customers
- Strengthen presence in LATAM, Africa, Canada, and Australia through distributors
- Improve utilisation, margins, and operating efficiencies
- Build a stronger innovation pipeline through customer collaboration
- Support PCBL's transition into a multi-chemistry, sustainable solutions platform

Leading the Charge in NEXT-GENERATION BATTERY MATERIALS

Nanovace Technologies Limited marks our entry into next-generation battery materials and advanced energy storage solutions. During FY 2025-26, the business strengthened its technology platform, expanded its intellectual property portfolio, and progressed towards commercialisation, positioning it for growth in electrification and the energy transition.

About

nanovace™

Nanovace Technologies Limited is PCBL's advanced battery materials platform, focused on developing next-generation nano-silicon solutions for lithium-ion batteries. Established as a joint venture with Kindia Pty Limited, Australia, the business combines proprietary materials science, process engineering, and battery application expertise to address the evolving needs of electric mobility, energy storage and advanced electronics.

During FY 2025-26, Nanovace advanced from technology development towards commercial readiness, strengthening its intellectual property portfolio, expanding research capabilities, deepening customer engagement, and preparing its pilot-scale facility at Palej for commissioning.

What Sets Us Apart

Nanovace is reimagining silicon anode technology through a proprietary single-step nanomaterial production process designed to simplify manufacturing, improve scalability, and lower production costs compared with conventional multi-stage silicon processing routes.

Key Differentiators

TECHNOLOGY ADVANTAGE		VALUE CREATED
Proprietary nano-silicon manufacturing process		Simplified production and lower process complexity
Single-step synthesis route		Reduced energy consumption and operating costs
High-performance silicon anode materials		Enhanced battery efficiency and energy density
Scalable manufacturing platform		Faster commercialisation potential
Strong intellectual property portfolio		Technology protection and market differentiation
Multi-chemistry compatibility		Suitable across a wide range of battery formats
Integrated R&D and application development		Faster customer qualification and product customisation

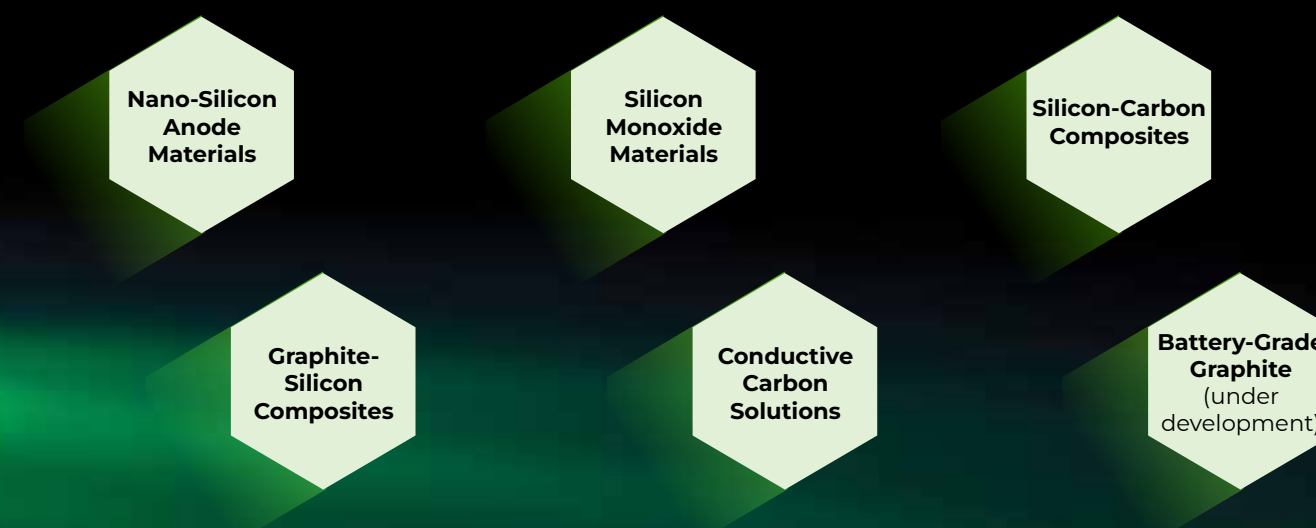
Innovation and Intellectual Property

During the year, Nanovace strengthened its intellectual property portfolio and global technology positioning:

Key Developments

- Secured a US patent for its proprietary nanomaterial manufacturing process
- Filed patent applications across multiple international jurisdictions, with approvals progressing in several regions
- Filed additional patent applications covering carbon-silicon composites and battery-grade graphite derived from bio-based sources
- Strengthened laboratory infrastructure and expanded research capabilities
- Installed a dedicated dry room to support advanced battery material development and handling

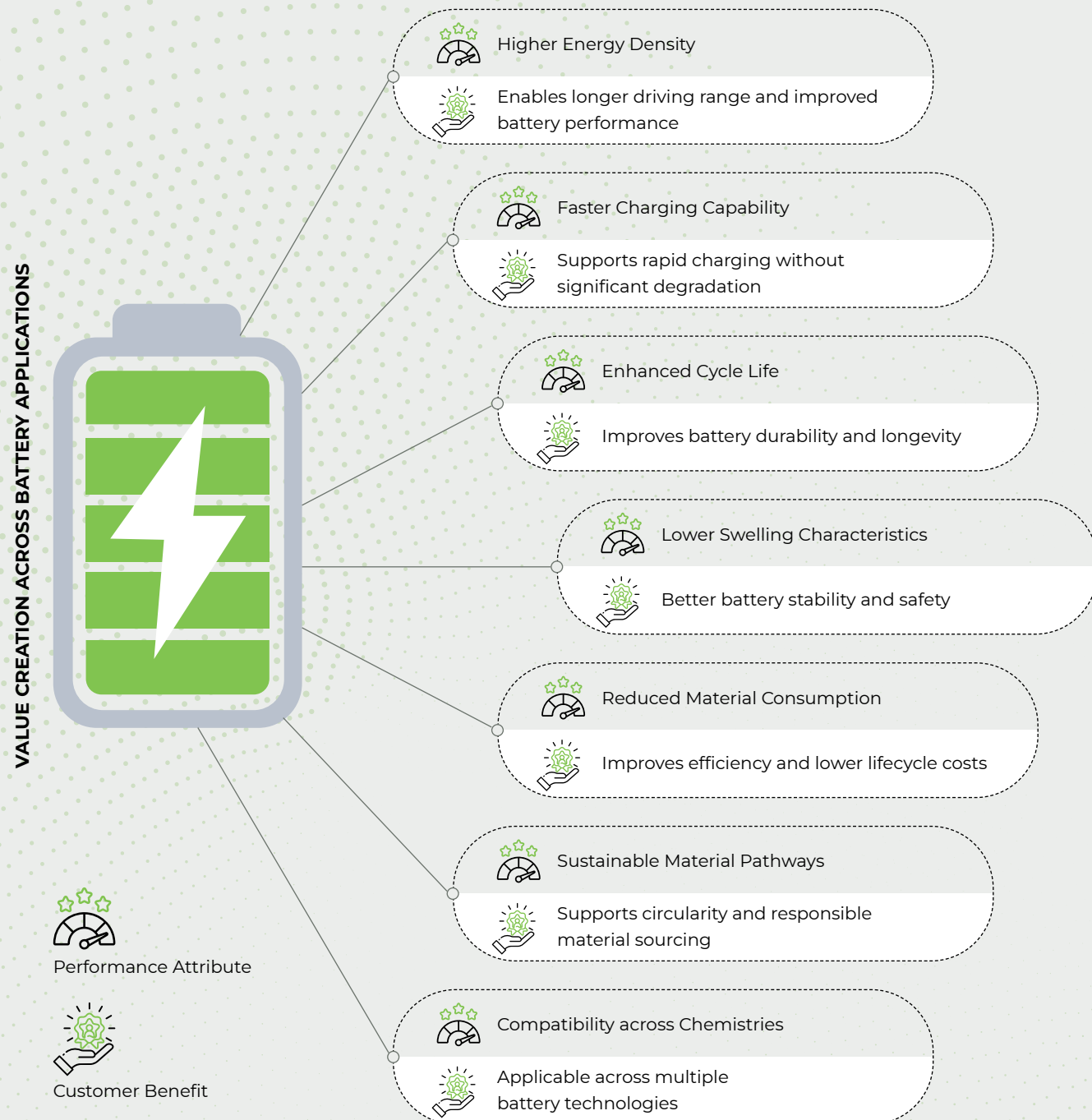
Advanced Product Portfolio



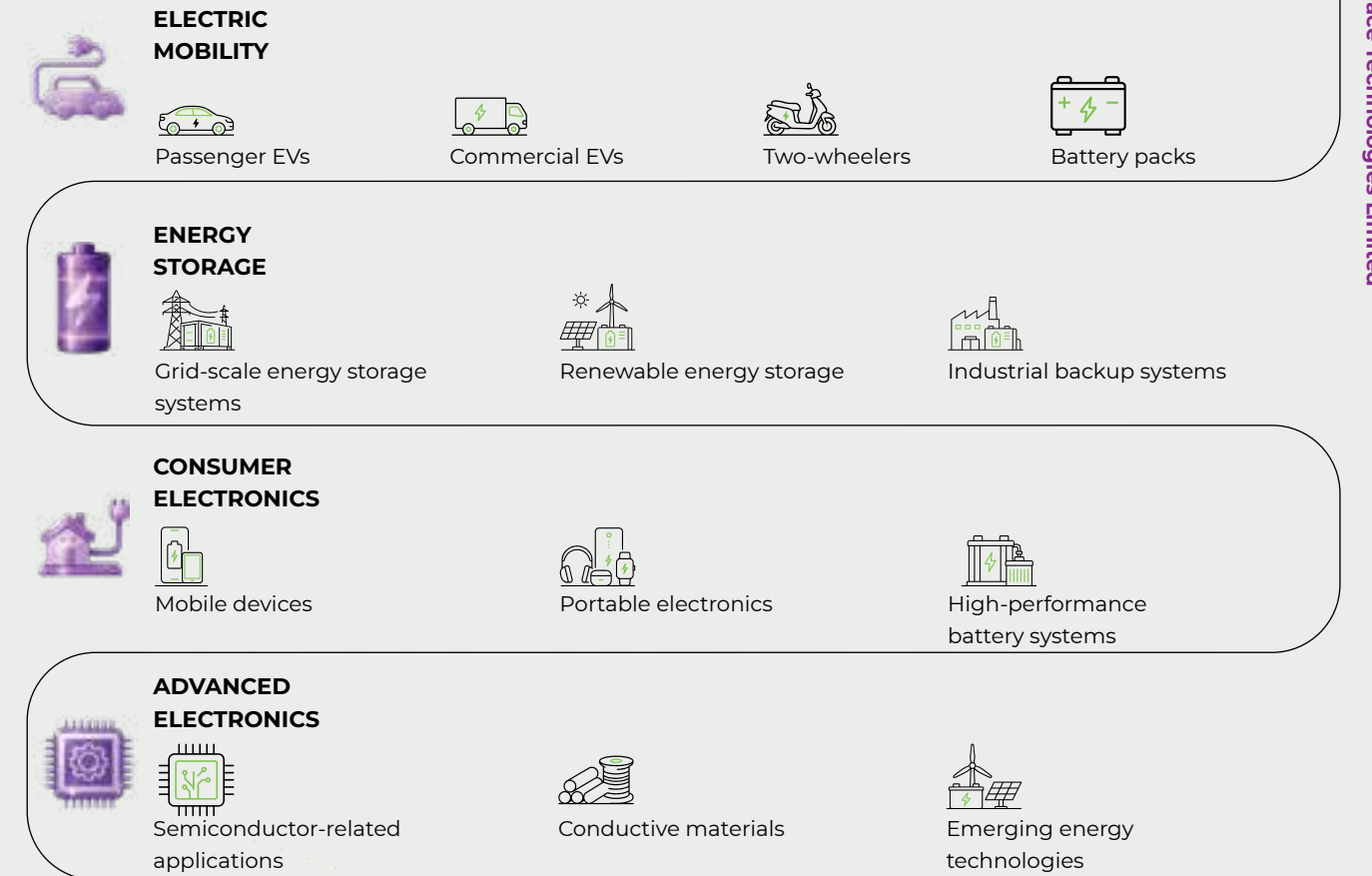


How it Makes a Difference

Nanovace's advanced battery materials are designed to address critical performance requirements of next-generation energy storage systems.

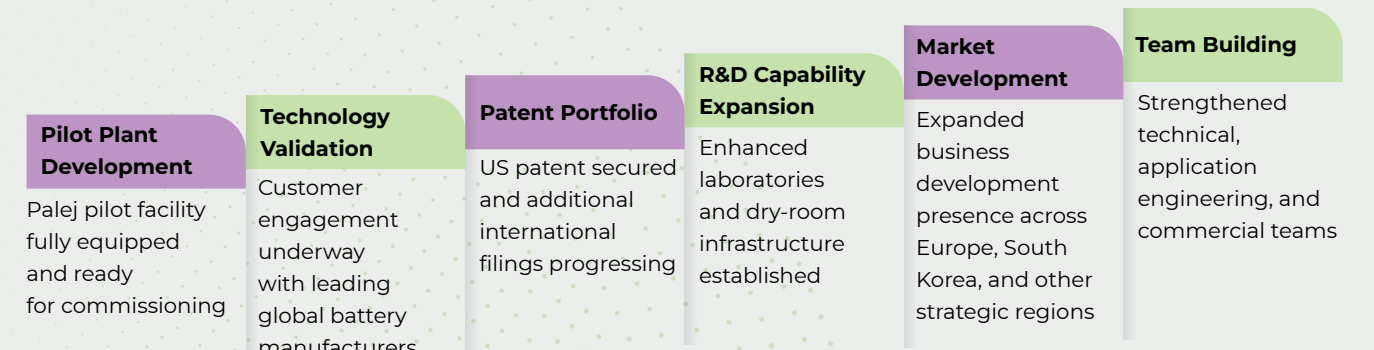


Applications Served



Nanovace's platform is also being developed alongside PCBL's wider work in battery chemicals, including conductive carbons and acetylene black, creating a complementary portfolio serving the evolving energy storage value chain.

STRATEGIC MILESTONES ACHIEVED DURING FY 2025-26



The Road Ahead

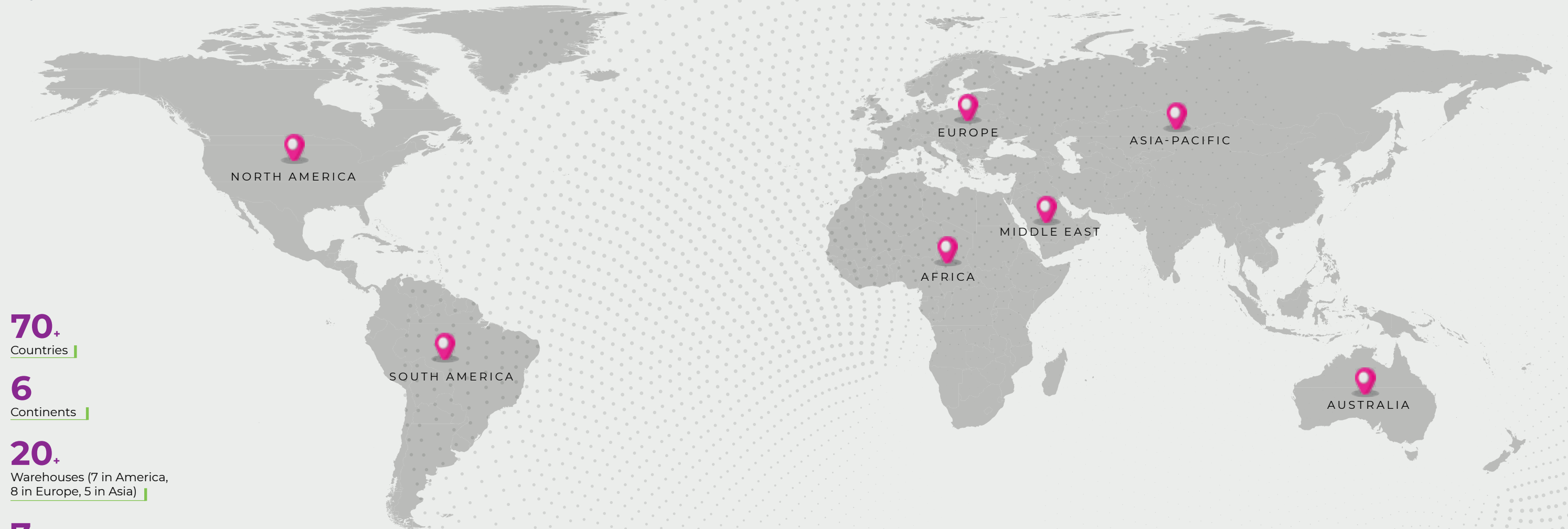
Over the coming years, Nanovace will focus on progressing customer qualification programmes, scaling pilot operations, advancing commercial deployment and strengthening its global battery materials platform. Following receipt of Consent to Operate for R&D after the year-end, the immediate priority is to commence pilot operations and advance product validation and qualification with leading battery manufacturers. Commercial scale-up is expected to follow after customer approvals and application benchmarking.

Supported by its proprietary technology, growing intellectual property portfolio, strengthened R&D capabilities, and expanding global customer engagement, Nanovace is set to become a key pillar of PCBL's battery materials business and long-term growth strategy.

Reaching Markets with **SCALE AND SERVICE**

Our global presence brings together manufacturing, distribution, and customer engagement across key international markets. Supported by facilities in India, the US, and Saudi Arabia, we serve customers across markets with reliable supply, application expertise, and sustainable solutions tailored to different industry needs.

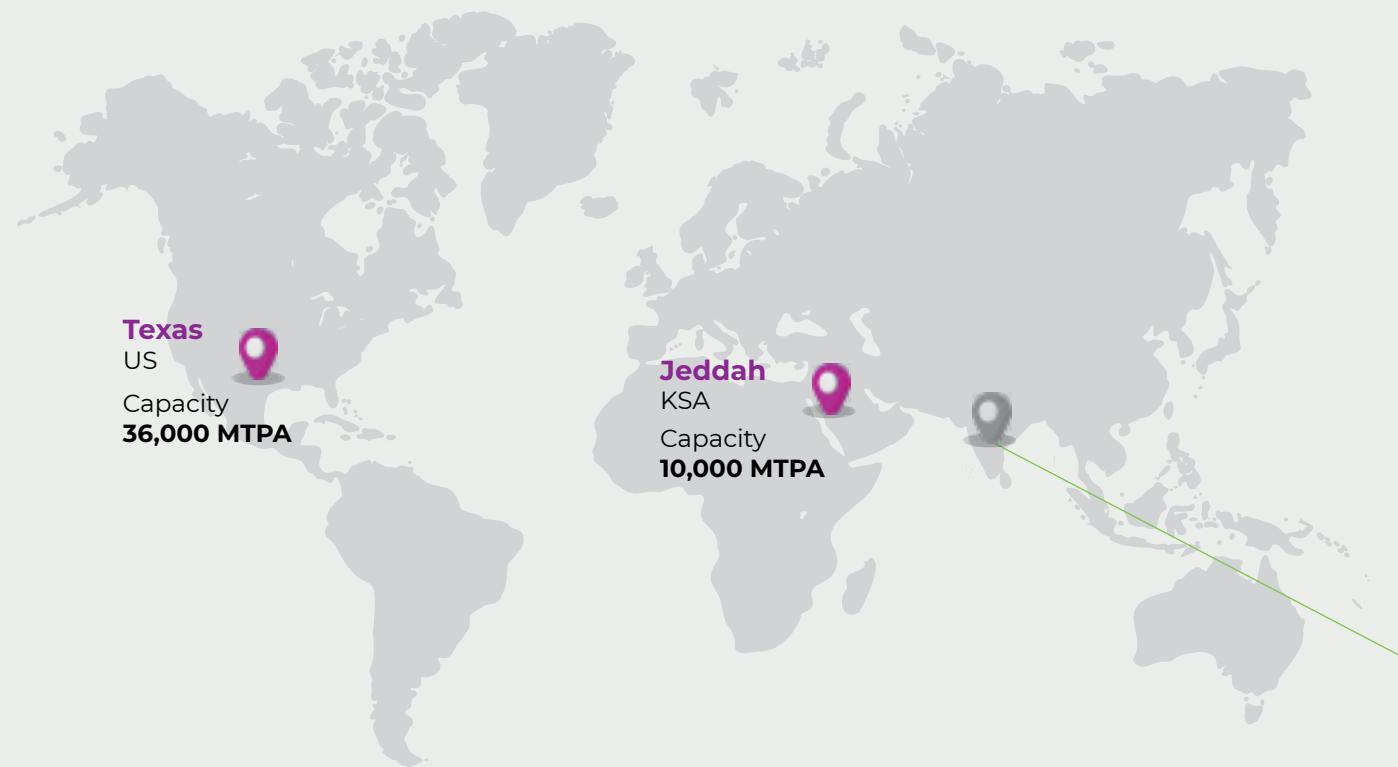
Key International Markets



- 70+**
Countries
- 6**
Continents
- 20+**
Warehouses (7 in America, 8 in Europe, 5 in Asia)
- 7**
Decanting Stations across Europe, Asia, and North America
- 2** R&D Centres in India
- 2** Innovation Centres in Belgium and Australia
- 3**
Global Manufacturing Presence (India | US | Saudi Arabia)

Presence across North America, Europe, India, Latin America, the Middle East, and Other International Markets

Disclaimer: This map is a generalised illustration only for the ease of the reader to understand the locations, and it is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position. The Company or any of its directors, officers or employees, cannot be held responsible for any misuse or misinterpretation of any information or design thereof. The Company does not warrant or represent any kind of connection with its accuracy or completeness.

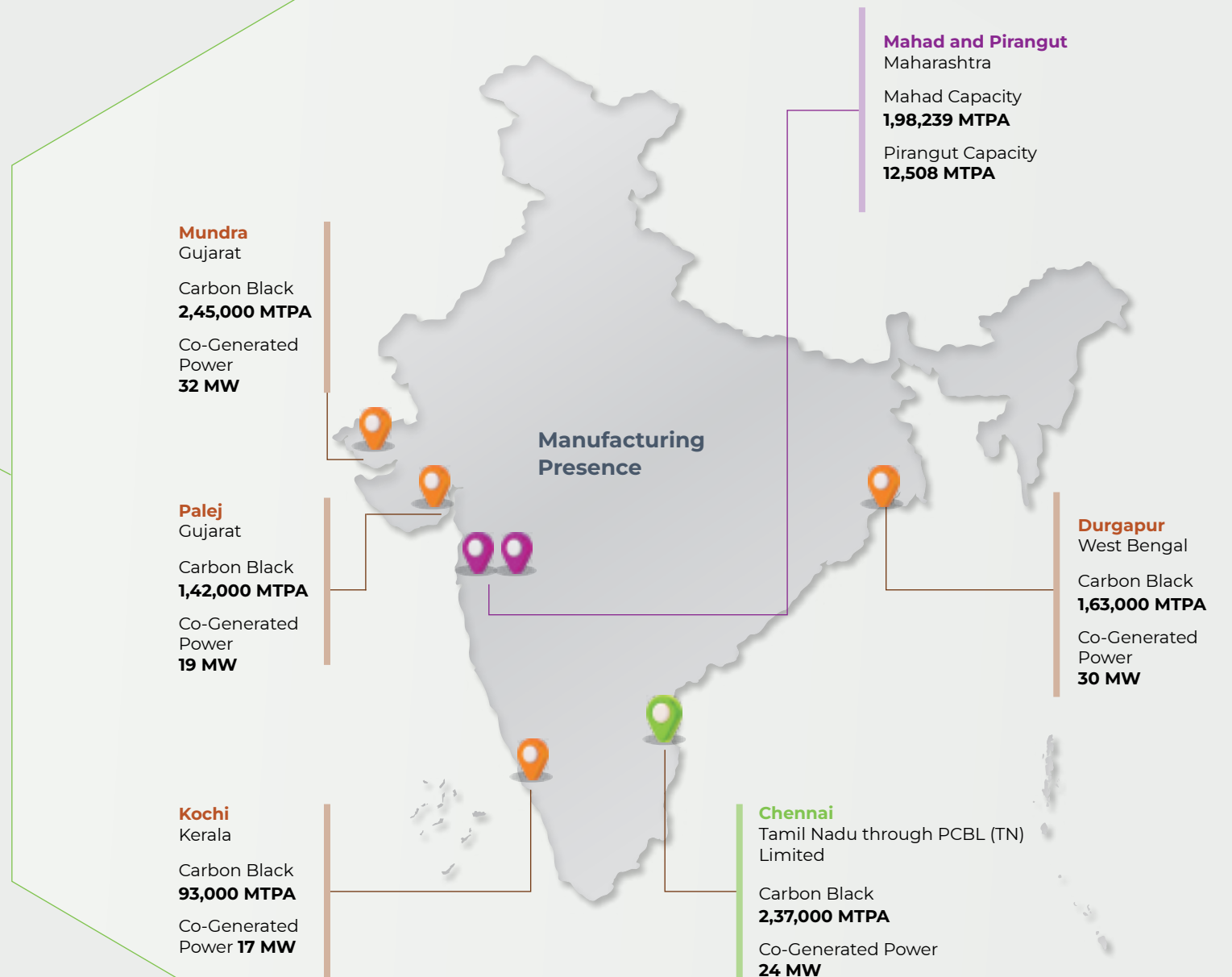


OPERATIONAL EXCELLENCE IS ABOUT MAKING EVERY PROCESS PERFORM BETTER, EVERY ASSET WORK SMARTER AND EVERY INTERVENTION CREATE MEASURABLE VALUE. DURING THE YEAR, OUR FOCUS ON PRODUCTIVITY, QUALITY, AUTOMATION AND RESOURCE EFFICIENCY STRENGTHENED THE FOUNDATION FOR RELIABLE AND FUTURE-READY MANUFACTURING.

Sanjay Prabhakar Ghawghawe

Chief – Manufacturing Operations

Disclaimer: This map is a generalised illustration only for the ease of the reader to understand the locations, and it is not intended to be used for reference purposes. The representation of political boundaries and the names of geographical features/states do not necessarily reflect the actual position. The Company or any of its directors, officers or employees, cannot be held responsible for any misuse or misinterpretation of any information or design thereof. The Company does not warrant or represent any kind of connection with its accuracy or completeness.



PCBL Chemical Limited



PCBL (TN) Limited (WOS of PCBL Chemical Limited)



Aquapharm Chemical Limited (Subsidiary of PCBL Chemical Limited)

Putting OUR CHEMISTRY TO WORK

Our portfolio spans Rubber & Specialty Blacks, Specialty & Solutions, and Battery Chemicals & Conductive Materials, reaching industries from mobility and infrastructure to energy storage and consumer applications. In each, we bring together scale, chemistry expertise, and a close understanding of how our materials are used, so that what we make performs reliably, runs efficiently, and supports more sustainable outcomes.

Rubber & Specialty Blacks

We offer a broad carbon black portfolio built to meet stringent global performance standards, including ASTM and Specialty benchmarks. Our products are engineered for consistency, durability, and application-specific performance across tyre and non-tyre segments. The range extends to high-purity grades, high-durability, and tailored formulations, which let us serve high-end industries such as battery, fibre, ink, coating, semiconductors, high-voltage cables, and conductive polymers.



CARBONEXT®

Our advanced carbon black range is engineered for specialised rubber applications, offering precise morphological control, superior dispersion, and consistent quality for next-generation mobility and industrial applications.

CARBONEXT®

ECOZEN™

ECOZEN™ combines circular innovation with tailored carbon black solutions. Manufactured from recovered materials, it delivers consistent, application-specific performance while enabling customers to advance their sustainability goals.

ecozen™

SPECIALTY BLACK

Our specialty black portfolio serves high-performance and application-driven industries, combining functionality with aesthetics to deliver consistent performance in demanding environments.

ROYALE BLACK®

Our flagship specialty black brand, representing performance, consistency, and application versatility

Bleumina®

Medium and high colour furnace blacks for high jetness, high-end aesthetics and durability for engineering plastics

NuTONE®

Powder carbon blacks for inks, coatings, high jetness, adhesives, and sealants

Energy^a®

High-purity conductive carbon blacks for batteries, ESD applications, and extra high-voltage cables

ecozen™

Sustainable carbon black solutions that reduce carbon footprint while ensuring high performance for tyres and automotive applications.

VEDABLACK®

Tailored specialty blacks for various paint and coating applications

FY 2025-26 HIGHLIGHTS

- Expanded total carbon black capacity to 8,80,000 MTPA
- Advanced commissioning of the 20,000-MTPA specialty black facility at Mundra; the facility was commissioned following the year-end
- Progressed commissioning of the 1,000-MTPA super-conductive black line at Palej; the line became operational following the year-end
- Continued development of circular carbon black solutions under the ECOZEN™ platform

SUSTAINABLE PRODUCT PORTFOLIO

Sustainability guides how we develop products. During FY 2025-26, we widened our portfolio of environmentally responsible solutions:

- ECOZEN™ circular carbon black solutions using recovered feedstocks
- Green chelates supporting environmentally responsible formulations

- Low-PAH compliant carbon black grades
- Fuel-efficient tyre solutions through advanced carbon black technologies
- Conductive materials supporting electrification and energy transition
- Water treatment chemistries supporting resource efficiency and desalination



SPECIALTY & SOLUTIONS (AQUAPHARM)

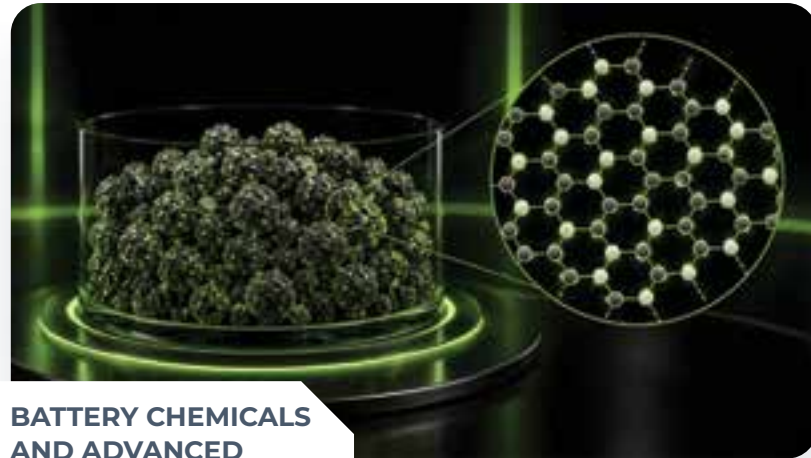
Through Aquapharm, we have strengthened our presence in specialty chemicals, particularly phosphonates, which are widely recognised for their multifunctional performance and chemical stability.

These products are used in threshold inhibition, metal ion sequestration and deflocculation, making them effective across water treatment and industrial applications.



FY 2025-26 HIGHLIGHTS

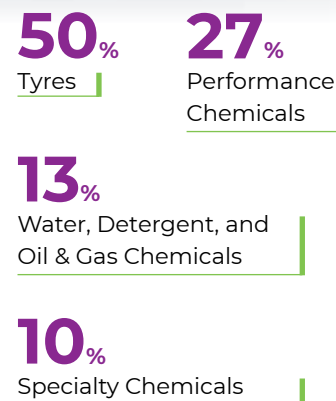
- Expanded specialty chemical capacity to 1,67,000 MTPA
- Commissioned the polymer expansion at Mahad
- Expanded green chelates and sustainable chemistry portfolio
- Strengthened customer base across North America, Europe, and LATAM
- Advanced customer approvals across water treatment and Oil & Gas applications



BATTERY CHEMICALS AND ADVANCED MATERIALS

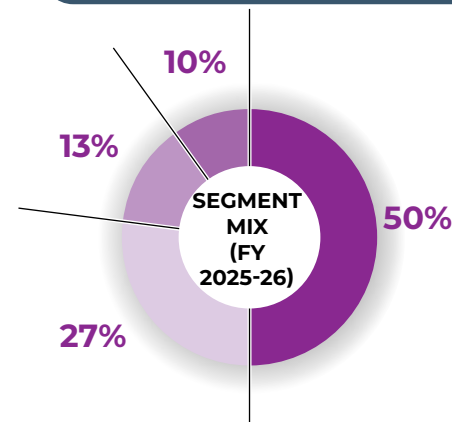
We are building a next-generation materials platform focused on energy storage and advanced applications. Our work in nano-silicon, conductive carbons, and acetylene black places us at the leading edge of emerging battery technologies.

SEGMENT MIX (FY 2025-26)



FY 2025-26 HIGHLIGHTS

- Nanovace secured a US patent for its proprietary nanomaterial technology
- Palej nano-silicon pilot facility prepared for commissioning; the facility received Consent to Operate for R&D following the year-end
- Expanded engagement with global battery manufacturers
- Advanced development of conductive carbons and silicon-based battery materials
- Strengthened market development across Europe and South Korea



Our Direction

Our evolution is guided by a clear ambition to build a diversified, multi-chemistry platform capable of serving both today's industries and tomorrow's technologies. By combining carbon leadership, specialty chemistry expertise, and advanced material innovation, we are building a portfolio that delivers performance and sustainability while positioning us for long-term growth.

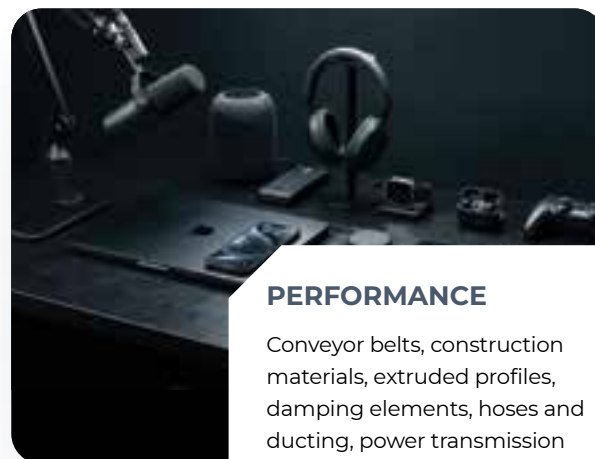
Application Landscape

RUBBER & SPECIALTY BLACKS (CARBON BLACK)



TYRE & TYRE SPECIALTY

Passenger vehicle tyres, truck and bus tyres, off-the-road tyres, racing tyres, agricultural tyres, forestry tyres, two- and three-wheeler tyres, cycle tyres, and retreading materials



PERFORMANCE

Conveyor belts, construction materials, extruded profiles, damping elements, hoses and ducting, power transmission belts, rubber mats and shoe soles, rubber pads and caps, anti-vibration products, moulded rubber goods, seals and gaskets, roofing elements, bonded rubber goods, rubber sheets, and tubing



SPECIALTY BLACK

Engineering plastics, conductive and ESD polymers, food contact plastics, synthetic fibres and textiles, wires and cables, films and sheets, geomembranes, pipes and irrigation systems, moulded parts, inks, paints, coatings, adhesives, sealants, and batteries



OIL & GAS

Oil production, hydraulic fracturing, borewell drilling, simulation, and corrosion inhibition

SPECIALTY & SOLUTIONS (AQUAPHARM)



HOME CARE

Household cleaning, industrial cleaning, water treatment, and desalination



WATER SOLUTIONS & APPLICATION-SPECIFIC

Paper and pulp, textile printing, pharmaceuticals, agrochemicals, and wood treatment

BATTERY CHEMICALS & CONDUCTIVE MATERIALS



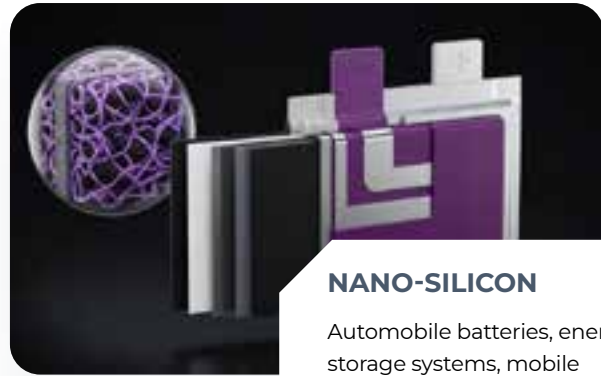
CONDUCTIVE CARBONS

ESD applications, battery systems, conductive polymers, and conductive plastics



ACETYLENE BLACK

Li-ion batteries, and high-voltage power cables



NANO-SILICON

Automobile batteries, energy storage systems, mobile batteries, and portable devices

TRANSFORMING RESEARCH INTO COMMERCIAL ADVANTAGE

Innovation at PCBL is driven by a clear objective: translating scientific research into commercially relevant solutions that address emerging customer needs, accelerate sustainable growth and expand the Company's participation across advanced materials, specialty chemicals and next-generation applications.

ADVANCING THE INNOVATION PIPELINE

Next-Generation Conductive Materials

During FY 2025-26, internal collaboration across PCBL accelerated the development of advanced conductive carbon solutions.

Key Progress

- Developing Energia® 1040 and Energia® 1070 super-conductive carbon blacks for next-generation battery and electrical applications.
- Fine-tuning process technology, product morphology and performance through competitive intelligence and customer feedback.
- Advancing NuTone™ 20, 28 and 40 ink and coating grades through customer qualification and validation.

SCALING SUSTAINABLE INNOVATION

Innovation continues to strengthen PCBL's circular product portfolio while creating new opportunities in sustainable materials.

ECOZEN™ PLATFORM

- Scaling ECOZEN™ 6000 and ECOZEN™ 3000 using tyre pyrolysis oil (TPO) as a partial replacement for conventional feedstock.
- Developed ECOZEN™ 6000R, produced through an advanced co-pelletisation process combining virgin and recovered carbon black.
- Delivering sustainable solutions for tyres and technical rubber applications with reduced environmental impact.
- Customer samples submitted for validation, performance assessment and market adoption.
- Ongoing optimisation of feedstock mix, manufacturing economics and operational efficiency.

BUILDING TOMORROW'S MATERIALS

The Company's R&D priorities continue to evolve alongside changing industry requirements.

Future Innovation Priorities

Sustainable Manufacturing



Green chemistry



Bio-based feedstocks



Recyclable carbon black feedstocks



Hybrid feedstock technologies

Advanced Materials



Conductive carbons



Battery materials



High-performance specialty blacks



Application-engineered formulations

Application Development



Electrical conductivity



UV shielding



Deep jetness



Corrosion resistance



Tailor-made customer formulations

Process Excellence



Cost optimisation



Energy efficiency



Elastomer performance enhancement

Technology as an Innovation Enabler

Digital technologies are increasingly strengthening research, development and manufacturing.

Technology is enabling:



Data-driven product development



Process optimisation



Faster customer response cycles



Automation-led experimentation



Improved product consistency



Better operational decision-making

Engineering Better Outcomes

During FY 2025-26, we advanced a series of process, equipment and technology initiatives across our manufacturing facilities. Each intervention was designed to translate operational improvements into measurable gains in productivity, quality, flexibility and resource efficiency.

Building Resilience into High-Temperature Operations

Enhanced process materials and equipment solutions were developed and deployed across key production units.

Improved process stability and reliability, resulting in higher yield, productivity and more efficient utilisation of raw materials and energy, contributing to reduced GHG emissions.

Redesigning Lines for Higher Throughput

Critical process equipment and production-line configurations were strategically modified to improve operating performance.

Increased manufacturing throughput and productivity while reducing process losses and improving resource efficiency.

Unlocking Capacity from Existing Assets

Targeted debottlenecking projects were undertaken across major production lines.

Released additional production capacity without proportionate infrastructure expansion, improving asset utilisation and supporting more efficient operations.

Engineering Consistency into Quality

Innovative process components and combustion-system enhancements were developed to improve process precision and product performance.

Strengthened product yield and quality, reduced process variability and improved material utilisation, while supporting ongoing patent initiatives and contributing to reduction in GHG emissions.

Blending Flexibility with Precision

Advanced in-line blending and process-control capabilities were introduced, with deployment across additional manufacturing locations planned.

Enabled greater responsiveness to varying customer requirements, improved quality consistency and reduced rework and resource consumption.

Automating for Smarter Operations

Industry 4.0 initiatives, including the automation of critical operating sequences, were advanced across manufacturing processes.

Reduced manual intervention, improved process standardisation and reliability, and strengthened data-led decision-making.

Improving Every Process, Every Day

Facility-level improvement programmes covered product development, combustion optimisation, process control, heat recovery and throughput enhancement.

Improved yield, productivity, product quality and energy efficiency while reducing variability, process losses and resource consumption, contributing to reduced GHG emissions.

Collective Impact



Higher Throughput



Consistent Quality



Improved Asset Utilisation



Greater Energy Efficiency



Data-led Manufacturing

Powering GROWTH THROUGH SCALE AND SCIENCE

Built on six decades of leadership in carbon black, we are evolving into a diversified multi-chemistry platform. By combining scale, innovation, sustainability, and disciplined execution, we are expanding across specialty chemicals, advanced materials and battery technologies, creating multiple avenues for long-term growth.

Leadership at Scale

Our scale provides a strong competitive advantage, enabling cost efficiency, customer reliability, and sustained market leadership. With one of the industry's largest manufacturing networks and an expanding specialty portfolio, we are strengthening our position across domestic and international markets.

Investment Rationale

8,80,000 MTPA
Carbon Black Capacity

1,12,000 MTPA
Specialty Black Capacity

1,67,000 MTPA
Specialty Chemical Capacity

6,18,956 MT
Carbon Black Sales Volume
(All-Time High)

9 Manufacturing Facilities
70+ Presence Across Countries

1 MILLION MTPA
Targeting Carbon Black Capacity by FY 2027-28

Financial Strength and Consistent Growth

Our financial performance reflects a business that runs efficiently and allocates capital with discipline. While strengthening our core business, we are investing in new growth platforms that build resilience, diversify earnings, and support sustainable value creation.

Investment Rationale

₹8,189 CRORES
Revenue from Operations

₹1,082 CRORES
EBITDA

₹454 CRORES
Reduction in Net Borrowings

1.2x
Debt-to-Equity Ratio

Note: All figures are on a consolidated basis

Diversified Multi-Chemistry Portfolio

Our move beyond carbon black is opening larger markets and higher-value opportunities. Today, our portfolio spans Rubber & Specialty Blacks, Specialty & Solutions, and Battery Chemicals & Conductive Materials, serving multiple industries and end-use applications.

Investment Rationale

AQUAPHARM STRENGTHENS OUR SPECIALTY CHEMICALS PLATFORM

275+
Specialty Chemical Products

385+
Product Grades and Formulations

PRESENCE ACROSS MOBILITY, WATER TREATMENT, HOME CARE, OIL & GAS, AND INDUSTRIAL APPLICATIONS

REDUCED DEPENDENCE ON ANY SINGLE END MARKET

EXPOSURE TO MULTIPLE HIGH-GROWTH SECTORS



SPECIALTY BLACKS ARE CENTRAL TO PCBL'S EVOLUTION FROM SCALE-LED CARBON BLACK MANUFACTURING TO HIGHER-VALUE MATERIALS. BY COMBINING APPLICATION EXPERTISE, CUSTOMER COLLABORATION AND INNOVATION, WE ARE DEVELOPING DIFFERENTIATED SOLUTIONS FOR INCREASINGLY SPECIALISED REQUIREMENTS ACROSS MOBILITY, ELECTRONICS, COATINGS AND ADVANCED APPLICATIONS.

Rohit Maindwal

Chief – Specialty Blacks

Innovation and Materials Science Leadership

Innovation is central to how we build businesses for the long term. Through focused investments in specialty blacks, sustainable chemistries, conductive materials, and advanced battery technologies, we are building distinct platforms that can sustain long-term growth.

Investment Rationale

NANOVACE'S PROPRIETARY NANO-SILICON PLATFORM

US PATENT SECURED DURING FY 2025-26

CONDUCTIVE CARBON AND ACETYLENE BLACK DEVELOPMENT

85+
Scientists and Technical Experts

40+
New Grades Introduced in the Last Three Years

EXPANDING PORTFOLIO OF DIFFERENTIATED AND VALUE-ADDED PRODUCTS

Sustainable and Digitally Enabled Operations

Sustainability and digitalisation are embedded across our operations, products, and growth strategy. By building in circularity, resource efficiency, and intelligent manufacturing practices, we are becoming more competitive and agile, and creating more durable value.

Investment Rationale

SUSTAINABILITY

- ECOZEN™ Circular Carbon Black Portfolio
- ISCC PLUS-certified Operations
- Green Chelates and Sustainable Specialty Chemistries
- SBTi-aligned Decarbonisation Pathway
- Circular Feedstock Integration Initiatives
- Zero Liquid Discharge (ZLD)-compliant Sites

DIGITAL EXCELLENCE

- Smart Factory Initiative
- SAP S/4HANA Implementation
- AI-enabled Quality and Process Monitoring
- One Company, One System Programme

Strong Governance and Forward-Looking Leadership

Our transformation is guided by experienced leadership, independent oversight, and a governance framework focused on long-term value creation. Strong accountability structures, disciplined decision-making, and active board engagement enable us to pursue growth while maintaining high standards of governance and risk management.

Investment Rationale

60%
Independent Directors

2
Women Directors

DEDICATED BOARD COMMITTEES FOR AUDIT, NRC, STAKEHOLDERS, CSR, RISK AND SUSTAINABILITY

COMPREHENSIVE RISK MANAGEMENT FRAMEWORK

STRONG FOCUS ON ETHICS, COMPLIANCE, AND TRANSPARENCY

ZERO MATERIAL GOVERNANCE VIOLATIONS REPORTED DURING THE YEAR

Building Ahead with **PURPOSE AND CONVICTION**

Dear Shareholders,

FY 2025-26 reaffirmed the importance of long-term thinking. In a world shaped by geopolitical uncertainty, evolving trade relationships and shifting supply chains, businesses were challenged to remain agile while continuing to invest for the future. At PCBL, we remained guided by a simple conviction: enduring value is created not by reacting to change, but by preparing for it.

While the operating environment presented its share of challenges, it also accelerated structural shifts that are reshaping industries worldwide. Electrification, advanced manufacturing, sustainability, circularity and specialised materials are redefining customer expectations and creating new opportunities for innovation and growth. These trends are well aligned with the direction in which we are building our business.

Building on a Strong Foundation

Over six decades, PCBL has established a leadership position in



OUR STRATEGIC JOURNEY IS CENTRED ON TRANSFORMING PCBL INTO A DIVERSIFIED CHEMISTRY PLATFORM WITH GROWING PARTICIPATION ACROSS SPECIALTY CHEMICALS, ADVANCED MATERIALS AND SUSTAINABLE SOLUTIONS.

carbon black through manufacturing excellence, customer trust and a commitment to continuous improvement. Today, that foundation gives us the confidence to pursue a broader ambition.

Our strategic journey is centred on transforming PCBL into a diversified chemistry platform with growing participation across specialty chemicals, advanced materials and sustainable solutions. This evolution is expanding our addressable

markets, strengthening business resilience and creating multiple avenues for long-term value creation.

The progress achieved during FY 2025-26 reflects the deliberate investments we have made over the years in capacity expansion, technology, innovation, sustainability and market development. As we continue to strengthen our portfolio, our focus remains on building businesses that can create enduring value across economic cycles.



THE INVESTMENTS WE ARE MAKING TODAY IN TECHNOLOGY, SPECIALTY BUSINESSES, INNOVATION AND SUSTAINABILITY ARE CREATING THE FOUNDATION FOR PCBL'S NEXT PHASE OF GROWTH AND VALUE CREATION.

Dr. Sanjiv Goenka
Chairman



Creating a Diversified Growth Platform

Our strategy is to build a portfolio that combines the strength of our leadership position in carbon black with emerging opportunities across adjacent and future-focused businesses.

The integration of Aquapharm Chemical Limited has expanded our presence in specialty chemicals and strengthened our participation across high-growth industrial applications. At the same time, our investments in advanced materials, battery technologies and sustainable chemistry are positioning PCBL to participate in the evolving materials landscape shaped by electrification, resource efficiency and energy transition.

Equally important is the progress we are making in circular solutions. Through sustainable product innovation, certified manufacturing practices and the adoption of alternate feedstocks, we are embedding circularity into our long-term business strategy while responding to evolving customer and regulatory expectations.

Together, these initiatives are creating a more balanced business portfolio, strengthening resilience and broadening our future growth opportunities.

Investing with Discipline. Growing with Purpose.

Our growth ambitions continue to be supported by disciplined

capital allocation and prudent financial management.

During FY 2025-26, operating cash flows increased significantly to ₹1,576 Crores, while net borrowings reduced by ₹454 Crores, strengthening our balance sheet and enhancing our financial flexibility. This disciplined approach enables us to invest confidently in future growth opportunities while maintaining a strong focus on returns and capital efficiency.

Governance and Sustainability as Strategic Enablers

As PCBL evolves into a broader chemistry platform, governance and sustainability become increasingly important strategic differentiators.

The Board remains committed to maintaining the highest standards of governance, transparency and accountability. Effective oversight, disciplined risk management and responsible decision-making continue to strengthen stakeholder confidence and support long-term value creation.

Sustainability is no longer viewed solely through the lens of compliance. It is becoming an important driver of innovation, customer preference and competitive advantage. Our continued focus on circularity, resource efficiency, responsible manufacturing and sustainable products reflects our belief that business growth and environmental stewardship can progress together.

Looking Ahead

India's emergence as a preferred global manufacturing destination, increasing investments in infrastructure, accelerating electrification and growing demand for advanced and sustainable materials present significant opportunities for businesses with differentiated capabilities.

Our priorities remain clear: strengthen leadership in our core businesses, expand our specialty portfolio, invest in next-generation technologies, deepen innovation capabilities and maintain disciplined capital allocation.

The external environment will continue to evolve, but our direction remains unchanged. We are building a stronger, more diversified and future-ready organisation with the capabilities to create sustainable value for customers, shareholders and society over the long term.

A Note of Appreciation

On behalf of the Board, I extend my sincere gratitude to our shareholders for their continued trust and confidence. I also thank our employees, customers, suppliers, partners and communities for their unwavering commitment and support.

Together, we are not only strengthening PCBL for the future but creating an organisation that is better positioned to deliver sustainable value for generations to come.

Warm regards,

Dr. Sanjiv Goenka

Chairman

PCBL Chemical Limited



OUR OBJECTIVE IS NOT SIMPLY TO PARTICIPATE IN THE FUTURE OF CHEMISTRY, BUT TO HELP SHAPE IT THROUGH INNOVATION, RESPONSIBLE GROWTH AND DISCIPLINED EXECUTION.



Building Momentum. CREATING NEW OPPORTUNITIES.

Dear Shareholders,

FY 2025-26 was a defining year in PCBL's transformation journey. Against a backdrop of geopolitical uncertainty, evolving trade policies, supply chain disruptions and fluctuating feedstock costs, we remained focused on executing our long-term strategy with discipline and consistency. Our priorities were clear: strengthen our leadership in the core business, scale high-value growth platforms, improve operational competitiveness and prepare the organisation for the next phase of sustainable growth.

The progress we achieved during the year reflects the resilience of our business model, the commitment of our people and our ability to convert strategic investments into measurable outcomes. While external conditions remained dynamic, we continued to enhance our manufacturing capabilities, strengthen customer partnerships and build a diversified portfolio that positions PCBL for long-term value creation.

Delivering Growth through Execution

FY 2025-26 was marked by strong operational execution across our businesses. We achieved record carbon black sales volumes of **6,18,956 MT**, representing a 4%



OUR OBJECTIVE IS NOT SIMPLY TO GROW VOLUMES, BUT TO BUILD A STRONGER, MORE AGILE AND MORE COMPETITIVE ORGANISATION CAPABLE OF CREATING SUSTAINABLE VALUE OVER THE LONG TERM.

increase over the previous year, while domestic volumes grew by 9%, supported by healthy demand from the tyre and automotive sectors.

During the year, we successfully commissioned **90,000 MTPA** of rubber-grade carbon black capacity at our Tamil Nadu facility, taking our installed carbon black capacity to **8,80,000 MTPA**. Construction of our greenfield Andhra Pradesh project also progressed steadily, keeping us firmly on course to achieve **1 Million MTPA** carbon black capacity by FY 2027-28.

Equally important was our focus on financial discipline. Operating cash flows more than doubled to **₹1,576 Crores**, while net borrowings reduced by **₹454 Crores**, reflecting improved working

capital management, disciplined capital deployment and stronger operational efficiency.

Strengthening a Diversified Portfolio

While our carbon black business continues to provide a strong foundation, our future growth will increasingly be supported by a diversified portfolio of specialty products and advanced material solutions.

Specialty black volumes increased by **12%**, supported by growing demand across engineering plastics, conductive polymers, coatings, fibres, cables and other performance applications. During the year, we commissioned a **20,000-MTPA** specialty black line at Mundra and



WE COMMISSIONED A 20,000 MTPA SPECIALTY BLACK LINE AT MUNDRA AND COMPLETED PREPARATIONS FOR A 1,000-MTPA SUPER-CONDUCTIVE CARBON FACILITY AT PALEJ, STRENGTHENING OUR ABILITY TO SERVE RAPIDLY GROWING SECTORS SUCH AS ELECTRIC VEHICLES, ELECTRONICS, SEMICONDUCTORS, ENERGY STORAGE AND DATA CENTRES.

Nilesh Koul

Managing Director



completed preparations for a **1,000-MTPA** super-conductive carbon facility at Palej, strengthening our ability to serve rapidly growing sectors such as electric vehicles, electronics, semiconductors, energy storage and data centres.

Aquapharm Chemical Limited continued to strengthen our specialty chemicals platform, expanding its portfolio through new polymers, green chelates and application-specific solutions while deepening customer engagement across global markets. The integration of Aquapharm is also enabling closer collaboration across procurement, technology and commercial functions, creating synergies that extend well beyond financial performance.

Together, these businesses are broadening our market participation while creating a balanced growth platform capable of delivering sustainable returns across business cycles.

Innovation Driving the Next Phase of Growth

Innovation remains central to PCBL's long-term strategy.

During FY 2025-26, we continued to strengthen our innovation pipeline through the development of **Energia®**, next-generation super-conductive carbon blacks designed for battery and advanced electrical applications. These products are being refined through customer collaboration, competitive intelligence and continuous optimisation of process technology and product performance.

In recent past we have expanded our specialty portfolio by adding more than 10 new grades advancing through customer validation. We have introduced a new series **VedaBlack®** to service growing demand of coating industry to demonstrate our continued focus on application-driven product development.

Sustainability continues to shape our innovation agenda. We expanded the **ECOZEN™** portfolio by scaling

sustainable carbon black solutions produced using tyre pyrolysis oil and introduced **ECOZEN™** 6000R, an innovative grade combining virgin and recovered carbon black through an advanced manufacturing process. These developments support our customers' transition towards lower-carbon and more circular value chains without compromising product performance.

Alongside these developments, Nanovace Technologies continued to make encouraging progress in advanced battery materials, securing a US patent while advancing preparations for commissioning its pilot facility. Together with our investments in conductive carbons and specialty materials, these initiatives reinforce our ambition to participate meaningfully in the evolving energy storage ecosystem.

Driving Competitiveness through Operational Excellence

Building competitiveness remains fundamental to our strategy.

In response to margin pressures arising from export disruptions, higher feedstock costs and global market volatility, we intensified our focus on operational excellence across manufacturing, procurement, logistics and commercial functions.

During the year, we launched a company-wide operational excellence programme focused on driving sustainable efficiency improvements and unlocking significant long-term value across the organisation.

Key initiatives across procurement, manufacturing, supply chain, and digital operations are driving a step change in operational performance. By enhancing yields, improving productivity, optimising logistics, and strengthening supply chain resilience through diversified sourcing, deeper supplier collaboration, and superior procurement planning, we are building a more agile and competitive enterprise. These programmes are delivering structural efficiency gains,

reinforcing business continuity, and creating a durable platform for sustained margin expansion and long-term value creation.

Embedding Safety into Our Culture

At PCBL, safety is not simply a compliance requirement: it is a shared responsibility and a fundamental element of operational excellence.

During FY 2025-26, we continued to strengthen our safety culture through behaviour-based safety initiatives, structured capability building, digital EHS interventions, proactive reporting of unsafe conditions and regular emergency preparedness exercises. By encouraging greater ownership at every level of the organisation, we are building a workplace where safe behaviour, operational reliability and continuous improvement go hand in hand.

Accelerating Digital Transformation

Digital technologies continue to reshape the way we operate.

Throughout the year, we strengthened our digital capabilities across manufacturing, enterprise systems and people processes through enhanced analytics, cloud-based platforms, digital learning systems and robust cybersecurity infrastructure. These investments are improving decision-making, increasing operational visibility and enabling greater agility across the organisation while creating a secure and scalable digital foundation for future growth.

Building Stronger Customer Partnerships

Customer-centricity remains one of our defining strengths.

Today, PCBL serves customers across 50 countries, supported by an expanding global manufacturing and distribution network. During the year, we further strengthened our international presence through the establishment of our wholly owned subsidiary in the United States, bringing us closer to one of our most important markets.

Beyond supplying high-quality products, we continue to collaborate closely with customers on application development, technical support and innovation, enabling us to develop differentiated solutions that address evolving industry requirements.

Investing in Our People

Our transformation into a diversified chemistry company is ultimately driven by our people.

As our portfolio expands into specialty chemicals, advanced materials and sustainable solutions, we continue to invest in technical capability, leadership development and specialised talent. During the year, we strengthened learning programmes, enhanced technical competencies and built capabilities that will support future

growth across manufacturing, R&D, digital technologies and commercial excellence.

Equally important, we remain committed to fostering an inclusive, collaborative and values-driven culture where our people are empowered to innovate, learn and grow.

Looking Ahead

We enter FY 2026-27 from a position of greater strength and readiness.

Our manufacturing footprint has expanded, our specialty businesses continue to gain momentum, our innovation pipeline is progressing steadily and our balance sheet is stronger than ever. At the same time, structural trends such as electrification, advanced manufacturing, circularity and increasing demand for specialty materials continue to create attractive opportunities across our businesses.

Our priorities remain unchanged: strengthen our core leadership, accelerate specialty growth, commercialise next-generation materials, deepen customer relationships, improve operational competitiveness and continue building an organisation that is agile, responsible and future ready.

The journey ahead is both exciting and demanding. I am confident that the capabilities we have built, together with the dedication of our employees and the continued trust of our customers, partners and shareholders, will enable us to create enduring value in the years ahead.

Thank you for your continued trust and support.

Warm regards,

Nilesh Koul

Managing Director

PCBL Chemical Limited



HOW WE CREATE VALUE

Tracking THE FORCES SHAPING OUR GROWTH

Shifting supply chains, electrification, sustainability priorities, and evolving consumer needs are reshaping global industries. In India, strong manufacturing growth and sustained infrastructure investment are turning these shifts into rising demand for performance materials, specialty chemicals, and advanced technologies, areas where our diversified multi-chemistry platform is built to grow.

India Emerging as a Preferred Manufacturing Destination

India continues to strengthen its standing as a global manufacturing hub, supported by strong economic growth, infrastructure investments and policy-led industrial development. Rising domestic consumption and increasing global supply chain diversification are adding to the country's appeal for manufacturing and exports.

Key Indicators

7.4%
GDP Growth

US\$ 90+ BILLION
Gross FDI Inflows

₹ 12.2 LAKH CRORES
Public Capital Expenditure

Our Response

- Expanding manufacturing and specialty capacities
- Strengthening export reach and global customer partnerships
- Investing in next-generation technologies and solutions

Strategies Impacted

Strategic Pillar 1
Strengthen Core Leadership

Mobility and Tyre Demand Continue to Expand

Automotive production, freight movement, and replacement demand continue to support growth across the tyre sector. Premiumisation and changing mobility requirements are also driving demand for higher-performance materials and advanced tyre solutions.

Key Indicators

28.27 MILLION
Vehicles Produced

₹ 1.12 LAKH CRORES
Indian Tyre Industry

₹ 27,000 CRORES
Tyre Exports

56%
Demand Driven by Replacement Market

Our Response

- Expanding carbon black capacity to 8,80,000 MTPA
- Advancing towards 1 Million MTPA capacity
- Increasing focus on specialty and value-added grades

Strategies Impacted

Strategic Pillar 1
Strengthen Core Leadership

Strategic Pillar 2
Drive Portfolio Premiumisation

Electrification is Reshaping Material Demand

The transition towards electric mobility and energy storage is driving new demand for battery materials, conductive solutions, and advanced chemistries. As battery performance requirements evolve, innovation in materials science is becoming increasingly important.

Key Indicators

US\$ 150+ BILLION
Global Battery Market

US\$ 26 BILLION
Indian Battery Market by 2033

Our Response

- Advancing nano-silicon technology through Nanovace
- Developing acetylene black and conductive materials
- Building capabilities across battery applications

70%+
Battery Demand Linked to Electric Vehicles

Strategies Impacted

Strategic Pillar 4
Commercialise Future Materials

Sustainability is Becoming a Market Imperative

Across industries, sustainability is influencing purchasing decisions, product design, and supply chain strategies. Demand for circular materials, resource-efficient solutions, and environmentally responsible chemistries continues to accelerate.

Key Indicators

GROWING ADOPTION OF CIRCULAR PRODUCTS AND FEEDSTOCKS

RISING DEMAND FOR GREEN AND BIODEGRADABLE CHEMISTRIES

INCREASING FOCUS ON WATER REUSE AND RESOURCE EFFICIENCY

Our Response

- Expanding the ECOZEN™ portfolio
- Strengthening sustainable chemistry offerings
- Increasing integration of circular and alternative feedstocks

Strategies Impacted

Strategic Pillar 5
Embed Sustainability and Circularity

By aligning our portfolio with these long-term structural trends, we are strengthening our position across carbon black, specialty chemicals, and advanced materials while creating new avenues for sustainable growth.

Rising Demand for Performance Materials

Applications across plastics, electronics, packaging, wires and cables, coatings and industrial products are driving growth in specialty blacks and performance materials. Increasing requirements for conductivity, durability, aesthetics, and functionality are accelerating demand for specialised products.

Key Indicators

~1.1 MILLION TONNES
Global Specialty Black Market

4-5%
Long-Term Industry Growth

EXPANDING DEMAND ACROSS ELECTRONICS AND ADVANCED INDUSTRIAL APPLICATIONS

Our Response

- Expanding specialty black capacities
- Strengthening conductive and high-performance product portfolio
- Increasing participation in advanced applications

Strategies Impacted

Strategic Pillar 2
Drive Portfolio Premiumisation

Evolving Consumer Lifestyles Supporting Specialty Chemicals

Urbanisation, rising disposable incomes, and growing hygiene awareness are supporting demand for home care, industrial cleaning, water treatment, and application-specific chemical solutions. Customers are increasingly seeking products that combine performance with sustainability.

Key Indicators

ASIA-PACIFIC ACCOUNTS FOR 50.2% OF GLOBAL DETERGENT CHEMICAL DEMAND

RISING ADOPTION OF AUTOMATED CLEANING SYSTEMS

GROWING PREFERENCE FOR SUSTAINABLE FORMULATIONS

Our Response

- Expanding green chelates and specialty polymers
- Strengthening home care, water treatment, and oil & gas offerings
- Deepening global customer engagement

Strategies Impacted

Strategic Pillar 3
Build Leadership in Specialty & Solutions



Driving THE NEXT ERA OF CHEMISTRY

Our ambition is to build a global multi-chemistry and advanced materials platform, combining our leadership in carbon black with specialty chemicals, conductive materials, battery technologies, and sustainable solutions. The five pillars below set out how we intend to get there, each working to create lasting value for our customers, shareholders, and society.



THE TRANSITION TOWARDS ELECTRIFICATION IS CREATING NEW OPPORTUNITIES FOR ADVANCED MATERIALS. THROUGH NANO-SILICON, CONDUCTIVE CARBONS AND ACETYLENE BLACK, WE ARE BUILDING CAPABILITIES THAT ADDRESS THE EVOLVING PERFORMANCE NEEDS OF BATTERIES AND ENERGY STORAGE, WHILE TAKING PCBL CLOSER TO THE TECHNOLOGIES OF TOMORROW.

Vaneet Kumar
Chief - Batteries

Strategic Pillar 1

STRENGTHEN CORE LEADERSHIP

- Achieve 1 Million MTPA Carbon Black Capacity by FY 2027-28
- Expand manufacturing capacity through the Andhra Pradesh greenfield project
- Strengthen domestic market leadership
- Increase exports across Europe, North America, and other strategic markets
- Capture opportunities arising from global supply chain realignment
- Maintain cost competitiveness and operational efficiency

KEY PLATFORMS

- Rubber Blacks
- Tyre and Performance Applications
- Export Growth

Strategic Pillar 2

DRIVE PORTFOLIO PREMIUMISATION

- Increase specialty blacks contribution
- Expand conductive and super-conductive product portfolio
- Grow customised and value-added grades
- Increase specialty products' share in revenue and EBITDA
- Expand applications across EVs, semiconductors, data centres, electronics, and high-performance industrial sectors

KEY PLATFORMS

- Specialty Blacks
- Conductive Blacks
- Super-Conductive Materials
- High-Performance Applications

Strategic Pillar 3

BUILD LEADERSHIP IN SPECIALTY AND SOLUTIONS

- Scale Aquapharm's specialty chemicals business
- Expand green chelates and biodegradable chemistries
- Grow polymers and application-specific solutions
- Strengthen presence across Home Care, Water Treatment, and Oil & Gas
- Expand customer relationships across North America, Europe, LATAM, the Middle East, and emerging markets
- Enhance captive integration and operational synergies

KEY PLATFORMS

- Green Chelates
- Polymers
- Water Treatment Chemicals
- Oil & Gas Solutions
- Home Care Ingredients

Strategic Pillar 4

COMMERCIALISE FUTURE MATERIALS

- Operationalise Nanovace's pilot facility and advance customer qualification
- Validate technologies with global battery manufacturers
- Commercialise nano-silicon anode materials
- Scale super-conductive carbon applications and commission acetylene black capacity
- Build participation across the battery materials value chain
- Build new sources of growth beyond traditional carbon applications

KEY PLATFORMS

- Nano-Silicon
- Silicon-Carbon Composites
- Acetylene Black
- Conductive Carbons
- Battery Chemicals

Strategic Pillar 5

EMBED SUSTAINABILITY AND CIRCULARITY

- Expand ECOZEN™ circular carbon solutions
- Increase use of recovered and alternative feedstocks
- Advance bio-based battery-grade graphite
- Scale green chemistry products
- Improve resource efficiency and emissions performance
- Integrate sustainability into investment and product development decisions

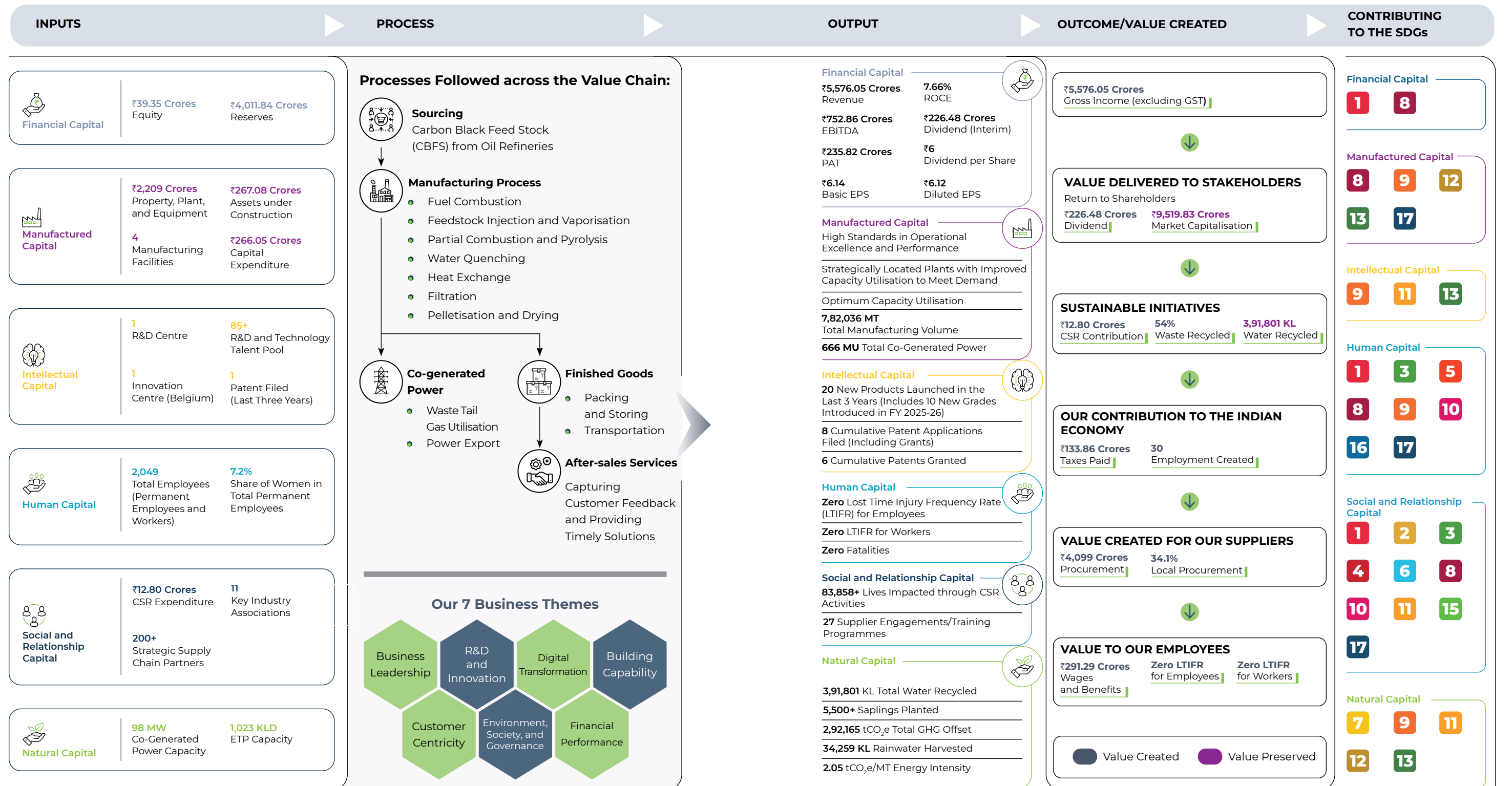
KEY PLATFORMS

- ECOZEN™
- Green Chelates
- Circular Feedstocks
- Sustainable Materials
- Energy Circularity

Enabling Value through INTEGRATED OPERATIONS

Our business model demonstrates how inputs flow through core processes to create outputs and outcomes. This approach keeps our operations aligned with long-term value creation.

SDGs



*All figures are stated on a standalone basis

Evolving with OUR STAKEHOLDERS

Through FY 2025-26, stakeholder engagement continued to shape how we make decisions and create value. As expectations evolve, we focus on building clear, consistent, and well-grounded relationships with all our stakeholders. Regular interaction and structured engagement help us stay aligned with stakeholder priorities, reinforce accountability, and support lasting value creation.



Our Engagement Process



IDENTIFY STAKEHOLDERS

Map and prioritise key stakeholder groups based on relevance and impact



EVALUATE ENGAGEMENT EFFECTIVENESS

Review outcomes to assess relevance, participation, and impact



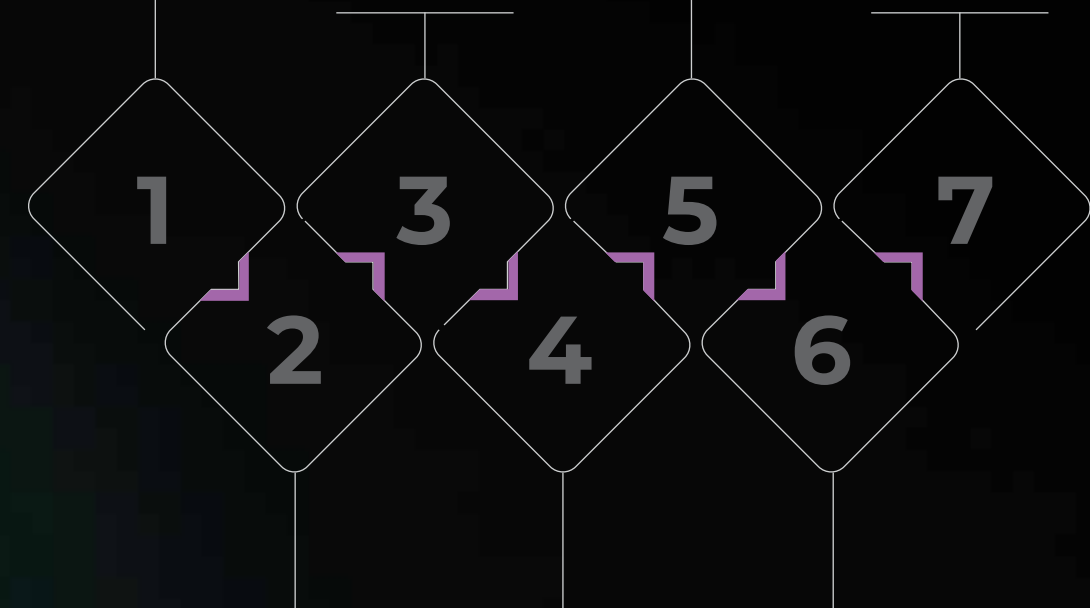
DESIGN ENGAGEMENT APPROACH

Develop appropriate engagement methods, tools, and communication channels



MONITOR AND REPORT

Track progress and communicate outcomes through structured reporting



DEFINE ENGAGEMENT OBJECTIVES

Establish clear goals aligned with stakeholder expectations and business priorities



RESPOND AND REFINE

Incorporate feedback and improve engagement strategies and actions



EXECUTE ENGAGEMENT PLANS

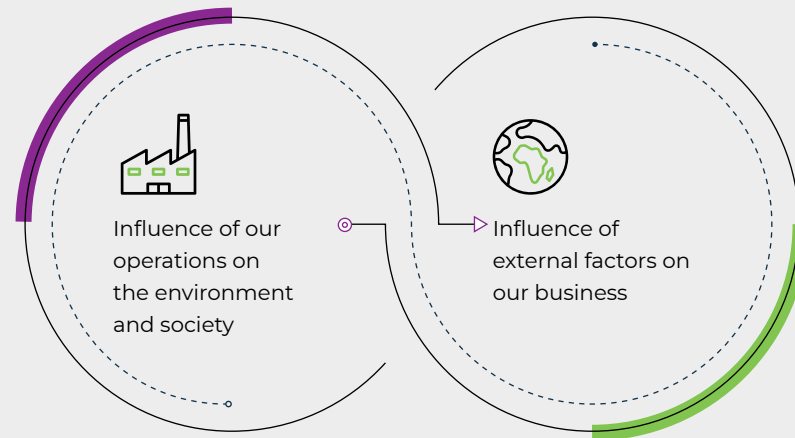
Implement planned interactions and initiatives across stakeholder groups

How We Engage Each Stakeholder Group

STAKEHOLDER	ROLE IN VALUE CREATION	CORE EXPECTATIONS	ENGAGEMENT APPROACH	OUR RESPONSE FRAMEWORK
 PEOPLE	An engaged workforce underpins execution, adaptability, and long-term organisational continuity	- Safe workplace - Clear communication - Inclusive culture - Leadership access - Career growth - Effective grievance redressal	- Regular townhalls - Skill-building programmes - Structured onboarding - Feedback and sentiment tools - Learning initiatives - Group discussions	- Digital process enablement - Retention and succession planning - Transparent communication - Knowledge-sharing platforms - Performance-linked recognition
 SUPPLY CHAIN PARTNERS	A reliable supplier base supports operational continuity, quality, and timely delivery, with relationships built on compliance and shared value	- Reliable and local sourcing - Regulatory compliance - Timely payments - ESG alignment - Safe working conditions - Risk preparedness	- Collaboration with suppliers and logistics partners - Structured onboarding and evaluation - Ongoing audits and risk assessments - Transparent communication - Sustainability engagement	- Digitalised procurement processes - Supplier capability-building - Optimised supplier base
 CUSTOMERS	Strong customer relationships enable consistent demand, product relevance, and repeat business across industries and geographies	- Customised solutions - Product innovation - Sustainable practices - Reliable supply - ESG transparency	- Dedicated account management - Digital engagement platforms - Joint product development - Industry participation - Feedback mechanisms	- Tailored product development - Investment in R&D and testing - Focus on quality and reliability - Alignment with evolving needs
 COMMUNITIES	Community engagement supports inclusive growth, strengthens local relationships, and enables long-term social value creation	- Livelihood opportunities - Health and hygiene - Environmental responsibility - Infrastructure development	- Need-based assessments - Targeted social programmes - Partnerships with local stakeholders and NGOs	- Impact monitoring and audits - Long-term inclusion initiatives - Investment in infrastructure and access to services
 SHAREHOLDERS, INVESTORS, AND LENDERS	Financial stakeholders enable capital access, support growth, and rely on transparent communication for informed decision-making	- Clarity on strategy and growth - Consistent financial performance - Strong governance and ESG transparency - Disciplined capital allocation	- AGMs, investor calls, and presentations - One-on-one investor interactions - Sustainability reporting and disclosures - Lender engagements and evaluations - Grievance redressal mechanisms	- Strategic capital allocation - Focus on performance delivery - Transparent disclosures - Independent Board oversight - Strong governance standards
 GOVERNMENT AND REGULATORY AUTHORITIES	Regulatory alignment ensures compliant operations and enables constructive participation in policy development	- Compliance with regulations - Environmental and safety standards - Transparent governance - Community engagement - Timely approvals and compliance	- Regulatory filings and disclosures - Participation in policy discussions - Periodic audits and assessments - Ongoing engagement with authorities - Internal benchmarking and controls	- Collaboration with authorities - Accessing relevant schemes and incentives - Strengthening compliance frameworks - Continuous improvement in governance practices

Focusing on WHAT DRIVES LASTING VALUE

Our materiality approach weighs the impacts of our business against evolving external factors such as climate, regulation, and stakeholder expectations. By considering both impact and financial relevance, we focus on the issues that matter most to long-term value creation.



Our Materiality Approach

Our materiality framework draws together stakeholder perspectives and business priorities to identify the issues most relevant to our operations. It gives a clear view of the economic, environmental, and social factors that shape our decisions.

The framework continues to evolve as expectations change, with greater emphasis on areas such as employee well-being and responsible community engagement.

Reviewing these topics periodically against emerging trends and business developments reaffirms their continued relevance and keeps them tied to our priorities.



Double Materiality

Our approach takes a dual perspective: the impact of our operations and the influence of external factors on the business. This includes:

Impact Materiality (Inside-Out)

How business activities affect the environment and society

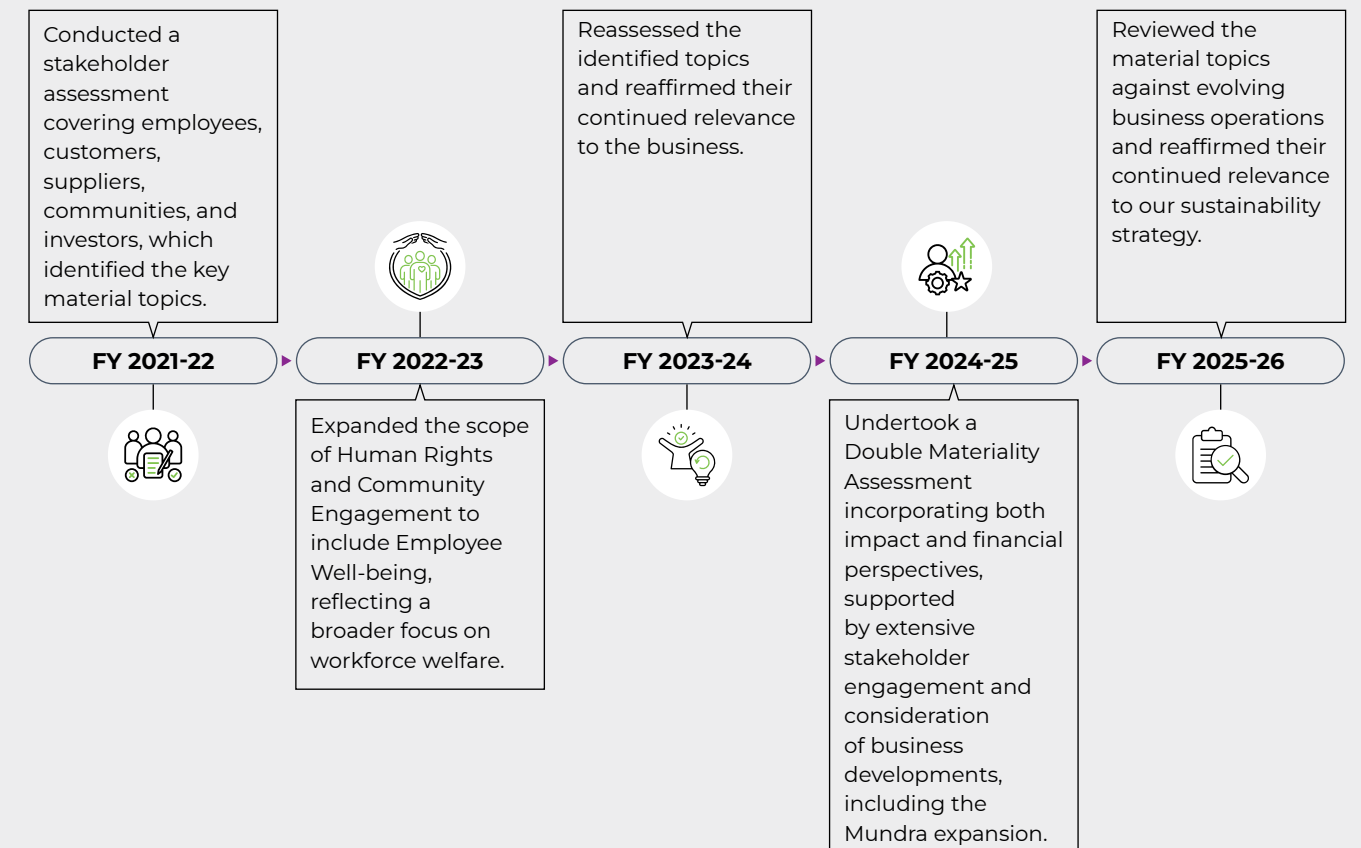
Financial Materiality (Outside-In)

How external risks and trends influence performance and long-term value creation

Together, they give a fuller understanding of our material issues and how they shape long-term outcomes.

Our Materiality Journey

Our materiality framework has developed alongside our changing business priorities, stakeholder expectations, and sustainability requirements.

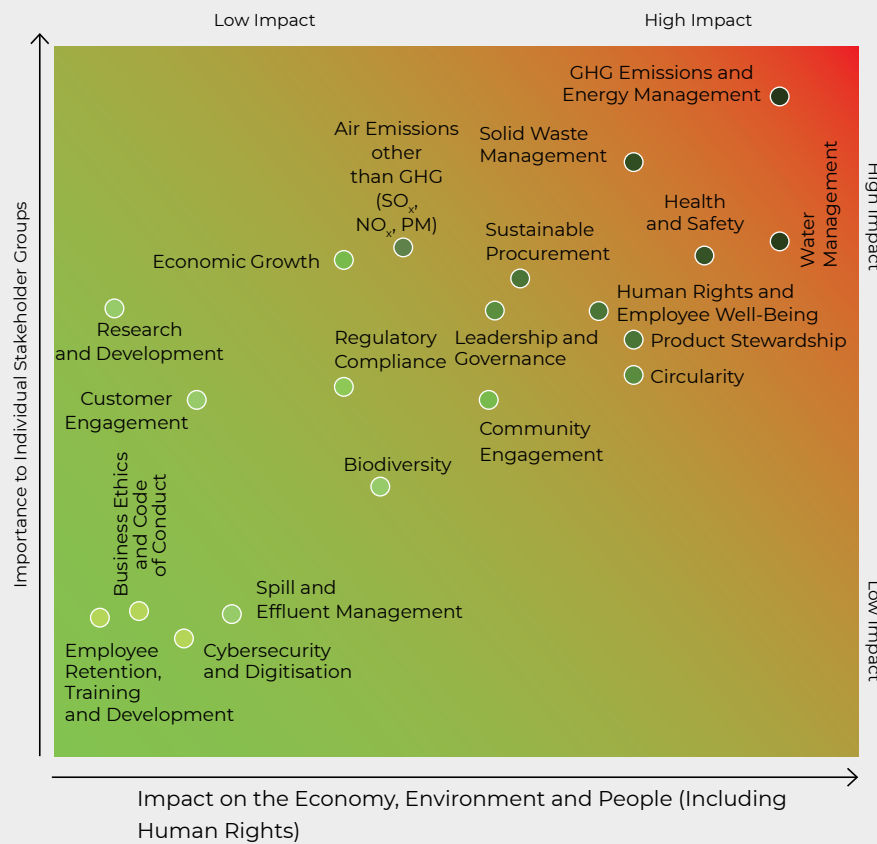


Assessment Process

The materiality assessment follows a structured and iterative process:



Double Materiality Matrix



Key Outcomes

The assessment reaffirmed that climate-related topics, resource management, circularity, employee well-being, responsible sourcing and governance remain central to PCBL's long-term value creation agenda. It also reinforced the growing importance of product stewardship, community engagement and sustainable innovation as the Company continues its transition towards a diversified multi-chemistry platform.

MATERIAL TOPICS AND THEIR ALIGNMENT WITH GRI AND SDGs

MATERIAL TOPIC	CAPITALS IMPACTED	GRI ALIGNMENT	SDGs IMPACTED
GHG EMISSIONS AND ENERGY MANAGEMENT		302 305	
WATER MANAGEMENT		303	
SOLID WASTE MANAGEMENT		306	
HEALTH AND SAFETY		403	
PRODUCT STEWARDSHIP		416 417	
HUMAN RIGHTS AND EMPLOYEE WELL-BEING		401 404 405 406 407 408 409 410 411	
SUSTAINABLE PROCUREMENT		204 308 414	
CIRCULARITY		301 306	
LEADERSHIP AND GOVERNANCE		2 205 206	
COMMUNITY ENGAGEMENT		413	

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social and Relationship Capital
- Natural Capital
- GRI

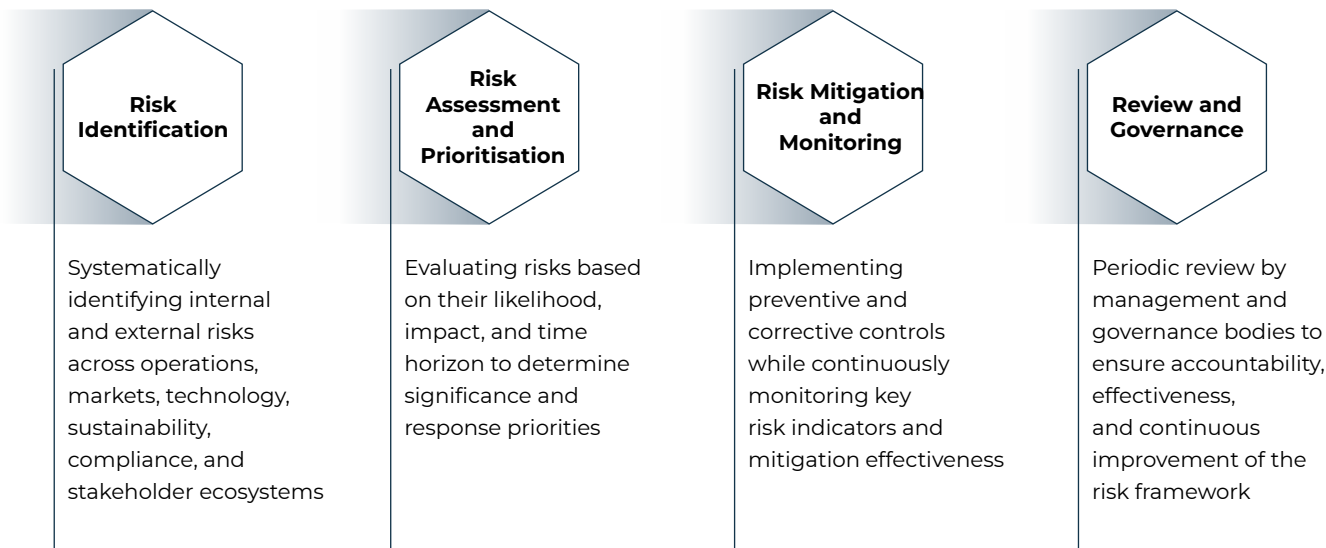
Managing Risks through INFORMED DECISIONS

As we build out a diversified multi-chemistry platform, managing risk well is inseparable from how we create lasting value. Our enterprise-wide framework enables us to identify emerging risks, strengthen resilience, make informed decisions, and capture opportunities in a fast-changing environment.



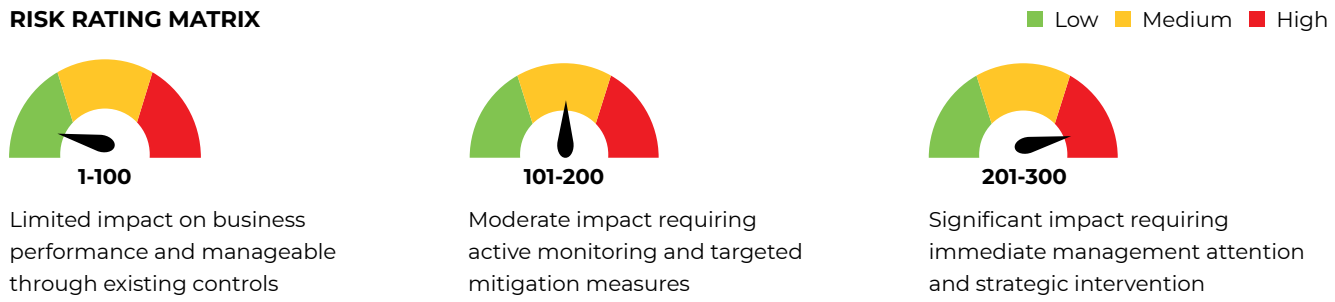
Risk Management System

Our risk management framework is embedded across the organisation and integrated with strategic planning, operations, and governance processes. It promotes proactive risk identification, continuous monitoring, and timely mitigation to strengthen business resilience and long-term performance.



Risk Assessment Criteria

RISK RATING MATRIX



Risk Rating = Severity × Occurrence × Detection

TIME HORIZON CLASSIFICATION



Risk Level
Low Medium High

ECONOMIC RISKS

COUNTRY RISK

		Term	Mid	
Impact	Mitigation			
- Global expansion brings both opportunity and complexity, spanning political conditions, currency volatility, and macroeconomic shifts - Shifting trade policies and tariff regimes add further uncertainty through frequent changes in import duties, export restrictions, and protectionist measures across key markets - These can alter cost structures, disrupt supply chains, and weaken product competitiveness abroad, affecting sourcing decisions, customer demand, and market access - Failure to anticipate tariff developments could expose us to cost escalation, margin pressure, or delays in delivery across geographies	- Country-specific risk assessment anchors our investment and expansion decisions, now extended to a focused review of global trade and tariff conditions - A layered approach combines accredited external agencies with detailed internal assessment, covering economic and political indicators alongside trade policies, tariff structures, and regulatory developments in key markets - Senior leadership and the Board review these factors through structured scenario analysis, letting us anticipate tariff-related disruption and adjust sourcing, pricing, and market-entry plans - Diversified supply networks, flexible contracting, and active stakeholder engagement help us manage trade-related risk and maintain continuity across international operations			



ECONOMIC RISK

Risk Level

■ Low
 ■ Medium
 ■ High

Term

Mid



Impact	Mitigation
- Persistent macroeconomic volatility across global markets poses challenges to our growth outlook - A downturn or prolonged slowdown in major economies could dampen demand, disrupt supply chains, and affect capital flows - This in turn could weigh on operational performance and investment momentum	- Our leadership team tracks economic indicators, regulatory shifts, and market signals closely - Reading these trends early lets us adapt our plans to changing conditions - Regular impact assessments and scenario analysis support timely recalibration of business priorities and long-term resilience



INVESTMENT RISK

Term

Mid



Impact	Mitigation
- Delays or budget overruns in projects can strain cash flows, raise the debt profile, and reduce returns on investment - Timely, efficient project delivery is essential to sustaining growth and capital efficiency	- A disciplined project management approach is grounded in rigorous feasibility studies and detailed planning - Regular reviews drive cross-functional alignment and real-time issue resolution - A specialised project team with advanced tools and deep domain expertise keeps work on timeline and budget - This technology-led approach reduces execution risk, protects capital efficiency, and supports smooth scale-up



SUPPLY-CHAIN RISK

Term

Mid



Impact	Mitigation
- Operational continuity depends on the reliability and responsiveness of our supply chain partners - Disruptions in raw material supply, particularly from crude oil price volatility, can affect production schedules, raise input costs, and compress margins - Geopolitical tensions, volatility in global trade routes, and logistical constraints add to these pressures by affecting the availability and movement of critical inputs - Tightening environmental regulations and ESG requirements across markets may also create compliance and reputational risk within the supply chain	- Our supply chain strategy combines diversified sourcing with strong supplier partnerships - Buffers and alternate supply routes cushion disruptions, while formula-linked contracts pass through cost fluctuations in good time - Geographic diversification of suppliers and close monitoring of geopolitical and regulatory developments strengthen resilience - Greater focus on environmental and ESG factors in supplier engagement keeps us aligned with evolving standards and supports reliable operations



COMPETITION RISK

Term

Mid



Impact	Mitigation
- New entrants and shifting customer expectations are reshaping the market - This poses risks to our market share, growth, and pricing power	- We stay close to our customers, adapting through real-time feedback and continual product improvement - Proactive engagement, regular satisfaction reviews, and swift grievance redressal underpin the relationship - Investment in market intelligence and distinctive, application-specific products helps us stay ahead and tailor solutions to emerging needs - This builds brand loyalty, sharpens our competitive edge, and supports long-term value creation



RATE RISK

Term

Short



Impact	Mitigation
- Power sales are a significant part of our earnings - Adverse movements in power tariffs can affect profitability directly, so tariff volatility needs ongoing attention	- Bilateral power purchase agreements secure stable, at consistent price power offtake - These give predictable pricing, reduce exposure to tariff shifts, and help optimise energy costs - The approach protects margins, supports operational efficiency, and strengthens financial resilience as energy markets shift



OPERATIONAL RISK

Term

Mid



Impact	Mitigation
- Our integrated manufacturing network and growing specialty portfolio depend on high operational reliability and process consistency - Equipment failure, utility interruptions, process inefficiencies, or unplanned shutdowns could affect production schedules, customer commitments, and operating performance	- Preventive and predictive maintenance, process automation, asset reliability initiatives, and digital monitoring strengthen operational resilience - Continuous improvement, standardised operating procedures, and business continuity plans support safe, efficient, and reliable operations across facilities



FINANCIAL RISK

Term

Mid



Impact	Mitigation
- Volatility in interest rates, working capital, liquidity, and credit exposures may affect profitability, cash flows, and financial flexibility - As we keep investing in growth platforms, effective capital management remains critical	- A disciplined financial management framework focuses on liquidity, prudent borrowing, working capital efficiency, and strong credit controls - Regular monitoring of financial exposures and capital allocation supports long-term financial resilience



CURRENCY RISK

Risk Level

■ Low
 ■ Medium
 ■ High

Term

Mid



Impact	Mitigation
- Foreign exchange movements may affect profitability, given our exposure to exports, imports, and international operations across multiple geographies - Significant currency volatility may influence revenues, costs, and margins	- We monitor currency exposures closely - Hedging, natural offsets, and balanced geographic revenue streams help limit volatility and protect profitability



PRODUCT DEVELOPMENT RISK

Term

Mid to Long



Impact	Mitigation
- As we expand into specialty chemicals, conductive materials, and battery technologies, the stakes in product development rise - Delays in development, customer qualification, or commercial acceptance may affect growth expectations and market opportunities	- A structured innovation framework draws on strong R&D, pilot-scale validation, customer collaboration, and phased commercialisation - This improves product readiness, speeds qualification, and supports market success



DOWNSTREAM RISK

Term

Mid



Impact	Mitigation
Demand swings in key end-use industries, including tyres, automotive, industrial manufacturing, water treatment, and energy storage, may affect product volumes, pricing, and growth	A diversified customer base, broad product portfolio, and growing specialty presence across industries and geographies reduce our dependence on any single market or application



IT & CYBERSECURITY RISK

Term

Mid



Impact	Mitigation
- Growing digitalisation, automation, and interconnected systems increase our exposure to cyber threats, data breaches, ransomware, and operational disruption - These could affect business continuity and stakeholder trust	- A comprehensive cybersecurity framework covers network protection, access controls, periodic audits, and disaster recovery - Employee awareness programmes and continuous monitoring of our digital infrastructure and information systems complete the picture



FUTURE FOCUS RISK

Term

Long



Impact	Mitigation
- Rapid technological change, shifting customer expectations, and evolving sustainability requirements may reshape markets and bring new competitive challenges - Failure to adapt could affect long-term growth and relevance	- We invest continually in innovation, advanced materials, sustainable solutions, and partnerships - Stronger market intelligence and technology development help us stay ahead of emerging trends



SUBSTITUTE RISK

Term

Mid to Long



Impact	Mitigation
Alternative materials, technologies, or sustainable substitutes may reduce demand for certain products over time and shift our market position	- We monitor technological developments closely and invest in product innovation - Expanding our specialty and sustainable portfolio helps maintain competitiveness and relevance across applications



ENVIRONMENT RISKS



REGULATION RISK

Term

Mid to Long



Impact	Mitigation
- Evolving environmental regulations, climate disclosure requirements, carbon obligations, and sustainability standards across our geographies may raise compliance demands, costs, and reporting expectations - Failure to adapt could expose us to financial, operational, and reputational risk	- A proactive compliance framework rests on continuous monitoring of regulatory developments, periodic audits, management reviews, and dedicated sustainability governance - Ongoing investment in environmental management systems, emissions monitoring, and compliance processes helps us keep pace with evolving requirements



ENVIRONMENTAL IMPACT RISK

Term

Mid to Long



Impact	Mitigation
- Manufacturing draws on energy, water, and raw materials, and generates emissions and waste - Poor management of these impacts could affect operational continuity, stakeholder confidence, and long-term sustainability	- Resource efficiency, emissions reduction, water conservation, waste minimisation, and responsible manufacturing strengthen our environmental management - Certified management systems and regular environmental assessments support continual improvement across operations



GOING GREEN/CLIMATE TRANSITION RISK

Term

Mid to Long



Impact	Mitigation
- Accelerating decarbonisation, rising customer expectations, carbon regulations, and demand for sustainable products are reshaping the industry - Failure to align with the low-carbon transition could affect competitiveness, market access, and long-term growth	- We advance our sustainability agenda through energy efficiency, circular product development, alternative feedstocks, renewable energy, and climate-risk assessment - Investments in ECOZEN™, green chelates, sustainable chemistries, and responsible manufacturing strengthen our readiness for a low-carbon economy

Risk Level
■ Low ■ Medium ■ High



SOCIAL RISKS



HEALTH RISK

TermMid

Impact

- Employee health and well-being are central to operational continuity and productivity
- Occupational health risks, exposure to industrial processes, or unforeseen health incidents could affect workforce availability, efficiency, and stakeholder confidence

Mitigation

- Occupational health programmes across our facilities are backed by periodic health assessments, industrial hygiene, and medical surveillance
- Wellness initiatives, awareness programmes, and preventive healthcare support a healthy, resilient workforce



SAFETY RISK

TermMid

Impact

- Manufacturing carries inherent process and workplace safety risks
- A lapse in safety practices could lead to injuries, operational disruption, asset damage, and reputational harm

Mitigation

- Safety is a core operational priority, supported by strong safety management systems
- Regular risk assessments, emergency drills, behavioural safety programmes, and continuous training reinforce it
- Process safety controls and monitoring help maintain a safe, secure working environment



HUMAN RESOURCE RISK

TermMid to Long

Impact

- Attracting, developing, and retaining skilled talent is essential to reliable operations, innovation, and long-term growth
- Competition for specialised talent, changing workforce expectations, and capability gaps may affect performance and our readiness for what comes next

Mitigation

- We focus on engagement, learning and development, leadership succession, performance management, and retention
- A strong people-first culture, capability-building, and growth opportunities strengthen workforce stability and organisational effectiveness



GOVERNANCE RISKS



COMPLIANCE RISK

TermMid to Long

Impact

- As a diversified, globally operating organisation, we face evolving legal, regulatory, and disclosure requirements across many jurisdictions
- Non-compliance with laws, regulations, or internal policies could bring financial penalties, legal liabilities, and reputational damage

Mitigation

- A strong compliance framework is supported by internal controls, policy governance, periodic audits, and continuous monitoring of regulatory developments
- Regular reviews by management and Board committees help ensure adherence to applicable laws and governance standards



CORRUPTION RISK

Term

Mid to Long

Impact - Unethical conduct, bribery, fraud, or corruption could expose us to legal, financial, and reputational risk - It would also undermine stakeholder trust and business integrity	Mitigation - A strong culture of ethics and accountability rests on our Code of Conduct, Anti-Bribery and Anti-Corruption policies, and whistle-blower mechanisms - Periodic awareness programmes, continuous monitoring, and compliance reviews reinforce ethical practice across the Company
---	--



ANTI-COMPETITION RISK

Term

Mid to Long

Impact - Non-compliance with competition and antitrust regulations may bring regulatory scrutiny, financial penalties, and reputational harm - As we expand across markets and businesses, fair and transparent practices remain critical	Mitigation - Governance mechanisms and compliance protocols ensure adherence to competition laws - Employee training, legal oversight, policy frameworks, and regular compliance assessments promote fair competition and responsible market conduct
---	--



HUMAN RIGHTS RISK

Term

Mid to Long

Impact - Respect for human rights across our operations and value chain is fundamental to responsible conduct - Gaps in labour practices, workplace conditions, diversity and inclusion, or supplier compliance could bring reputational harm, stakeholder concern, and greater regulatory scrutiny - Rising expectations around ethical sourcing, supply chain transparency, and workforce well-being make strong human rights standards more important than ever across the business	Mitigation - We uphold human rights through a governance framework, responsible employment practices, and a culture of inclusion and respect - Our policies promote fair treatment, equal opportunity, non-discrimination, and safe working conditions across operations - Supplier engagement follows responsible sourcing principles and defined codes of conduct - Grievance redressal, awareness programmes, periodic assessments, and continuous monitoring strengthen accountability and our commitment to ethical, sustainable practice
---	--

“AS OUR BUSINESS BECOMES MORE DIVERSE AND GLOBAL, EFFECTIVE RISK MANAGEMENT AND STRONG CONTROLS ARE INCREASINGLY IMPORTANT TO SUSTAINING GROWTH. BY PROVIDING TIMELY INSIGHTS AND STRENGTHENING ACCOUNTABILITY, INTERNAL AUDIT HELPS THE ORGANISATION ANTICIPATE RISKS, MAKE INFORMED DECISIONS AND REMAIN FOCUSED ON LONG-TERM VALUE CREATION.

Avik Chatterjee
 Head - Internal Audit

Designing a CIRCULAR FUTURE

Circularity is emerging as an important driver of innovation, product differentiation and long-term value creation at PCBL. Sustainability and the circular economy are already among our key material priorities and will continue to shape our growth and innovation. As customer expectations, regulatory requirements and industry standards evolve, PCBL is integrating circular principles into product development, feedstock strategy and business planning.

Circularity as a Strategic Theme

We are progressing from early-stage work on tyre pyrolysis oil (TPO) and recovered carbon pathways towards scalable circular solutions across our portfolio. Supported by the launch of sustainable products derived from end-of-life tyres, we are deepening our focus on commercially viable circular solutions.

TWO

Facilities with ISCC PLUS Certification including PCBL (TN)

To support this direction, we have secured ISCC PLUS certification at our Durgapur and Chennai facilities, strengthening traceability, responsible sourcing and sustainable manufacturing practices. Looking ahead, PCBL aims to deepen circularity through collaborations with partners across the value chain. This will help secure reliable feedstock access, accelerate technology deployment and enable long-term circular solutions that align with evolving customer and regulatory expectations.

Circularity and Customer Relevance

Global customers are increasingly prioritising sustainably sourced and lower-carbon-footprint materials in procurement decisions. This is shaping customer conversations, with growing demand for transparency, traceability and certified sustainable products.

FIRST CIRCULAR CARBON BLACK GRADE

ECOZEN™ 6000 developed using TPO

In response, PCBL is positioning circular and lower-emission carbon materials as differentiated, future-ready solutions. Sustainability is becoming a key value proposition, influencing product development, branding and customer engagement, particularly among customers seeking partners aligned with their own ESG commitments and decarbonisation targets.

Alternate Feedstocks and Future Chemistry

Recycled materials and pyrolysis-based inputs are expected to play a transformative role in the future of the chemical industry. These alternatives support resource efficiency, carbon reduction and circular value chains, while helping the industry move away from linear, fossil-based production models.

We see these feedstock pathways as central to the next phase of growth in materials science. Wider adoption will depend on feedstock availability, quality consistency, and evolving policy frameworks, reinforcing the growing role of circular inputs in future chemistry and long-term competitiveness.

Building a Circular Carbon Black Portfolio

Building on the success of ECOZEN™ 6000, we further expanded our circular portfolio in FY 2025-26 with the addition of ECOZEN™ 3000 and ECOZEN™ 6000R. These grades reflect the Company's transition from pilot innovation towards a broader circular product suite for tyre and rubber applications. During the year, we also progressed technology scale-up and customer validation of the ECOZEN™ portfolio, with product samples undergoing performance evaluation to support commercial adoption while optimising feedstock utilisation, product performance and manufacturing efficiency.

THREE

Products in the ECOZEN™ Portfolio: ECOZEN™ 6000, ECOZEN™ 3000 and ECOZEN™ 6000R

The expansion of the ECOZEN™ range highlights PCBL's ability to deliver materials that meet both performance and sustainability requirements. It also points to growing customer validation and adoption and the opportunity to develop circular carbon black as a future business segment.

Circularity as a Business Driver

We are integrating circularity into our business model, going beyond reporting and compliance. Recycled and low-carbon feedstocks are being embedded into product innovation, R&D, customer engagement, and supply chain partnerships to create a differentiated materials portfolio.

ONE

Circularity Embedded across Product Innovation and Growth

<1%

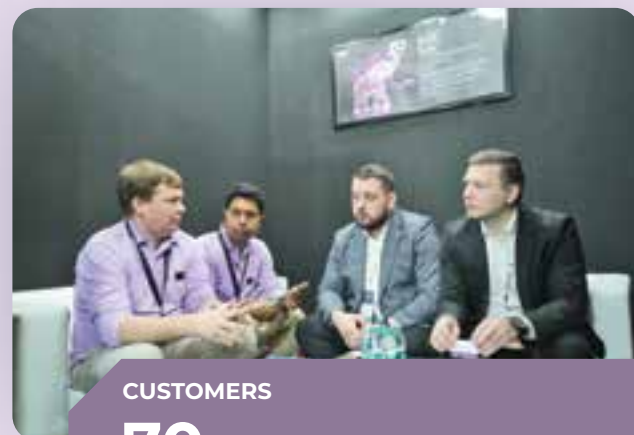
Share of Global Carbon Black Currently Sourced from Recycled Inputs

As circular carbon black gains relevance globally, we are positioning ourselves through technology development, traceability frameworks, and evolving material standards. Our approach aims to bridge emerging circular technologies with large-scale industrial adoption, while strengthening our role in the next phase of sustainable materials transition across the global tyre and rubber industry.

Source: Bridgestone and Michelin, Bridgestone & Michelin: Recovered Carbon Black Guidelines, joint technical white paper, November 2023.

PARTNERING FOR A SUSTAINABLE FUTURE

PCBL is committed to creating long-term, sustainable value across its value chain. As we expand into advanced materials and specialty chemicals, our growth is driven by responsible manufacturing, circular innovation and customer partnerships. Guided by sound governance and core values, we embed sustainability across our business, creating lasting value for every stakeholder.



CUSTOMERS

70+

Countries Served through Global Presence

THREE

Products in the ECOZEN™ Portfolio (ECOZEN™ 6000, 3000, and 6000R)



ENVIRONMENT

100%

Zero Liquid Discharge (ZLD) Compliance across all Manufacturing plants

36%

Waste Sent to Landfill, Down from 45% the Previous Year

TWO

Facilities with ISCC PLUS Certification including PCBL (TN)



SUPPLY CHAIN PARTNERS

34.1%

Local Procurement Value Created for our Suppliers

92.4%

of Critical Suppliers were Assessed



PEOPLE

ZERO

LTIFR in FY 2025-26

81,061

Training Hours Completed, including Classroom, On-the-job, and Digital Learning

27

Women Employees Hired during FY 2025-26



COMMUNITIES

83,858

Beneficiaries Covered through CSR activities

10

Schools Digitised with Laptops and Projectors

100

Women Supported through Stitching Machine Distribution and Tailoring Livelihoods



SHAREHOLDERS, INVESTORS AND LENDERS

₹ 8,189 CRORES

Turnover

₹ 198 CRORES

PAT

₹ 226.48 CRORES

Dividend paid

All figures are on a consolidated basis

Empowering PEOPLE TO SHAPE THE FUTURE

Our people are central to operational excellence, innovation and sustainable growth. We are committed to fostering a safe, inclusive and engaging workplace where employees can develop, contribute and grow. Continued investments in well-being, learning, leadership development and responsible workplace practices strengthen a culture that enables individual and organisational success.



Creating Value for People

CAPITALS IMPACTED



Human Capital



Intellectual Capital



Social and Relationship Capital

KEY RISKS CONSIDERED



MATERIAL TOPICS ADDRESSED



Health and Safety



Human Rights and Employee Well-being



Leadership and Governance

SDGs IMPACTED



Management Approach

PCBL's people strategy is focused on building a capable, accountable workforce that is ready for the future. During FY 2025-26, the Company focused on strengthening technical, functional, managerial, and behavioural capabilities while building leadership readiness. Supported by clear role accountability, defined governance structures, and a disciplined performance management framework, these efforts help improve organisational effectiveness and enable employees to support our evolving business priorities.

OUR TRANSFORMATION IS ULTIMATELY ENABLED BY OUR PEOPLE. BY STRENGTHENING TECHNICAL CAPABILITIES, LEADERSHIP READINESS AND A CULTURE OF CONTINUOUS LEARNING, WE ARE PREPARING OUR WORKFORCE NOT ONLY FOR TODAY'S PRIORITIES, BUT FOR THE OPPORTUNITIES EMERGING ACROSS SPECIALTY CHEMICALS AND ADVANCED MATERIALS.

Ravi Sinha

Chief - Human Resources

Driving Growth Through People

PCBL's people initiatives are closely aligned with our objectives for growth, operational excellence, and innovation. Investments in capability building and leadership development support talent readiness across core operations and emerging businesses, while fit-for-purpose organisational structures, governance mechanisms, and clearly defined accountabilities enable faster decision-making and stronger execution.

A disciplined performance framework, supported by KPIs, OKRs, dashboards, and structured reviews, strengthens alignment between individual contributions and business priorities. Together, these initiatives improve organisational effectiveness, lift productivity, and support sustainable long-term growth.

For additional occupational health and safety disclosures, refer to the BRSR on page 314.



Safety and Responsibility

Safety remains a key focus area across PCBL's operations. During FY 2025-26, the Company strengthened workplace safety and operational discipline through employee and contractor training programmes, mock drills, firefighting exercises, inspections, and third-party audits. Digital interventions such as QR code-based EHS reporting systems and safety modules on the Learning Management System improved monitoring, compliance, and accountability across sites. Safety awareness was further strengthened through visual communication and field-level displays.

To strengthen safety ownership, the Company further developed hazard

identification and risk assessment processes, safety committee reviews, inspection protocols, and mandatory safety training before task execution. Behaviour-Based Safety (BBS) training was conducted for leadership teams, while Safety Week celebrations, toolbox talks, safety campaigns and on-the-job training promoted greater employee participation and proactive risk management. These efforts strengthened participation in safety programmes, improved hazard identification, and enhanced reporting across locations.

ZERO

LTIFR in FY 2025-26 on Standalone Basis

SHE Initiative: Strengthening Safety across Operations

Targeted infrastructure and risk-reduction measures improved workplace safety, ergonomics and resource efficiency across operational and warehouse areas.

- Replaced conventional climbing arrangements with ergonomically designed step-access solutions to improve worker stability, reduce fatigue and support safer routine operations
- Strengthened movement safety through prominent traffic-control and speed-limit signage across operational areas
- Installed upgraded roofing systems incorporating natural daylight and enhanced ventilation to improve workplace comfort and reduce daytime electricity consumption
- Provided dedicated access platforms across critical operating areas to enable safer maintenance and strengthen work-at-height practices

Diverse and Inclusive Workplace

PCBL is committed to providing a workplace where employees are treated fairly and have equal opportunities to grow. Diversity and inclusion are integral to the Company's people strategy, strengthening organisational capability, innovation, and long-term growth. During FY 2025-26, we continued to strengthen workforce diversity by improving gender representation, with 27 women hired across various functions.

The Equal Employment Opportunity Policy guides recruitment, development, remuneration, and career progression across the Company. Employment decisions rest on merit, competence, and performance, irrespective of gender, race, caste, class, religion, or background.

We continue to encourage greater participation of women across professional, technical, and managerial roles while ensuring equal access to learning, leadership development, and internal mobility. Leadership teams actively foster a workplace where diverse perspectives are valued, and employees help shape business outcomes.

27

Women employees hired during FY 2025-26

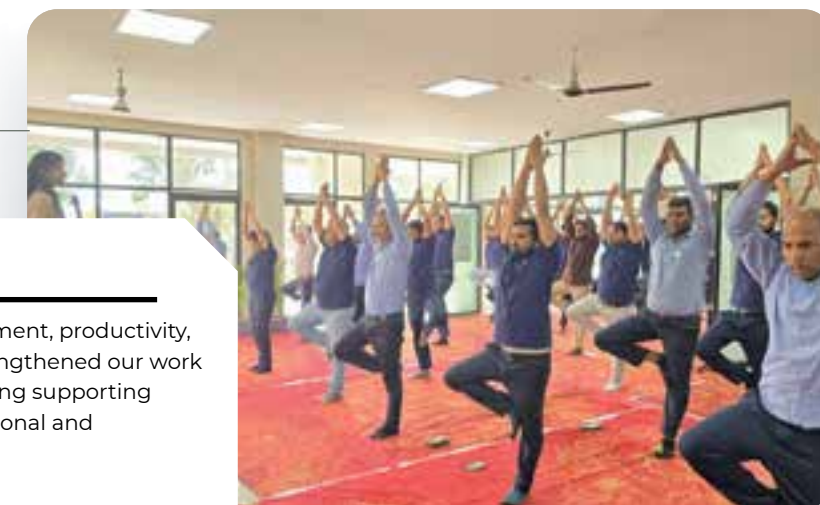
Building an Inclusive Culture

The Company promotes diversity and inclusion through policies, people practices, and employee development initiatives that sustain a culture of fairness, transparency, and merit-based growth across the employee lifecycle. Key initiatives include:

- I Transparent recruitment and selection processes
- II Structured performance management systems
- III Equal access to learning and development opportunities
- IV Annual health check-ups
- V Awareness and sensitisation programmes

Employee Well-Being

PCBL treats well-being as integral to engagement, productivity, and performance. During FY 2025-26, we strengthened our work across mental, physical, and financial well-being supporting employees at different stages of their professional and personal lives.



Supporting Mental Well-being

PCBL introduced the Mental Health Buddy Programme, 'Lessun', to encourage open conversations, build psychological safety, and help employees navigate personal and professional challenges through early intervention and peer support.

Supporting Physical Well-Being

The Company promoted healthy lifestyles through wellness and awareness activities across locations. International Yoga Day encouraged mindfulness, stress management and physical fitness. Women's Day activities focused on health, balance, and overall well-being.

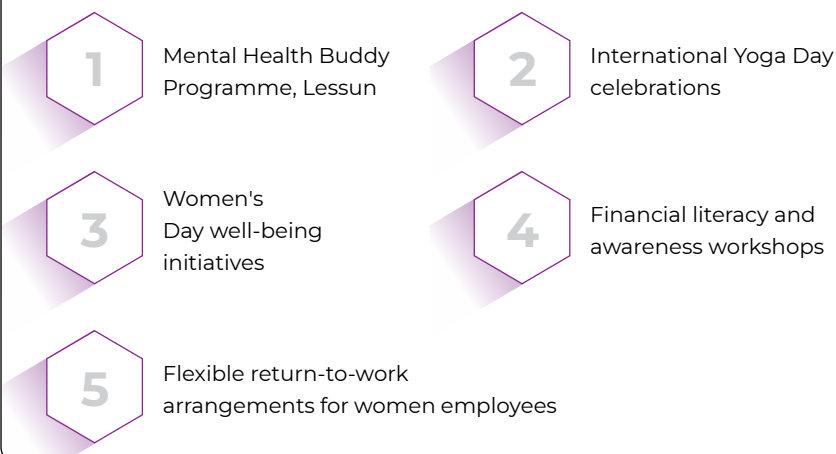
Supporting Financial Well-Being

PCBL ran financial literacy workshops on planning, savings, and long-term security, helping employees make informed decisions about their finances.

Supporting Work-Life Balance

PCBL introduced flexible working arrangements for women returning to work. During a defined transition period, they could opt for flexible or reduced hours, easing their return and protecting career continuity.

Employee Well-Being Initiatives



Training and Upskilling

As PCBL expands into specialty chemicals, advanced materials and emerging technologies, preparing our people for what comes next is a priority. During FY 2025-26, the Company strengthened technical, functional, managerial and behavioural skills to support growth, innovation, and efficient operations.

BUILDING CAPABILITIES FOR GROWTH

PCBL's capability-building approach focuses on:

- Role-based technical upskilling aligned with evolving business requirements
- Innovation and technology readiness across R&D, manufacturing, and commercial functions
- Leadership development to sharpen strategic thinking and delivery
- Build-from-within talent development through structured plans and on-the-job learning
- Learning through experience, including cross-functional exposure, stretch assignments, mentoring, and knowledge sharing

Learning and Development Programmes

During the year, we organised several targeted programmes to build leadership, technical expertise, and organisational readiness.

1,056

Employees Trained

NEXT

Building future-ready capabilities is integral to PCBL's Reset-Refocus-Accelerate transformation agenda. During the year, we launched the Developmental Conversation Initiative, powered by the NEXT Framework, to foster structured and meaningful development discussions between managers and employees.

The NEXT Framework enables focused conversations on strengths, growth aspirations, capability enhancement, and future opportunities, translating insights into actionable development plans. This initiative strengthens leadership depth, accelerates capability building, and reinforces a culture of continuous learning, accountability, and long-term talent readiness across PCBL.

Leadership and Talent Development

The Career Advancement Management Programme (CAMP) accelerates professional growth, strengthens leadership capabilities, and supports succession planning. This helps build a strong talent pipeline and align individual development plans with organisational goals and aspirations.

The Company also conducted a workshop on Strategy, Organisation Design and Future Capabilities, to prepare for growth, strengthen leadership behaviours, and align people capabilities with long-term business priorities.

Accelerating New Joinee Readiness

The New Joinee Learning Academy was introduced to support the integration of lateral hires. It includes a 45-day on-the-job training framework covering business context, product and process knowledge, safety and quality standards, systems, and ways of working. A structured process helps identify learning gaps and gauge readiness for roles.

Strengthening Industry-Academia Linkages

PCBL partnered with Laxminarayan Institute of Technology (LIT), Nagpur, to deepen industry-academia ties and build a pipeline of job-ready talent. The Company engaged students through internships and technical programmes, while subject matter experts contributed to specialised modules for chemical engineering students.

15

Interns Engaged across Locations



Expanding Digital Learning

During the year, we launched a Digital Skill Matrix Portal to improve competency mapping and training effectiveness. The platform assesses employee skill levels and supports Training Needs Identification through skill-gap analysis.

We also expanded our e-learning ecosystem through a competency-based framework covering compliance, technical, safety, behavioural, and skill development topics.

85+

E-learning Modules Available on the Learning Platform

4,162

E-learning Hours Delivered during FY 2025-26

Measuring Training Effectiveness

Training effectiveness is evaluated through post-training assessments, employee and manager feedback, productivity dashboards, and operational indicators such as breakdowns and customer complaints. We also review employee performance and potential through our talent review and annual appraisal to gauge the long-term impact of training.

100%

Participation against Identified Training Needs



Human Rights

Respect for human rights is fundamental to how PCBL operates, engages, and grows. The Human Rights Policy sets clear expectations for employees, contractors, and business partners across the value chain and covers forced labour, discrimination, harassment, and child labour.

The Company builds awareness through regular training, supported by a whistle-blower mechanism and monitoring that help resolve concerns promptly and openly.

100%

Workforce Trained on Human Rights

For more detailed disclosures on human rights management, training and grievance mechanisms, refer to the BRSR on page 320.

Prevention of Sexual Harassment (POSH)

PCBL maintains a safe, respectful, and inclusive workplace for all employees. Our POSH framework covers awareness, prevention, effective grievance redressal, and monitoring across locations.

The POSH Policy is shared through employee onboarding programmes, periodic sensitisation, and internal channels. During FY 2025-26, a mandatory POSH training module was assigned to all management employees through the Learning Management System. Classroom sessions were also held for non-management employees and contract workers across locations, supported by posters displayed at workplaces.

Governance and Grievance Redressal

Internal Committees (ICs) have been constituted at applicable locations in line with statutory requirements. Committee members receive periodic training to ensure fair, timely and effective handling of complaints.

The Company's grievance redressal framework includes defined complaint-handling procedures, confidentiality safeguards, structured enquiry processes, and timelines for investigation and resolution. Compliance is monitored through periodic reviews and reporting, reinforcing accountability across the organisation.

- Mandatory POSH training through LMS
- Classroom awareness sessions for employees and contract workers
- Internal Committees constituted across applicable locations
- Defined complaint investigation and resolution process
- Strict confidentiality and grievance redressal protocols



ZERO

POSH Cases Reported During FY 2025-26

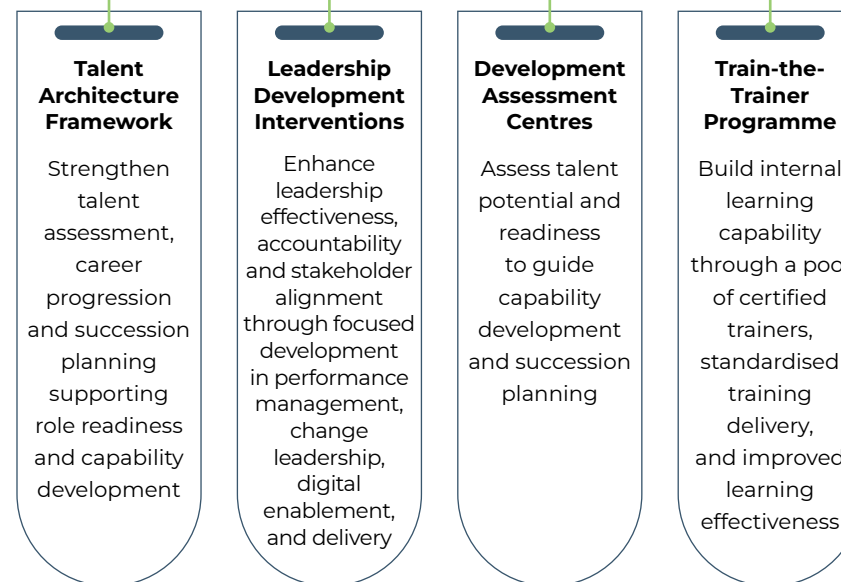
For more information on the Company's POSH framework and related disclosures, refer to the BRSR on page 323.

Talent Acquisition

As we expand into battery materials, specialty chemicals, and advanced materials, we continue to evolve our talent acquisition strategy to align with changing business requirements and future growth opportunities.

During FY 2025-26, we strengthened our approach to attracting specialised talent by expanding beyond traditional carbon black recruitment to include specialist fields. Targeted sourcing strategies brought in specialists in battery technology, advanced materials, and specialty chemicals, while talent mapping built a pipeline for future roles.

Key People Focus Areas



Attracting Specialised Talent

To support growth in emerging business areas, the Company stepped up lateral hiring and worked more closely with specialised recruitment firms focused on battery technology, electrochemistry, and advanced materials.

We also enhanced our value proposition through competitive pay, opportunities for equity participation, and exposure to advanced technologies, global partnerships, and innovation-led projects.

4

Senior Professionals Onboarded in Battery Materials, Advanced Carbon Materials, and Specialty Chemicals



Building Leadership Depth

Alongside specialised hiring, we continued to strengthen leadership capability by providing high-potential employees with opportunities to work on critical projects across battery materials and specialty chemicals. These initiatives support capability development, succession planning, and future leadership readiness.

Strengthening Employer Brand

During the year, we built our employer brand, positioning the Company as an innovation-driven, sustainability-focused advanced materials entity. We expanded our presence across digital platforms, highlighted our projects and employee achievements, and showcased opportunities in battery materials and sustainable chemistry.

Investments in new facilities across our business locations further helped attract strong talent in a competitive market.

- Targeted sourcing for battery technology and specialty chemical talent
- Collaborations with specialised recruitment firms

- Expanded talent mapping initiatives
- International recruitment outreach
- Employer branding focused on innovation and sustainability
- Opportunities to work on advanced materials and emerging technologies

Building RESILIENT AND RESPONSIBLE PARTNERSHIPS

Our supply chain partners are integral to business continuity, operational efficiency and sustainable growth. In response to evolving geopolitical, trade and sourcing challenges, we are building a resilient, agile and responsible supply network through diversified sourcing, stronger supplier partnerships, alternative feedstocks and responsible procurement that create long-term value.



Creating Value for Supply Chain Partners

CAPITALS IMPACTED



Financial Capital



Manufactured Capital



Natural Capital



Social and Relationship Capital

MATERIAL TOPICS ADDRESSED



Sustainable Procurement



Circularity



GHG Emissions and Energy Management



Leadership and Governance

KEY RISKS CONSIDERED



SDGs IMPACTED



Management Approach

PCBL's supply chain strategy focuses on supply continuity, sourcing resilience, and responsible procurement. During FY 2025-26, the Company diversified sourcing channels, expanded supplier partnerships, and integrated alternate feedstocks while balancing cost efficiency, supply security, and sustainability. Structured supplier engagement, quality assurance, and ESG considerations underpin this approach, strengthening reliability and supporting future growth.



PROCUREMENT IS EVOLVING FROM A COST-FOCUSED FUNCTION INTO A STRATEGIC ENABLER OF GROWTH. BY DIVERSIFYING SOURCES, STRENGTHENING SUPPLIER PARTNERSHIPS AND INTEGRATING ALTERNATE AND CIRCULAR FEEDSTOCKS, WE ARE BUILDING A SUPPLY NETWORK THAT BALANCES CONTINUITY, COMPETITIVENESS AND SUSTAINABILITY.

Jiten Keluskar

Chief Procurement Officer

Strengthening Supply Chain Resilience

The global operating environment during FY 2025-26 was shaped by tariff measures, geopolitical developments and volatility in logistics and freight markets. While the Company's exposure to the US was limited, broader economic weakness from tariff-related uncertainties affected global markets. The Company did not face any direct supply chain disruptions due to the Middle East crisis, but

was affected indirectly by higher raw material prices and higher freight costs from the US.

To build resilience, PCBL continued to increase domestic sourcing, diversify sourcing geographies and expand the use of alternate feedstocks, including coal-based inputs. These steps reduced concentration risk, improved supply security and sharpened our response to changing market conditions.

1.5x Increase in freight rates from the US during the year driven by the spike in crude oil prices and the diversion of oil and related product shipments following the blockade of the Strait of Hormuz.

Sustainable and Responsible Sourcing

Responsible sourcing is central to PCBL's procurement approach. During the year, we maintained our domestic sourcing share despite higher volumes and supply-side pressures. This is despite the fact that domestic supplies were affected in March 2026 by heightened tensions in the Middle East.

Environmental and social considerations are built into sourcing decisions through a structured procurement framework. Supplier selection and evaluation weigh environmental compliance, resource efficiency, ethical business practices, and responsible labour standards. The Company favours local sourcing wherever feasible, reducing logistics-related emissions while supporting local economic development.

Responsible Sourcing Framework

The Company evaluates suppliers through a framework spanning technical capability, quality performance, sustainability commitments, compliance, and reliability. Key parameters include quality management systems, product conformity, and regulatory compliance. Sustainability and ESG assessments cover resource efficiency, occupational health and safety, and adherence to the Supplier Code of Conduct. Reliability is assessed on delivery performance, financial stability, and the capacity to support future growth and innovation.

- Environmental compliance and regulatory adherence
- Resource efficiency and lower environmental impact
- Fair labour practices and safe working conditions
- Respect for human rights
- Ethical sourcing standards
- Local and domestic sourcing initiatives

For additional disclosures on supplier screening, assessments and sustainable procurement practices, refer to the BRSR on page 308.



Proactive Sourcing Strategy

At PCBL, we continue to strengthen our sourcing strategy through supplier diversification and integration of alternate feedstocks. During FY 2025-26, the Company extended TPO to our Chennai facility and began using rCB, supporting both supply security and circular economy objectives.

We also broadened our supplier base across geographies to improve sourcing flexibility and reduce dependence on individual regions. This approach supports a balanced sourcing framework that combines resilience, cost efficiency, and sustainability.

PCBL(TN)
Plant Certified with ISCC
PLUS in FY 2025-26

All 5 QA Laboratories are accredited by NABL as per ISO/IEC 17025:2017 covering all the scopes of outgoing product quality parameters.

The Accreditation includes accreditation by ILAC MRA



Quality Assurance and Supplier Excellence

We maintain a supplier quality management system to ensure consistency, reliability, and compliance across our global supply chain. Supplier qualification and monitoring are standardised across manufacturing locations and business segments. As the Company expands into specialty products and new geographies, we follow a model of 'global standards, local execution'. While quality benchmarks, specifications, and governance protocols are defined centrally, we actively build local supplier capability through technical cooperation, formal audits, knowledge transfer programmes, and process harmonisation. A risk-based approach underpins this, with centralised qualification criteria, rigorous incoming-material verification, and cross-functional collaboration across Procurement, Quality, Manufacturing, and Sustainability teams. PCBL has received self certification from major Tyre customers as a testament of quality consistency and enhanced customer satisfaction.

Enhancing Supply Chain Efficiency

During FY 2025-26, the Company improved supply chain efficiency through better planning, stronger supplier relationships, and tighter inventory management. Increased domestic procurement shortened lead times and improved supply reliability.

Buffer stocks for critical raw materials helped mitigate supply uncertainties while avoiding excessive inventory carrying costs. Stronger demand forecasting and production planning improved alignment between procurement and operations.

We also broadened our supplier base by onboarding new partners across geographies, while deepening relationships with existing suppliers to ensure reliability, scalability, and consistent quality. This diversified risk and improved supply assurance across a wider range of products and feedstocks.

To support our growing operations, the Company aligned sourcing, production, and distribution more closely, enabling us to handle higher volumes and a more diverse product mix.

SUPPLY CHAIN EFFICIENCY ENABLERS

- Improved demand forecasting and planning
- Increased domestic procurement
- Strategic inventory buffers for critical materials
- Strong supplier partnerships
- Better alignment between sourcing and production cycles
- Onboarding of new partners across geographies
- Deeper engagement with existing suppliers for scalability and quality

Procurement's Evolving Role in Specialty and Advanced Materials

As PCBL expands into specialty and advanced materials, procurement is shifting from a cost-focused function to a driver of growth.

Specialty materials demand high-quality, performance-specific raw materials and engagement with suppliers who can support product innovation, customisation and consistency. This requires deeper technical collaboration and early-stage supplier involvement in product development.

Supplier selection now turns on capability as much as cost: technological strength, quality systems, reliability, and alignment with ESG standards.

Long-term partnerships with specialised, innovation-oriented suppliers have become central to our evolving product portfolio.

As specialty materials often run on complex, niche supply chains, procurement is diversifying sources, developing alternate suppliers, and safeguarding continuity through stronger planning and risk management. Sustainability matters more too: procurement is building in responsible sourcing, adopting alternative and circular feedstocks, and working with suppliers to reduce environmental impact across the value chain.

Integrating ESG across the Value Chain

PCBL embeds sustainability into supply chain operations beyond regulatory compliance. We increased our domestic and regional sourcing, reducing transportation distances and emissions. Adopting alternate feedstocks, including recycled and non-conventional inputs, further improves resource efficiency and lowers lifecycle emissions.

ESG considerations are increasingly built into supplier engagement, onboarding, and evaluation. Supplier relationships rest on transparency, accountability, and shared sustainability objectives. Through ongoing dialogue, knowledge sharing, and collaboration, the Company is building a responsible, resilient supply chain ecosystem.

ESG ACROSS THE VALUE CHAIN

- Increased domestic and regional sourcing
- Adoption of alternate and circular feedstocks
- Resource efficiency and waste reduction initiatives
- Supplier ESG assessments and evaluations is done by remote and On-site audit. Out of total audit 67% of the supplier are assessed on-site and 33% are assessed remotely. In this, 63% of the assessed suppliers are engaged in corrective actions
- Responsible sourcing and ethical procurement practices
- Supplier engagement and capacity-building initiatives

For detailed disclosures on supplier ESG assessments and responsible sourcing practices, refer to the BRSR on page 318.



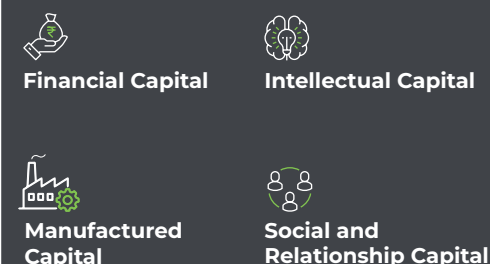
Delivering Value through CUSTOMER-CENTRIC SOLUTIONS

We create long-term value for customers through high-performance, sustainable and differentiated solutions, partnering closely from design to delivery. By combining quality, innovation and responsiveness with strong technical capabilities, we deliver solutions that meet evolving customer needs while supporting health, safety, environmental protection and long-term value creation.



Creating Value for Customers

CAPITALS IMPACTED



KEY RISKS CONSIDERED



MATERIAL TOPICS ADDRESSED



SDGs IMPACTED



Management Approach

PCBL's customer approach is built on delivering quality, innovation, and responsible solutions that create long-term value across industries. During FY 2025-26, the Company strengthened product stewardship, regulatory compliance, customer engagement and technical collaboration to meet evolving customer requirements. Strong quality systems, customer feedback, and sustainable product development underpin this work, lifting satisfaction, deepening relationships, and supporting growth across existing and emerging markets.



OUR INTERNATIONAL GROWTH IS BEING SHAPED BY DEEPER CUSTOMER PARTNERSHIPS, DIFFERENTIATED SOLUTIONS AND THE ABILITY TO DELIVER CONSISTENTLY ACROSS MARKETS. AS GLOBAL SUPPLY CHAINS EVOLVE, OUR SCALE, APPLICATION EXPERTISE AND EXPANDING SPECIALTY PORTFOLIO POSITION US TO STRENGTHEN OUR PRESENCE ACROSS INTERNATIONAL MARKETS.

Gautam Kalia

Chief - International Markets, Rubber

Creating Customer Value

PCBL's customer approach is built on reliable products, high-quality standards and responsible product stewardship across the value chain. By combining technical expertise, strong manufacturing and regulatory compliance, the Company aims to meet customer expectations while upholding health, safety and environmental responsibility.

The Company continues to strengthen its innovation pipeline for advanced specialty carbon materials. During FY 2025-26, development of the Energia® 1040 and Energia® 1070 superconductive carbon blacks progressed through customer feedback, application testing and product refinement for next-generation battery and electrical applications. NuTone™ grades for inks and coatings also advanced through customer validation, supporting future commercialisation across specialised end-use markets.

R&D efforts continue to focus on application-specific carbon materials with enhanced properties, including electrical conductivity, UV protection and corrosion resistance, enabling the Company to address evolving customer requirements across specialised industries.

Overview of Key Customer Segments

PCBL serves customers across tyre manufacturing, industrial applications and specialty chemicals. These segments require consistent product quality, technical reliability and adherence to regulatory and sustainability standards. Through sustained investment in technology, people, and efficient operations, the Company is well-placed to meet shifting customer needs across domestic and international markets.

Product Stewardship and Regulatory Compliance

Product stewardship is integral to how we serve our customers. The Company's approach spans the entire product lifecycle to support safe and responsible product use.

PCBL monitors and complies with applicable regulatory requirements across geographies, including REACH, RoHS, and SVHC. To support exports to European markets, the Company has engaged an expert agency as our only representative for REACH compliance. Manufacturing facilities are also periodically audited by global customers against international standards.

Selected specialty carbon black grades manufactured at the Palej facility are certified to the ZDHC MRSL V3.1 Level 1 standard, supporting responsible chemical management and meeting evolving customer requirements for sustainable products.



15 DAYS

Target Complaint Resolution Time

ZERO

Incidents of Non-Compliance Concerning Health and Safety Impacts, Information, and Labelling of Products and Services

ZERO

Incidents of Non-Compliance with Regulations and/or Voluntary Codes

For detailed disclosures on product responsibility, product quality and regulatory compliance, refer to the BRSR on page 338.

Customer Engagement

PCBL engages regularly with customers through direct interaction, supply chain partners, and participation in industry conferences and exhibitions.

Direct Engagement

The Company works closely with customers to understand requirements and provide solutions aligned with their needs. Engagement continues throughout the product development and delivery cycle, allowing close collaboration and timely support.

Engagement through Supply Chain Partners

Supply chain partners extend PCBL's reach across niche markets and regional segments. Their market knowledge and local presence help the Company serve a wider customer base more effectively.

Industry Conferences and Exhibitions

Participation in industry events enables PCBL to engage with existing customers, strengthen relationships, and showcase the Company's capabilities to prospective customers across global markets.

Customer Grievance Redressal

PCBL maintains a structured grievance redressal process for the timely resolution of customer concerns. Complaints are registered through the SAP Customer Relationship Management system and reviewed by the relevant functional head at plant level.

Where required, a Cross-Functional Team conducts a Root Cause Analysis to identify the underlying issue and put in place corrective and preventive actions. Resolution details are shared with the customer, while feedback is used to improve internal processes and service quality.

Expanding Market Presence and Customer Reach

The integration of Aquapharm Chemical Limited expanded PCBL's product portfolio beyond carbon black, adding phosphonates, polymers and green chelates. This has strengthened the Company's presence across industries such as industrial water treatment, home care, oil and gas, pharmaceuticals, textiles, and pulp and paper.

Aquapharm's established presence across more than 70 countries provides access to a wider customer base and supports our expansion abroad through a diversified portfolio of specialty solutions.

70+

Countries Served Including
Aquapharm's Global Presence

CASE STUDY

VedaBlack

ENABLING THE NEXT GENERATION OF COATINGS

What goes into a high-performance coating?

The right colour, tinting strength, dispersion and surface finish, all working together to meet specific application requirements.

To address these evolving needs, **PCBL Chemical Limited launched VedaBlack**, a dedicated specialty carbon black brand for the paints and coatings industry. Its application-focused solutions cater to diverse segments, including **automotive coatings, OEM coatings, powder coatings and other functional coatings**.

Backed by PCBL's carbon black expertise, VedaBlack combines **innovation, customised solutions and application-oriented technical support** to help formulators achieve the performance their applications demand. The brand reflects PCBL's continued focus on **moving up the value chain** and creating greater value through close customer collaboration.

With VedaBlack, PCBL is further strengthening its specialty carbon black portfolio and advancing its focus on **high-performance material solutions for evolving customer needs across global markets**.



Enabling Inclusive and SUSTAINABLE COMMUNITY DEVELOPMENT

PCBL creates long-term value for communities through need-based, impact-driven initiatives focused on education, healthcare, livelihoods, environmental sustainability and rural infrastructure. By partnering with local authorities, institutions and community stakeholders, we improve access to essential services, strengthen community resilience and support inclusive, sustainable development across our locations.



Creating Value for Communities

CAPITALS IMPACTED



Human Capital



Social and Relationship Capital



Natural Capital

KEY RISKS CONSIDERED



MATERIAL TOPICS ADDRESSED



Community Engagement

SDGs IMPACTED



Management Approach

PCBL's community development strategy is built on identifying local needs and implementing initiatives with sustainable, measurable impact. We engage with Gram Panchayats, educational institutions, healthcare organisations, local authorities and community representatives to identify priority areas and design relevant interventions. Project planning, execution, beneficiary participation, monitoring and outcome review are built into delivery, keeping initiatives aligned with community needs and contributing to long-term socio-economic development.



QUALITY AND SUSTAINABILITY ARE INCREASINGLY EMBEDDED IN HOW WE OPERATE. THROUGH STRONGER PROCESS CONTROLS, CONTINUOUS IMPROVEMENT AND A FOCUSED APPROACH TO RESOURCE EFFICIENCY, CIRCULARITY AND ENVIRONMENTAL PERFORMANCE, WE ARE STRENGTHENING THE CONSISTENCY OF OUR PRODUCTS WHILE ADVANCING MORE RESPONSIBLE AND SUSTAINABLE OPERATIONS.

Alumkal Paulose Abraham

Head - Corporate QA and Sustainability

Community Development in Action

PCBL's community initiatives are guided by a commitment to shared value through inclusive growth and sustainable development. During FY 2025-26, the Company worked across education, healthcare, women's empowerment, animal welfare, environmental sustainability, rural infrastructure and community awareness. By aligning our work with local priorities and engaging closely with Gram Panchayats, schools, local authorities and community stakeholders, we seek to make a lasting difference to the communities around our operations.

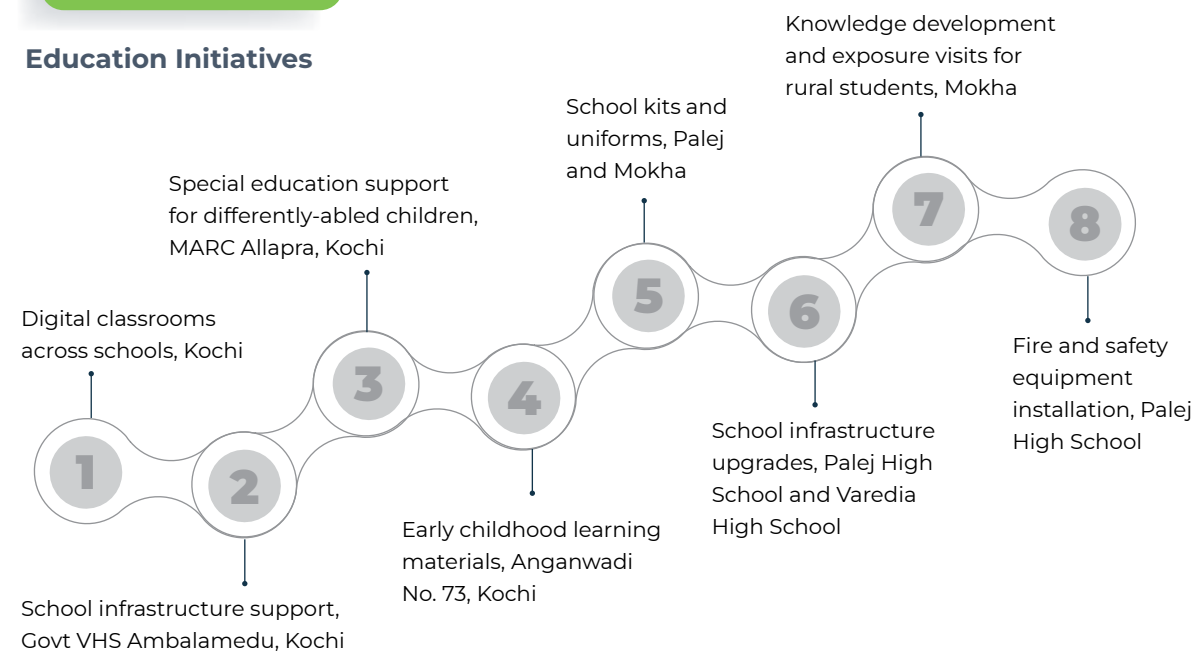


Education and Digital Inclusion

Education was a major focus area during the year. Across Kochi, Mundra, and Palej, the Company supported digital classroom rollouts, school infrastructure upgrades, special education programmes, early childhood learning, school kits and uniform distribution, and exposure visits for rural students.

The Company also supported computer literacy initiatives to strengthen digital skills among children and women from nearby communities, helping improve employability through structured computer training and certification programmes.

Education Initiatives



Health and Community Well-Being

PCBL expanded healthcare access across our locations. In Kochi, the Company provided medical equipment for home-based care of bedridden and underprivileged patients, physiotherapy and rehabilitation equipment for palliative care, and a palliative care vehicle to strengthen last-mile care. In Palej, an ambulance was donated to the Palej GIDC to support emergency medical response for surrounding villages and the industrial workforce. A blood donation camp was also organised during the year.



Healthcare and Well-Being Initiatives

- Ambulance donation, Palej GIDC
- Palliative care vehicle, CHC Chengamanadu, Aluva, Kochi
- Medical equipment support, INTUC Kunnathunadu, Kochi
- Physiotherapy and rehabilitation equipment, Kaniv Charitable Society, Kolenchery, Kochi
- Blood donation camp, Palej



Women's Empowerment and Livelihood Development

During FY 2025-26, we implemented a livelihood initiative in Mokha village, Mundra, to address limited income-generating opportunities for rural women. Stitching machines were distributed to beneficiaries in consultation with local stakeholders, enabling women to take up tailoring and self-employment from their homes. The programme helped strengthen financial independence, improved household incomes and built livelihood resilience within the community.



Animal Welfare

PCBL supported animal welfare in Mokha village, Mundra, through fodder supply and Gaushala infrastructure development. Cow fodder was provided for community livestock, and an iron shed at the Gaushala is currently under construction.

Rural Infrastructure and Community Development

We continued to invest in community infrastructure across our locations. In Kochi, a concrete road was constructed and safety handrails were installed at accident-prone locations to improve connectivity and safety. In Mundra, we provided furniture support to the Paragpar Police Station and supported infrastructure development at Vadala village, which is currently under construction.



Infrastructure and Community Development Initiatives

- Concrete road construction, Ward 17, Vadavucode Puthencruz, Kochi
- Safety handrail installation, Ward 2, Vadavucode Puthencruz, Kochi
- Furniture support, Paragpar Police Station, Mundra
- Village infrastructure, Vadala village, Mundra (under construction)

Sports Development and Community Awareness

PCBL supported sports development and community engagement across Mundra and Palej. Sports equipment was provided to children in Mokha village, and sports development activities were undertaken at Palej village. We also supported the CISF Cyclothon event, bringing together community members and government officials.

Sports and Community Awareness Initiatives

- Sports equipment, Mokha village, Mundra
- Sports development support, Palej village
- CISF Cyclothon event, Mundra



Environment and Sustainability

Environmental sustainability was built into community development initiatives across locations. Our programmes covered water access, waste management, tree plantation, green belt development and environmental beautification. These support our wider sustainability goals and encourage responsible environmental practices at the local level.

Environmental Sustainability Initiatives

- Tree plantation and green belt development, Haridham Sokhada Village, Vadodara
- Waste segregation through dry and wet dustbin distribution, Palej village

- Water access support under Jal Jivan Mission, Vavar village
- Tree beautification drive, Bharuch city, in coordination with the Collector's office

Measuring Community Impact

PCBL assesses the effectiveness of its community initiatives through beneficiary coverage, stakeholder consultations, project completion reviews and feedback from Gram Panchayats, schools, local authorities and community representatives. Project monitoring is also supported by utilisation reviews, appreciation letters and on-ground verification, helping the Company evaluate outcomes and strengthen future initiatives.

Key Monitoring Practices

- Community need assessments
- Stakeholder consultations
- Beneficiary coverage and validation
- Project completion and verification
- Feedback and appreciation from local authorities and community institutions

PALEJ

Description of Activity	Number of Beneficiaries
Programme for identifying and nurturing the local talent pool in sports at Palej village.	15 players
School bag kit distribution, palej primary school	200
Providing dustbin for wet and dry waste segregation in palej village	4,000 families
School classes roof shed and windows job, Palej High School	1,100 Students
Providing ambulance for Palej industrial association gidc area	Approx 45,000 people
Tree plantation- 1,500 trees sapling plantation	12,610 Villagers indirectly
Fire and safety equipment's installation	400 Students
Tree painting and beautification	1,000+ beneficiaries
Total	64,325

MUNDRA

Description of Activity	Number of Beneficiaries
Education	200
Water and sanitation	2,000
Rural development	5,200
Women empowerment	100
Sports development	500
Community awareness/public safety (CISF Cyclothon)	500
Animal welfare (Indirect)	1,100
Total	9,600

DURGAPUR

Description of Activity	Number of Beneficiaries
Computer literacy programme through out the year	20-25 students per batch
New computer for CSR	60-80 students per year
Musical instruments for Special Childrens' Musical Society	50
New sewing machines	220
Barricades for road safety	150
Stage/Shade/Fencing /Plantation (toilet block with water connection, gate, marble)	350
Infrastructure for community centre	200
Shed for slum children's tuition and drawing classes	120
Flooring of community centre with one office room	250
Stage shed for local dwellers	125
Toilet block modification with sanitary fittings	250
New drainage for sewage system and modification of old one	200
Room for tuition classes/dining for under privileged children	150
Recreational room extension with RCC and electrical fittings	250
Toilet block for slum area	150
Sewing machines & Infrastructure support for classes	220
Rest room for atheletes of rural areas	300
Support for village centre	50
Community shed	150
Bathroom & toilet for village children tuition classes	120
Total	3,410

KOCHI

Description of Activity	Number of Beneficiaries
Concrete road development - Vadavucode - Puthencruz Grama Panchayath (Ward 17)	115
Road safety handrail installation, Vadavucode Puthencruz Gramapanchayath (Ward 2)	3,500
School infrastructure upgrade - Govt VHS, Ambalamedu	70
Support for special education - Mor Athanasius Rehabilitation Centre and Special School (MARC), Allapra	120
Recreation support - Anganwadi No. 73 of Ward 17, Vadavucode - Puthencruz Grama Panchayath	18
Digital classrooms initiatives - Chalakudy Lok Sabha Constituency	900
Medical equipment support - INTUC Kunnathunadu Regional Committee Oommen Chandy and T H Musthafa Charitable Care	100
Physiotherapy equipment support and Kaniv Charitable Society, Kolenchery	100
Palliative care vehicle support and CHC Chengamanadu, Aluva	1,600
Total	6,523

Creating Enduring FINANCIAL VALUE

As we continue our transformation into a diversified multi-chemistry platform, financial discipline underpins our strategy. During FY 2025-26, we balanced growth investments, deleveraging, and shareholder returns against a difficult external backdrop of uncertainties, pricing pressures, and geopolitical disruptions. Strong cash generation, disciplined capital allocation, and a resilient operating model enabled us to strengthen the balance sheet while still investing in future growth platforms.

Financial Highlights

FY 2025-26 was a year that tested resilience and reinforced financial discipline. While softer global spreads, surplus domestic capacity, tariff-related disruptions, and the impact of the West Asia conflict created pressure on profitability, the underlying operating performance remained strong. We achieved record carbon black volumes, sustained growth in specialty products, and delivered all-time-high power generation, while strengthening our financial position.

FY 2025-26 Performance Snapshot

₹8,189 CRORES
Revenue from Operations

₹727 CRORES
Capex Invested

₹1,082 CRORES
EBITDA

₹447+ CRORES
Working Capital Released

₹198 CRORES
PAT

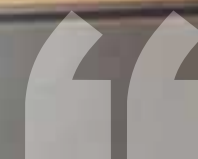
₹454+ CRORES
Reduction in Net Borrowings

619 KT
Carbon Black Sales Volumes

₹226.48 CRORES
Dividend Paid

12%
Specialty Volume Growth

**All figures are stated on a consolidated basis*



OUR FOCUS REMAINS ON CREATING ROOM FOR GROWTH WITHOUT COMPROMISING FINANCIAL DISCIPLINE. THROUGH STRONG CASH GENERATION, DISCIPLINED CAPITAL ALLOCATION AND DELEVERAGING, WE STRENGTHENED THE BALANCE SHEET WHILE CONTINUING TO INVEST IN THE PLATFORMS THAT WILL SHAPE PCBL'S NEXT PHASE OF GROWTH.

Raj Kumar Gupta

Chief Financial Officer

Drivers of Performance

The year's revenue performance was supported by record carbon black volumes, which grew 4% to 619 KT, with domestic volumes increasing 9%. However, softer global realisations, compressed spreads, elevated feedstock costs, higher packaging and freight expenses, and the lag effect of formula-based contracts weighed on profitability. These pressures were partly offset by strong growth in specialty blacks, up 12% in the year, and a 14% rise in power generation.

Cash generation emerged as a defining strength. Focused working capital management released over ₹447 Crores of liquidity, supporting growth investments while reducing leverage and strengthening financial flexibility.

Financial Highlights (Consolidated Basis)

Revenue (₹ in Crores)

FY 2025-26	8,189
FY 2024-25	8,404
FY 2023-24	6,420

EBITDA (₹ in Crores)

FY 2025-26	1,082
FY 2024-25	1,384
FY 2023-24	1,074

PAT (₹ in Crores)

FY 2025-26	198
FY 2024-25	435
FY 2023-24	491

Debt-Equity Ratio (in x)

FY 2025-26	1.20
FY 2024-25	1.46
FY 2023-24	1.48

Carbon Black Sales Volume (in MT)

FY 2025-26	6,18,956
FY 2024-25	5,96,262
FY 2023-24	5,31,849

Earnings per Share (Basic) (in ₹)

FY 2025-26	5.15
FY 2024-25	11.51
FY 2023-24	13.00

Dividend per Share (in ₹)

FY 2025-26	6.00
FY 2024-25	5.50
FY 2023-24	5.50

Strategic Capital Allocation

Our capital allocation rests on three priorities: investing in growth, strengthening the balance sheet, and delivering returns to shareholders. We evaluate every investment against long-term value, capital efficiency, and fit with our strategy. During FY 2025-26, we invested approximately ₹727 Crores towards expansion and future growth platforms while reducing net borrowings by more than ₹454 Crores and distributing ₹226.48 Crores in dividends. This balanced approach enabled us to grow without compromising on financial prudence.



Capital Efficiency in Action

Our approach to capital deployment is deliberately phased and demand-led.

- The Tamil Nadu expansion was executed as a brownfield project, leveraging existing infrastructure to optimise capital cost per tonne
- The Andhra Pradesh greenfield project has been structured in phases, aligning investments with future demand growth

- Battery materials investments are progressing through pilot validation and customer qualification before commercial-scale deployment
- Expansion in green chelates is linked to anchor customer approvals and market visibility

Investment decisions are assessed on return on capital employed (ROCE), payback periods, and competitive positioning, ensuring that growth investments add to both earnings quality and long-term competitiveness.

Direct Economic Value Generated and Distributed

The value created by our business extends beyond financial performance. Through employment, shareholder returns, debt servicing, taxation, reinvestment and community investments, we deliver value to a broad range of stakeholders while building the business for the long term.

Value Generated and Distributed

(All amounts in ₹ Million, unless otherwise stated)

General Disclosures	FY 2025-26	FY 2024-25	FY 2023-24
Direct Economic Value Generated	5,576.05	5,904.63	5,674.32
Revenue from Sales of Goods	5,525.51	5,873.54	5,649.62
Other Operating Income	50.54	31.09	24.70
Economic Value Distributed	5,728.76	5,894.07	5,453.74
Operating Expenses	4,823.9	4,938.34	4,629.01
Wages and Other Payments to Employees	291.29	244.86	204.95
Payments to Providers of Capital	479.71	485.76	333.8
(i) Payments to Shareholders	226.48	207.6	207.6
(ii) Payments of Interest	253.23	278.16	126.2
Payments to Government (Including income tax)	133.86	225.11	285.98
Economic Value Retained	(152.71)	10.56	220.58

Beyond direct value distribution, we strengthened our supplier base through local procurement, Supplier Code of Conduct implementation, ESG assessments, and capability-building initiatives. As we expand globally, we are bringing more suppliers into our value chain, helping them improve productivity, quality, and competitiveness.



Financial Resilience

The year called for agility, responsiveness, and disciplined execution. External challenges included tariff-related uncertainties, compressed spreads, elevated logistics costs, and geopolitical disruptions. We responded with pricing actions, cost optimisation, procurement efficiencies, and rigorous cash management.

Key Actions Undertaken During FY 2025-26

EARLY PRICE INCREASES AND COST PASS-THROUGH MECHANISMS

₹336+ CRORES RAISED THROUGH WARRANT PROCEEDS
Capital Base

These measures enabled us to generate stronger operating cash flows, improve liquidity, and emerge from the year with a healthier balance sheet despite a demanding operating environment.

IMPROVED SOURCING EFFICIENCIES AND FEEDSTOCK MANAGEMENT

Procurement

ROUTE OPTIMISATION AND CONTINUITY PLANNING
Supply Chain

₹447+ CRORES RELEASED THROUGH TIGHTER CONTROLS
Working Capital

₹454+ CRORES REDUCTION IN NET BORROWINGS
Balance Sheet

CASE STUDY

Capital in Action: Funding Growth from within

THE CONTEXT

FY 2025-26 brought margin compression, elevated feedstock costs, freight inflation, and conflict-driven disruptions. The conventional response would be to defer investment or take on more debt.

THE DECISION

Instead, we focused on unlocking capital from within the business. Through disciplined management of receivables, inventories, and working capital, we freed up significant liquidity while still funding growth.

THE OUTCOME

₹447+ CRORES
Working Capital Released

₹727 CRORES
Growth Capex Funded

₹454+ CRORES
Reduction in Net Borrowings

₹226.48 CRORES
Dividend Distributed (Interim)

90,000 MTPA
New Capacity Commissioned

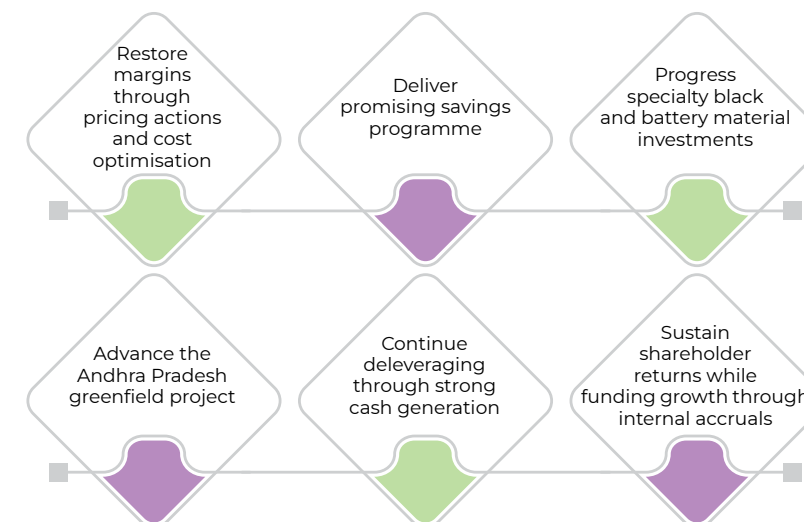
VALUE CREATED

The approach enabled us to fund expansion, strengthen the balance sheet, maintain shareholder returns, and prepare the business for the next phase of growth without compromising financial discipline.

Funding the Next Phase of Growth

We enter FY 2026-27 with improved visibility and confidence. Market spreads appear to have stabilised, export competitiveness has strengthened, and structural opportunities are emerging across specialty chemicals, advanced materials, and international markets.

Our financial priorities remain clear:



We expect high single-digit volume growth and double-digit EBITDA growth in carbon black. Aquapharm is expected to deliver 20-30% revenue growth, while specialty chemicals, conductive materials, and battery technologies should become larger contributors to earnings over time.

Building Trust

THROUGH RESPONSIBLE GOVERNANCE

As we expand across geographies, businesses, and technologies, regulatory compliance is fundamental to how we operate. Our approach goes beyond meeting laws and regulations to building transparent, responsible, and durable systems that strengthen stakeholder confidence and support long-term, sustainable growth.

During FY 2025-26, we continued to strengthen our governance, compliance and sustainability frameworks while adapting to evolving regulatory expectations across markets. Through strong management systems, proactive engagement with authorities, and continuous investments in operational excellence, we remained focused on upholding high standards of environmental stewardship, product quality, workplace safety, and ethical conduct.

Our Approach to Regulatory Alignment

Operating across multiple jurisdictions requires a structured and proactive approach to regulatory management. We continuously monitor regulatory developments, industry standards, and emerging compliance requirements to ensure that our policies, processes, and operations remain aligned with evolving expectations.

Environmental compliance is embedded across our operations. Waste generated at our facilities is systematically classified into hazardous and

non-hazardous categories, with treatment, disposal, and recovery processes implemented in accordance with applicable Pollution Control Board requirements and regulatory guidelines. We also strengthen our circularity agenda through waste reduction, reuse, recycling, and material recovery, cutting landfill disposal while improving resource efficiency.

Our sustainability agenda is closely integrated with regulatory compliance. We actively engage with suppliers and value chain partners to encourage responsible sourcing practices, ESG alignment, and environmental stewardship.

During the year, we further strengthened supplier engagement through ESG assessments, ongoing audits, and recognition initiatives such as the ESG Excellence Award, which acknowledges suppliers demonstrating strong sustainability performance.

We also advanced circular feedstocks by bringing tyre pyrolysis oil into our manufacturing, supporting more sustainable use of resources.

Strengthening Governance through Operational Excellence

Disciplined operations underpin our approach to compliance. Our manufacturing facilities operate under globally recognised management systems that promote consistency, quality, safety, and continuous improvement.

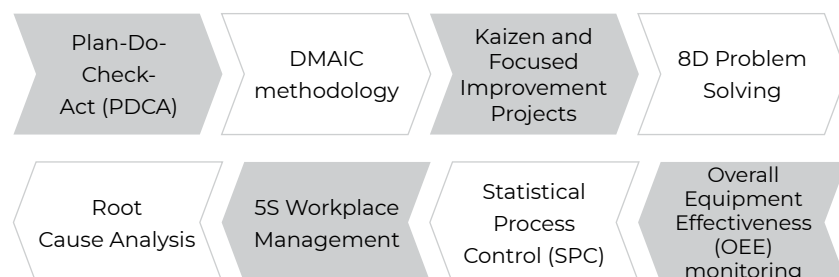
Certifications and Standards



During FY 2025-26, the carbon black laboratories at Durgapur, Mundra, Palej, and Chennai operated under NABL accreditation, while the Chennai facility received ISCC PLUS certification, further strengthening traceability and sustainability credentials.

Continuous Improvement and Digital Transformation

We reinforce compliance through structured improvement programmes and digital initiatives. Across facilities, we continue to implement globally recognised methodologies including:



The Smart Factory initiative at our Tamil Nadu facility integrates AI, IoT, and Manufacturing Execution Systems (MES) to enable predictive maintenance, real-time monitoring, and anomaly detection. We are also deploying Laboratory Information Management Systems (LIMS) to improve data integrity, automate workflows, and speed up operational response.

The 'One Company, One System' initiative continues to harmonise documentation, testing protocols, and quality systems across locations, improving consistency, transparency, and governance throughout the Company.

Safety as a Core Operating Principle

At PCBL, safety is embedded into everyday operations and decision-making. We employ structured risk assessment methodologies including Hazard Identification and Risk Assessment (HIRA), Hazard and Operability Studies (HAZOP), and Job Safety Analysis (JSA) to proactively identify and mitigate workplace hazards.

At PCBL, safety is embedded into everyday operations and decision-making. We employ structured risk assessment methodologies including Hazard Identification and Risk Assessment (HIRA), Hazard and Operability Studies (HAZOP), and Job Safety Analysis (JSA) to proactively identify and mitigate workplace hazards.

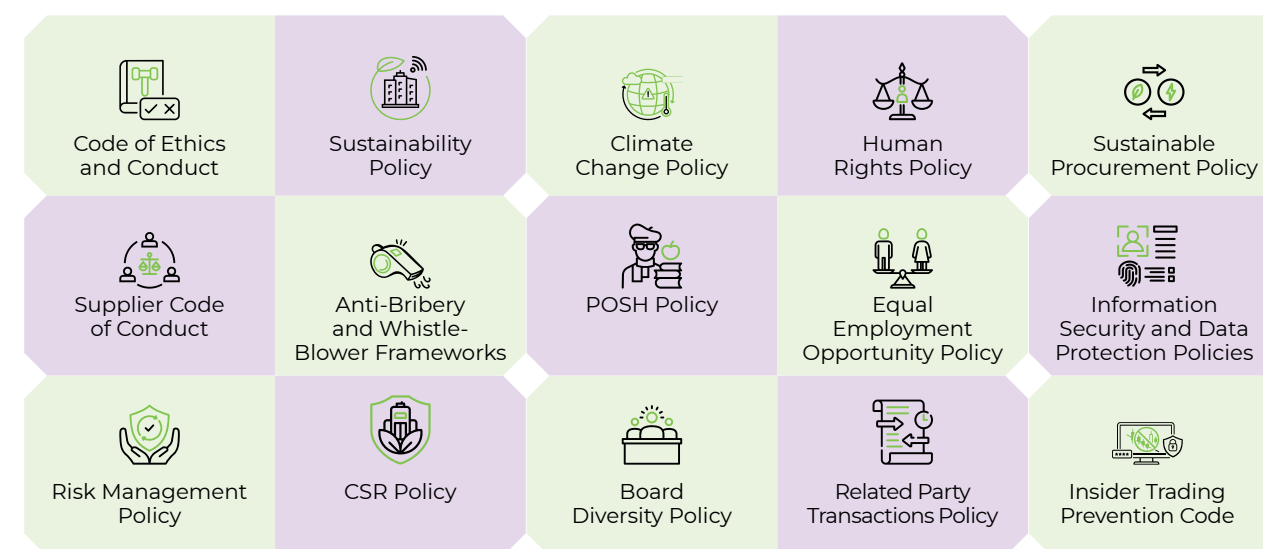
To reinforce a strong safety culture:

- Daily toolbox talks are conducted before work begins
- Safety signage and hazard communication systems are maintained across facilities
- Mandatory digital safety inductions are conducted for visitors, contractors, and business associates
- Continuous employee training programmes strengthen awareness and preparedness

These efforts help us keep workplaces safe while staying efficient and compliant.

Responsible Business Practices and Ethical Governance

These efforts help us keep workplaces safe while staying efficient and compliant.



These frameworks are periodically reviewed and strengthened to keep pace with changing regulatory expectations and emerging governance priorities.

Engagement with Government and Regulatory Authorities

Constructive engagement with government and regulatory authorities remains important to our long-term success. We engage regularly through statutory filings, regulatory submissions, facility inspections, policy consultations, and industry forums.

These engagements enable us to better understand evolving regulatory expectations, share industry perspectives, and stay aligned with applicable policy frameworks while supporting smooth business operations across locations.

Looking Ahead

As regulatory expectations continue to evolve globally, we remain committed to strengthening our governance and compliance framework. Our priorities include enhancing digital compliance systems, deepening ESG integration across the value chain, advancing climate and water stewardship initiatives, strengthening responsible sourcing practices, and upholding the highest standards of safety, quality, and ethical conduct.

Through proactive compliance, transparent governance, and continuous improvement, we will continue to build trust with regulators, communities, customers, and other stakeholders while supporting our long-term growth ambitions.

Protecting the Environment for a **SUSTAINABLE FUTURE**

Environmental responsibility is central to how we manufacture and grow. Through ISO 14001:2015-certified Environmental Management Systems across all sites, we systematically manage environmental risks while advancing resource efficiency, emissions reduction, water conservation and circularity. Investments in energy-efficient technologies, water recycling, waste reduction and advanced monitoring systems support regulatory compliance, climate action and long-term value creation.

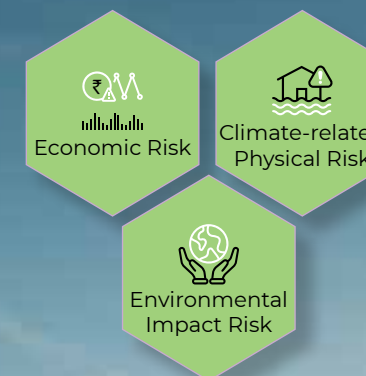


Creating Impact through Environmental Stewardship

CAPITALS IMPACTED



KEY RISKS CONSIDERED



MATERIAL TOPICS ADDRESSED



SDGs IMPACTED



Management Approach

PCBL's environmental strategy focuses on reducing greenhouse gas emissions, improving energy efficiency, conserving water, minimising waste, and increasing the use of circular and sustainable inputs. During FY 2025-26, we drew these efforts together, moving from standalone initiatives to a single strategy embedded in day-to-day operations. Environmental performance is tracked through defined targets, plant-level action plans, focused improvement projects, and performance tracking systems that link these to measurable outcomes.

A dedicated sustainability governance structure supports delivery, while investments in process efficiency, resource recovery and sustainable procurement strengthen long-term environmental performance. We are further guided by our Climate Change Policy, Sustainability Policy, and SBTi-aligned emissions reduction commitments.



DISCIPLINED PROJECT EXECUTION IS CRITICAL TO CONVERTING OUR GROWTH AMBITIONS INTO OPERATING CAPABILITY. THROUGH RIGOROUS PLANNING, CROSS-FUNCTIONAL ALIGNMENT AND TECHNOLOGY-LED EXECUTION, WE ARE FOCUSED ON DELIVERING PROJECTS SAFELY, EFFICIENTLY AND WITH THE CAPITAL DISCIPLINE REQUIRED TO SUPPORT PCBL'S NEXT PHASE OF EXPANSION.

Sudipto Kumar Ghosh

Head - Projects



Emissions Reduction

Reducing greenhouse gas emissions is a priority in PCBL's environmental strategy. We continue to improve process efficiency, optimise resource use, and explore alternatives to conventional raw materials to lower our environmental impact. Through focused improvement projects, process improvements, and wider use of circular feedstocks, we are advancing decarbonisation and cleaner, more efficient manufacturing.

Energy Recovery and Efficiency

Energy recovery is central to PCBL's manufacturing model. We recover heat energy from waste gases produced during the carbon black manufacturing process and use it to generate electricity at our cogeneration facilities. The electricity is used to meet operational requirements, while surplus power is exported to the local grid. This offsets a substantial volume of greenhouse gas emissions.

During FY 2025-26, key developments in energy recovery and efficiency included tighter process optimisation and advanced parameter control to improve energy use and lower specific energy consumption. Trials of water-cooled burners delivered throughput and efficiency gains, while compressor and power plant operations were strengthened through expert-led evaluations. Opportunities in tail gas utilisation and system-wide optimisation were identified for future scale-up, creating a pipeline of future efficiency improvements. Daily unit-level energy monitoring, supported by accrual tracking systems, enables deviations to be caught early and corrected faster.



Commitment to Net Zero

We are committed to net-zero emissions by 2050 and have adopted the SBTi-aligned greenhouse gas reduction targets to guide our climate action roadmap. Our approach is practical and efficiency-led, focused on cutting energy intensity and improving operational performance, rather than relying on offsets. Expert-led reviews have identified future scale-up opportunities in tail gas and energy system optimisation to drive further emissions cuts.



Circularity in Resource and Waste Management

We made steady progress in managing waste and advancing circularity by focusing on waste reduction, resource optimisation, and improved material use. Key developments included cutting waste and moisture content through sludge drying systems and using more recycled materials in packaging. Beyond operational improvements, circularity is being built into our core strategy through recycled and lower-carbon feedstocks in product innovation. This positions circular solutions as a driver of growth and distinction, supported by closer alignment across R&D, customer engagement, and supply chain partnerships. We are also bringing in more circular raw materials such as tyre pyrolysis oil and recovered carbon black to reduce reliance on conventional feedstocks and lower our environmental impact. Through these efforts, we cut the share of waste sent to landfill from 45% to 36% in FY 2025-26.



Water Stewardship

Responsible water management is a priority as rising water stress puts more pressure on natural resources. We continue to reduce freshwater withdrawals through conservation, recycling, and reuse across our manufacturing facilities. Wastewater treatment systems, rainwater harvesting infrastructure, and ZLD practices are built into operations, letting treated water be reused within facilities and supporting long-term water security.

Implementation of Zero Liquid Discharge Systems

All manufacturing facilities operate under a ZLD framework, enabling complete recycling and reuse of treated effluents within plant boundaries. This eliminates external wastewater discharge while strengthening our circular water management and reducing dependence on freshwater.

Environmental Management and Risk Preparedness

All manufacturing locations operate under ISO 14001:2015 certified Environmental Management Systems, ensuring a structured approach to environmental performance, regulatory compliance, and risk mitigation. We manage environmental risks through a framework for identifying, assessing, and mitigating potential hazards, supported by Board-level oversight and

regular monitoring systems. For quick response during incidents or disruptions, we have structured incident reporting systems, clear communication procedures, on-site emergency response plans, real-time process monitoring, preventive maintenance programmes, backup systems, and defined emergency contacts.

As we scale our operations, we actively monitor emerging risks

from global expansion, tighter environmental regulations, and feedstock availability. The rapid technological shift in advanced materials demands ongoing innovation and successful commercialisation to stay competitive. We manage these risks by strengthening supply chain resilience, diversifying sourcing, and adopting sustainable business practices.

Target Status

Material Topic	Description	Base Year	Target Year	Unit	Base Year Data/ Target Data	FY 2024-25	FY 2025-26	Target status (compared to baseline)	Status
 GHG Emissions and Energy Management	Reduce specific power consumption by 10%	FY 2023-24	FY 2029-30	GJ/MT	1.82	1.79	1.86	(2%)	Improvement Opportunity
	Reduction of absolute GHG emission by 54.6% under Scope 1 and Scope 2	FY 2023-24	FY 2032-33	tCO ₂ e	9,36,227	9,48,054	10,14,374	(8%)	Improvement Opportunity
	Reduction of absolute GHG emissions by 32.5% under Scope 3	FY 2023-24	FY 2032-33	tCO ₂ e	12,82,095	10,63,197	10,62,583	17%	On Track
	Reduction of GHG emission intensity by 54.6% under Scope 1 and Scope 2	FY 2023-24	FY 2032-33	tCO ₂ e/MT	1.93	1.91	2.05	(6%)	Improvement Opportunity
	Reduction of GHG emission intensity by 32.5% under Scope 3	FY 2023-24	FY 2032-33	tCO ₂ e/MT	2.65	2.14	2.14	19%	On Track
	Plant a minimum of 5,000 saplings every year	N/A	Annual/ Ongoing	Nos	5,000	23,000	5,500	100%	Achieved
	Enhance circular energy utilisation by exporting 50% of electricity generated from recovered tail-gas energy to the grid, creating value beyond operations and enabling measurable reductions in GHG emissions (Target restructured)	N/A	Annual/ Ongoing	%	50%	61%	62%	100%	Achieved
 Water Management	Reduce Water withdrawal intensity (excluding rainwater) by 20% (Target restructured)	FY 2023-24	FY 2029-30	Kl/MT	6.39	5.85	6.47	(1%)	Improvement Opportunity
 Solid Waste Management	Achieve a minimum of 80% diversion of waste from landfill through reuse, recycling, composting, co-processing and other recovery solutions (Target restructured)	FY 2021-22	FY 2029-30	%	41%	55%	64%	60%	On Track
	Reduce waste generation intensity by 30%	FY 2025-26	FY 2032-33	Kg/₹ Million	98.00		98.00	New target	Baseline/ Target Established
 Circularity	Increase the proportion of recycled plastic content in plastic packaging by 30% (by weight) (Target restructured)	FY 2024-25	FY 2029-30	%	30%	15%	17%	17%	On Track
	Achieve YoY improvement in the share of sustainable raw material	N/A	Annual/ Ongoing	%	0.004%	0.004%	0.004%	New target	Baseline/ Target Established

Material Topic	Description	Base Year	Target Year	Unit	Base Year Data/ Target Data	FY 2024-25	FY 2025-26	Target status (compared to baseline)	Status
 Product Stewardship	Adhere to the statutory requirements of developed countries on banned product	N/A	Annual/ Ongoing		Adhered	Adhered	Adhered	100%	Achieved
	Develop at least Six new product grades to advance sustainable innovation and support emerging clean energy applications	FY 2025-26	FY 2029-30	Nos	6		2	New Target	Baseline/ Target Established
	Conduct Life Cycle Assessment/Product Carbon Footprint covering 100% of product by revenue	FY 2025-26	FY 2029-30	%	85.5%		85.5%	New Target	Baseline/ Target Established
 Health and Safety	Working towards zero lost time injury frequency rate (LTIFR) YoY	N/A	Annual/ Ongoing	-	0	0 for employees and 0.7 for workers	0	100%	Achieved
	Cover 100% of our employees, including permanent, contract and casual, for safety training YoY	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
 Human Rights and Employee Well-being	Train 100% of employees and workers on human rights issues and policies of the entity YoY	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
	Conduct regular training on security breaches, prevention of sexual harassment (POSH) awareness, anti-corruption, and anti-bribery topics, covering 100% of employees YOY	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
	Achieve a 20% increase in women employee representation from the baseline level (Target restructured)	FY 2021-22	FY 2025-26	%	5.7%	6.2%	7.2%	27%	Achieved
 Community Engagement	Target 30% of total CSR spends for identified vulnerable groups	N/A	Annual/ Ongoing	%	30%	100%	100%	100%	Achieved
	A minimum of two projects by each unit every year for the development of community through education, hygiene, road, and basic infrastructure in the community YoY	N/A	Annual/ Ongoing	%	Achieved	Achieved	Achieved	100%	Achieved
 Leadership and Governance	100% of employees to receive Code of Ethics training	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
	100% of employees to be regularly trained on anti-corruption and anti-bribery policy	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
	100% of employees to receive POSH awareness training	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
	100% of employees to receive training on Insider Trading Regulations	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
	100% awareness among employees on security breaches through e-learning programmes about e-mails and other information technologies following best practices, globally	N/A	Annual/ Ongoing	%	100%	100%	100%	100%	Achieved
 Sustainable Procurement	5% increase YoY in percentage of input material (by value) sourced from MSMEs/small producers (*Target restructured)	N/A	Annual/ Ongoing	%	5%	10.1%	12.3%	22%	Achieved
	Minimum 90% of critical suppliers shall be trained on sustainable procurement w.e.f. FY 2023-24	N/A	Annual/ Ongoing	%	90%	95%	92.40%	100%	Achieved

Material Topic	Description	Base Year	Target Year	Unit	Base Year Data/ Target Data	FY 2024-25	FY 2025-26	Target status (compared to baseline)	Status
 Sustainable Procurement	Minimum 75% critical suppliers shall be screened for sustainability on ESG Parameters	N/A	Annual/ Ongoing	%	75%	95%	92.40%	100%	Achieved
	90% of suppliers (by value) adhere to the Supplier Code of Conduct	N/A	Annual/ Ongoing	%	90%	96%	100%	100%	Achieved
	90% of critical supplier spend covered by contracts and procurement agreements that include social and environmental clauses	N/A	Annual/ Ongoing	%	90%	96%	100%	100%	Achieved

Action Plan

Material topic	Initiatives	Future Plan
 GHG Emissions and Energy Management	- Implemented energy efficiency enhancement projects through deployment of Variable Frequency Drives (VFDs), energy-efficient equipment and replacement of legacy systems - Advanced fleet decarbonisation through induction of electric forklifts and reduction of diesel-based material handling equipment - Enhanced process energy recovery through high-efficiency heat exchangers and energy optimisation projects - Utilised process off-gases for captive power generation, reducing dependence on fossil fuel-based energy sources and lowering GHG emissions - Strengthened energy performance through periodic energy audits and operational excellence initiatives	- SBTi Target Validation - Accelerate electrification of utilities and fleet operations - Explore carbon credits and Renewable Energy Certificates (RECs) - Assess Carbon Capture, Utilisation and Storage (CCUS) opportunities - Constant upgrading of the technology and focusing on research and innovation to improve our operational efficiency
 Water Management	- Maintained ZLD practices across manufacturing facilities - Enhanced water recycling and reuse through process optimisation and recovery systems - Strengthened water-use monitoring and efficiency improvement initiatives - Expanded rainwater harvesting infrastructure to support freshwater conservation and groundwater recharge	- Deploy digital water monitoring and analytics platforms - Expand rainwater harvesting capacity across sites - Increase heat recovery and reduce water-intensive quenching processes - Drive further reduction in freshwater withdrawal intensity
 Solid Waste Management	- Ensured environmentally sound management of hazardous waste through authorised recyclers and treatment facilities - Advanced Zero Waste-to-Landfill initiatives through sludge reduction and process optimisation - Conducted employee and stakeholder awareness programmes on responsible waste management - Organised World Environment Day 2025 campaigns under the theme 'Ending Plastic Pollution' across operational locations	- Sustain and strengthen efforts towards 100% landfill diversion - Increase recovery and beneficial utilisation of industrial by-products - Develop partnerships to convert landfill-bound waste into value-added products - Implement digital waste tracking and circular resource management systems

Material topic	Initiatives	Future Plan
 Circularity	- Expanded the Ecozen™ sustainable carbon black portfolio, incorporating recycled and alternative feedstock materials to support circular economy principles in the tyre and rubber value chain - Increased the quantity of recycled input in our packaging material - Partnered with customers to reclaim the packaging material - Promoted circular product innovation through the development of sustainable specialty materials with lower environmental footprint	- Scale up the Ecozen™ product portfolio and increase the share of circular feedstocks in product manufacturing - Establish strategic partnerships across the value chain to advance industrial symbiosis and closed-loop material systems - Introduce circularity performance indicators and product-level circularity assessment frameworks across all manufacturing locations - Strategic partnerships to strengthen our commitment to Circularity with value chain partners
 Product Stewardship	- Strengthened product quality assurance and regulatory compliance systems - Enhanced customer technical support and product performance optimisation programmes - Evaluated Life Cycle Assessment (LCA)-based product development to quantify circularity benefits and support customer sustainability objectives (completed LCA for 30+ Grades) - Maintained responsible chemical management and product stewardship practices	- Carbon Footprint for Products - Expand the sustainable product portfolio - Strengthen customer collaborations on sustainability and innovation

Material topic	Initiatives	Future Plan
 Health and Safety	- Expanded digital learning and competency development through the Learning Management System (LMS) - Strengthened risk identification, assessment and mitigation processes across operations - Digitised visitor management and safety onboarding systems - Implemented digital reporting platform for learning events, near misses and safety observations - Increased leadership visibility through structured Leadership Safety Audits and employee engagement programmes - Reinforced safety culture through townhalls, toolbox talks and safety communication campaigns	- Accelerate digitalisation of safety management systems with advanced analytics - Strengthen leading safety indicators to support a zero-incident culture - Deploy technology-enabled BBS programmes - Leverage predictive safety analytics and real-time reporting mechanisms
 Human Rights and Employee Well-being	- Upheld equal opportunity, diversity and non-discrimination principles - Delivered employee training on the policies, Safety, capability development and other leadership programmes - Upheld Medical Insurance coverage to all employees, thereby ensuring their financial wellbeing incase of any health related changes to themselves and their family - Promoted employee wellness, safety, mental health, stress management management and well-being initiatives - Robust grievance system to address well-being and human rights issues including anonymous reporting channels and digital grievance portal	- Enhance human rights due diligence across the value chain - Certification on SA 8000:2026 – Social Accountability Management System - Advance diversity, equity and inclusion objectives and targets - Implement ESG and Human Rights screening for 100% of critical suppliers
 Community Engagement	- Implemented CSR initiatives focused on education, healthcare and community development - Strengthened engagement with local stakeholders around operating locations - Supported community infrastructure and social development programmes	- Expand skill development and livelihood generation programmes - Support climate resilience projects in local communities
 Leadership and Governance	- Maintained board-level oversight of ESG and sustainability matters - Strengthened ethics, compliance and enterprise risk management practices - Enhanced sustainability disclosures and stakeholder engagement mechanisms	- Integrate ESG metrics into leadership performance frameworks - Strengthen climate-related governance and risk management - Enhance the training and people development programme at all levels
 Sustainable Procurement	- Strengthened supplier evaluation and compliance processes - Reinforced responsible sourcing expectations across the supply chain - Enhanced supplier engagement on quality, EHS and sustainability requirements	- Advance low-carbon and responsible procurement strategy - Improve supply chain traceability and assessment of system as per Sustainable Procurement Guidance - Partnering with local suppliers within the same country and neighbourhood

Key Risks Identified during the Year

In line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we reviewed our climate-related risk and opportunity assessment for FY 2025-26. This included evaluating potential financial and operational impacts across short-, medium-, and long-term horizons under two contrasting climate scenarios:

- An orderly <2°C transition scenario, driven by accelerated policy action, decarbonisation

mandates, and rising stakeholder expectations.

- A >4°C scenario marked by heightened physical risks, including extreme weather events, flooding, and resource scarcity.

Our scenario-based analysis covered both transition risks such as regulatory shifts, liability risks, market and reputation risks, and acute and chronic physical risks, caused due to climate-induced disruptions to

assets and operations. We also identified material opportunities, including innovation in sustainable feedstock technologies, premium positioning for climate-resilient products, improved energy efficiency, and strengthened stakeholder trust through proactive climate action.



PCBL's Climate Scenario Risk and Opportunity Matrix Aligned with TCFD Guidelines

Type	Climate-Related Risk and Opportunity	Potential Impact on Business								Potential Financial Impact				Potential Opportunities				
		Time Horizon	Supply Chain Disruption	Inability to Remain Competitive	Reduced Production Capacity	Increased Operating Cost	Reputational Damage		Reduced Demand for Products	Fines and Other Regulatory Impacts	Revenues	Expenditure	Assets/ Capex	Cost of Capital	More Efficient Production Processes	Emergence of New Technologies	Increased Market Share	
Physical	ACUTE																	
	Risk of extreme weather events such as storms, floods etc.	Short term	✓	✓	✓	✓					✓	✓	✓					
	Risk of droughts	Short term		✓	✓	✓					✓	✓						
	CHRONIC																	
	Risk of rising mean temperatures	Long term	✓	✓	✓	✓					✓	✓	✓					
	Risk of rising sea levels	Long term	✓	✓	✓	✓					✓	✓	✓					
	Risk of water stress	Long term		✓	✓	✓	✓				✓	✓						
	Risk of non-availability of water at a basin/catchment level	Long term		✓	✓	✓					✓	✓						
Transition	POLICY																	
	Risk of increased carbon pricing	Medium term		✓		✓			✓	✓	✓	✓		✓				
	Risk of changes to national and international legislation	Medium term		✓					✓	✓	✓	✓		✓				
	LIABILITY																	
	Risk of exposure to litigation with regulations	Short term		✓						✓		✓						
	Risk of non-compliance with regulations	Short term		✓	✓			✓		✓		✓						
	MARKET																	
	Risk of changing customer behaviour	Medium term		✓				✓		✓		✓	✓					
	Risk of uncertainty in market signals	Medium term				✓				✓		✓						
	Risk of decreased availability and/or increased cost of raw materials	Medium term	✓	✓	✓	✓					✓	✓						
	Risk of increased availability of product alternatives	Long term		✓					✓		✓	✓	✓					
	Non-availability and/or increased cost of recycled/renewable content and/or sustainable product	Long term	✓	✓	✓	✓	✓	✓		✓		✓						
	Opportunity for premium prices for sustainable products	Medium term									✓				✓	✓	✓	
	REPUTATION																	
	Risk of stigmatisation of sector	Long term		✓				✓		✓		✓	✓					
	Risk of increased stakeholder concern or negative stakeholder feedback	Long term		✓				✓		✓		✓						
	Risk of negative press coverage related to support of projects or activities with negative impacts on the environment (eg, GHG emissions, deforestation and conversion, water stress)	Long term		✓				✓		✓		✓	✓					
	Risk of perceived inadequacy of climate action	Long term		✓				✓		✓		✓	✓					
	TECHNOLOGY																	
	Risk of higher costs of transition to lower emissions technology	Medium term		✓			✓	✓					✓	✓		✓	✓	✓
	Risk of technology disruption impacting competitive position	Medium term		✓						✓		✓		✓				
	Opportunity to reduce resource consumption	Medium term											✓			✓	✓	
	Opportunity for new technology enabling use of sustainable feedstocks	Long term										✓		✓			✓	
	Opportunity of data access/availability or monitoring systems	Medium term											✓	✓		✓	✓	

Physical Risks

ACUTE RISKS		Impact Timeline: Short Term
Description	Impact	Mitigation Strategy
- Risk of extreme weather events such as storms, floods, etc. - Risk of droughts	PCBL has manufacturing facilities in different regions of India and a globally connected supply chain that are exposed to natural hazards such as storms, floods, and droughts. These extreme weather events, becoming more frequent and severe due to climate change, pose physical risks to infrastructure and operations. Such disruptions may affect PCBL's production capacity, raw material supply, and delivery timelines. Additionally, drought conditions in certain areas may reduce the availability and quality of water required for production, potentially decreasing output and increasing operating costs. This could adversely impact revenues and weaken competitiveness.	PCBL has implemented robust systems to mitigate these risks through effective contingency planning, emergency preparedness protocols, and business continuity frameworks. To manage water-related risks, the Company proactively undertakes sustainable process management initiatives, including rainwater harvesting and water conservation efforts, ensuring reduced environmental impact and operational resilience.

CHRONIC RISKS		Impact Timeline: Long Term
Description	Impact	Mitigation Strategy
- Risk of rising mean temperatures - Risk of rising sea levels - Risk of water stress	Chronic climate risks may adversely affect PCBL's infrastructure and production capabilities. These disruptions can lead to reduced operational efficiency, increased costs, and diminished competitiveness over time. Water scarcity, in particular, may impact the availability of essential resources required for manufacturing, potentially constraining output and affecting revenue.	PCBL proactively undertakes initiatives to reduce emissions and build climate resilience. The Company implements water-saving practices, including rainwater harvesting and sustainable process management, to address long-term environmental challenges and maintain operational stability.

Transition Risks

POLICY RISKS		Impact Timeline: Medium Term
Description	Impact	Mitigation Strategy
- Risk of increased carbon pricing - Risk of changes to national and international legislation	Concerns about the relationship between greenhouse gases and global climate change, and an increased focus on carbon neutrality, may result in additional regulations on both national and supranational levels, to monitor, regulate and control carbon pricing. Environmental agencies worldwide are increasingly implementing regulations and other requirements which drive GHG emissions reduction. Further GHG emission regulations may be adopted in the future in regions and countries where we operate, which could have an impact on our operations, revenue and increase our cost of capital and operational expenditure in the future.	PCBL has implemented a robust system for monitoring and reporting its GHG emissions, which is independently assured by a third party. The Company has adopted SBTi-aligned goals and initiated corrective and preventive measures across its operations to systematically reduce emissions and prepare for evolving regulatory requirements.

LIABILITY RISKS		Impact Timeline: Short Term
Description	Impact	Mitigation Strategy
- Risk of exposure to litigation - Risk of non-compliance with regulations	Tightening climate regulations and increased scrutiny from regulatory bodies may heighten PCBL's exposure to litigation, resulting in legal penalties, reputational damage, and financial losses. Additionally, evolving environmental norms may mandate adoption of technologies like Carbon Capture, Utilisation and Storage (CCUS) or Direct Air Capture (DAC), leading to increased capital expenditure and recurring operational costs.	PCBL remains fully committed to regulatory compliance across all operations. A dedicated team, supported by an advanced Management Information System (MIS), ensures timely updates and adherence to evolving laws. Regular audits are conducted to identify and address any compliance gaps. Employees receive ongoing training to remain aligned with the latest standards. Furthermore, our technical and R&D teams are actively exploring advanced technological solutions to reduce GHG emissions and evaluate the feasibility of carbon capture initiatives.

MARKET RISKS		Impact Timeline: Medium Term
Description	Impact	Mitigation Strategy
- Risk of changing customer behaviour - Risk of uncertainty in market signals - Risk of decreased availability and/or increased cost of raw materials - Risk of increased availability of product alternatives - Non-availability and/or increased cost of recycled/renewable content and/or sustainable product	Increasing pressure on Customers to decarbonise from their OEMs and regulatory bodies may lead to change in customer behaviour to move towards sustainable alternatives causing declining demand of existing products. The dynamic nature of the market and the emergence of new competitors pose ongoing challenges to both the market position and financial performance of the Company. Moreover, stringent regulatory obligations on the use of fossil fuels may lead to unavailability and surging cost of raw materials increasing operational expenditures. In addition, with increasing demand for sustainable products, surge in the cost of sustainable (recycled/renewable) raw materials may be observed. Increased availability of product alternatives may require introduction of sustainable new products which necessitates investment in assets. Use of recycled/renewable raw materials may impact conversion rates negatively increasing operating expenditures. On the contrary, there may be opportunity to earn premium prices for sustainable products enhancing revenues.	PCBL adopts a forward-looking, customer-centric strategy by actively engaging with clients, capturing feedback, and using market intelligence to anticipate emerging needs. This insight fuels our innovation pipeline, enabling us to deliver differentiated, sustainable, and customised solutions that reinforce customer loyalty and market leadership. Additionally, our formula-based pricing model for a large portion of our sales allows us to effectively pass on input cost fluctuations to customers: protecting profitability without compromising competitiveness. This dual-pronged approach of innovation and pricing agility ensures we remain resilient, responsive, and aligned with evolving market trends.

REPUTATION RISKS		Impact Timeline: Long Term
Description	Impact	Mitigation Strategy
- Risk of stigmatisation of sector - Risk of increased stakeholder concern or negative stakeholder feedback - Risk of negative press coverage related to support of projects or activities with negative impacts on the environment (for example, GHG emissions, deforestation and conversion, water stress) - Risk of perceived inadequacy of climate action	Negative word of mouth from our stakeholders and negative publicity by media about potential impacts of climate change and their perceived inadequacy of our climate action may affect the image of the Company negatively which in turn may incur expenditure for social media coverage and marketing to combat negative word of mouth and a damaged reputation.	PCBL is committed to transparently disclosing its performance towards sustainability and climate action in the integrated report and CDP. Our sustainability disclosures including climate-related disclosures are assured by third party and published in public domain. Apart from disclosures about our actions and achievements in public domain, our proactive contributions to climate action such as initiatives taken to increase energy efficiency, increase energy consumption from renewable sources, develop strategies to reduce GHG emissions, compliance with regulatory requirement and ensuring community acceptance creates opportunity for the Company to acquire a leading position in sustainability and mitigates the risk of reputational damage.

TECHNOLOGY RISKS		Impact Timeline: Long Term
Description	Impact	Mitigation Strategy
- Risk of higher costs of transition to lower emissions technology - Risk of technology disruption impacting competitive position	Failure to adopt lower-emission technology may result in regulatory non-compliance and affect our reputation and competitiveness impacting our financial position. However, transition to lower-emission technology poses a risk of higher Capex and operational expenditures. On the contrary, technological advancements create opportunity for improved energy and resource efficiency positively affecting the Company's bottomline.	At PCBL, our technical team actively monitors and updates technology infrastructure to ensure operational efficiency and high performance. We invest in qualified talent to assess, adopt, and implement new technologies that align with our sustainability goals and business imperatives. We have initiated multiple improvement projects aimed at reducing specific water and power consumption, lowering GHG emissions, and minimising solid waste to landfill. Our operations integrate energy recovery from waste gases, which not only supports our internal power requirements but also allows surplus power export to the grid, contributing to GHG offsets and revenue generation. Additionally, we have begun integrating sustainable feedstock derived from end-of-life products into our production processes and plan to scale its usage across facilities. These forward-looking measures reinforce our commitment to continuous improvement, technological agility, and sustainable value creation.



Market Opportunity Management

Leveraging Premium Pricing to Drive Sustainability and Growth

We are capitalising on the growing demand for sustainable products by leveraging premium pricing to invest in cleaner technologies and more efficient production processes. This approach not only enhances operational performance but also supports long-term sustainability while strengthening its position among environmentally conscious customers.

Resource Optimisation Strategy

We are focused on minimising resource consumption by enhancing production efficiency and adopting advanced technologies. This not only reduces environmental impact but also drives cost savings and operational excellence across the value chain.

Emergence of New Technologies

We are leveraging emerging technologies to enable the use of sustainable feedstocks and optimise production processes. These advancements support cleaner manufacturing, enhance resource efficiency, and position the Company to meet evolving market and regulatory expectations.

Data Access and Monitoring Systems

We are harnessing improved data availability and advanced monitoring systems to enhance production efficiency and support the adoption of new technologies. These capabilities enable real-time insights, informed decision-making, and continuous optimisation across operations.

MATERIAL FROM NON-RENEWABLE SOURCES

Materials	FY 2025-26	FY 2024-25
Caustic flakes	72.6	36
Potassium acetate	24.9	41
Potassium carbonate	68.9	75
Potassium nitrate	121.2	136
Sodium lignosulfonate	0	0
Ammonium lignosulfonate	182.9	235
CBFS (PFS+SFS)	9,16,106.6	9,02,170.4
Packaging materials (bulk bags, plastic pallets, thermocol, and other plastic packaging materials)	3,529	3,387
Lubricants used in machinery	32.3	30
Total (MT)	9,20,138.3	9,06,110

Comparative information for the previous financial year has been restated to incorporate additional information identified during the current year

MATERIAL FROM RENEWABLE SOURCES

Materials	FY 2025-26	FY 2024-25
Molasses	2,151.4	1,942
Sugar	4.6	28
Packaging materials (paper bags, corrugated sheets, and wooden pallets)	2,815	2,811
Water	32,41,494	29,08,619
Total (MT)	32,46,465	29,13,400

Action on Climate Change

Climate action is central to PCBL's sustainability strategy. We are committed to reducing our environmental impact through resource-efficient operations, process innovation, new technology, and the adoption of sustainable practices. Environmental performance is closely monitored across all manufacturing facilities through targets for energy, emissions, water and waste management, supporting continuous improvement and accountability.

Our climate strategy focuses on improving resource and energy efficiency, increasing the use of circular and sustainable feedstocks, scaling co-generated energy, strengthening water stewardship practices and maintaining environmental management systems aligned with ISO 14001:2015 standards. We also work with stakeholders across our value chain to promote responsible sourcing, optimise material use and improve environmental performance.

Given the energy-intensive nature of carbon black manufacturing, much of our electricity requirement is met through captive co-generation systems that use the heat value of process waste gases. This improves resource efficiency while allowing surplus electricity to be exported to the local grid, generating environmental and societal benefits.

Responsible Material Management

At PCBL, responsible material management is fundamental to how we approach sustainable manufacturing and long-term value creation. As a carbon black manufacturer, we use both renewable and non-renewable resources while continually looking to improve resource efficiency, reduce environmental impact, and strengthen circularity across our operations.

We ensure responsible sourcing, handling, and use of raw materials through a combination of supplier diversification, process discipline, and sustainable material choices. During the year, we strengthened alternative vendor development and widened our sourcing base, including engagement with global suppliers, to improve feedstock flexibility and reduce dependence. Process optimisation and better material use have reduced losses and ensured more efficient use of raw materials.

The primary feedstock, CBFS, is sourced from petroleum refinery residues, turning this by-product into a valuable industrial input. In line with our commitment to circular economy principles, we advanced feedstock optimisation by introducing TPO and recovered carbon black as alternative feedstocks. Alongside this, renewable materials such as molasses and sugar are used in manufacturing, and renewable packaging such as paper bags and wooden pallets are used to improve sustainability across the value chain.

The Company's R&D efforts complement these initiatives by advancing green chemistry, recyclable, bio-based and hybrid carbon black feedstocks, while developing conductive carbon materials for battery and renewable energy applications. Research also focuses on optimising feedstock utilisation, energy efficiency and product performance, supporting PCBL's long-term strategy to expand its advanced materials portfolio.

Minimising Operational Impacts

We continue to implement initiatives to reduce emissions from manufacturing activities, logistics operations, employee commuting and business travel. Process optimisation projects, operational controls, and continuous improvement work to cut environmental impact across operations while supporting responsible growth.

Responsible Supply Chain

Sustainability is built into our procurement and supplier engagement. We work with suppliers to improve energy efficiency, reduce environmental impact, minimise hazardous inputs and strengthen compliance with environmental regulations. Through these efforts, we are building a resilient, responsible supply chain that supports our sustainability objectives.



Engaging Suppliers for Emissions Reduction

Reducing value-chain emissions is central to our climate strategy. We engage with suppliers to help improve their Scope 1 and Scope 2 emissions through resource optimisation, process enhancements, and responsible waste management practices. By extending sustainability expectations along our supply chain, we aim to create long-term environmental value beyond our operations.

Innovation in Energy Efficiency

Continued investment in energy-efficient technologies sits at the heart of our environmental agenda. High-efficiency heat exchangers have been deployed across manufacturing facilities to improve thermal efficiency, reduce fuel consumption and lower emissions intensity per tonne of carbon black. These steps support our long-term decarbonisation goals.



ENERGY CONSUMPTION WITHIN PCBL

Fuel Type	Units	FY 2025-26	FY 2024-25
High-speed Diesel in DG sets	GJ	664	490
Diesel Consumption in Vehicle	GJ	7,937	7,265.08
Diesel Consumed for Lightup	GJ	16,272	15,073.42
Petrol Consumed in Vehicle	GJ	257	93.37
Others	GJ	2,864	2,075.24
Energy as Raw Material	GJ	3,72,81,009	3,67,70,713
Electricity (Purchased)	GJ	5,550	39,644*

*Total purchased electricity consumption increased during FY 2024-25 due to a prolonged maintenance shutdown of the co-generation power plant at the Durgapur facility.

BREAKDOWN OF ENERGY MANAGEMENT DURING THE REPORTING PERIOD

Fuel Type	Units	FY 2025-26	FY 2024-25
Electricity Generated	GJ	23,97,5289	21,62,455
Co-generated Electricity Consumption	GJ	9,16,127	8,50,153
Purchased Electricity Consumption	GJ	5,550	39,644
Electricity Exported to Grid	GJ	14,81,398	13,12,239

Driving Efficiency through Smart Energy Use

During FY 2025-26, we strengthened energy management across our manufacturing facilities through technology upgrades, process optimisation and advanced parameter control. Key initiatives included tighter process optimisation and yield improvement to reduce specific energy consumption, trials of water-cooled burners for improved throughput and energy efficiency, and stronger compressor and power plant operations through expert-led evaluations.

VFDs were installed on eligible equipment to optimise motor speeds. Equipment schedules were streamlined to eliminate idle running and low-efficiency equipment was replaced following efficiency assessments. Heat exchangers were retrofitted to improve heat recovery. Common headers were provided for water pumps and air compressor pipelines to improve process flexibility.

Third-party energy audits were conducted across multiple facilities. Conventional halogen lighting was progressively replaced with LED fixtures. Plant-wide energy conservation campaigns addressed steam leakages, compressed air losses and heat losses. Unit-level energy consumption is monitored daily through accrual tracking systems, enabling deviations to be caught early and corrected quickly.

CAPITAL INVESTMENTS IN ENERGY AND EMISSIONS REDUCTION

Particulars	FY 2025-26	FY 2024-25
Capital Expenditure on Energy Conservation Initiatives (₹ Crores)	19*	108
Capital Expenditure on Emission Reduction Initiatives (₹ Crores)	22	110

*During FY 2025-26, about 19.3% of our total capital expenditure was invested in energy savings/emission reduction initiatives to support long-term decarbonisation and operational efficiency.

Tracking Energy Intensity

We continuously monitor energy intensity as a key indicator of efficiency. Energy intensity is measured from the combined consumption of co-generated electricity, purchased grid power, and diesel-based fuels used across manufacturing facilities and offices. Given the energy-intensive nature of carbon black production, we stay focused on maximising energy efficiency while reducing the energy consumed per tonne of production. We also focused on reducing the electric power consumed from the co-generation so that the excess power can be exported.

Our Emissions Framework

PCBL maintains strict compliance with environmental regulations and proactively manages emissions across our operations. We have established policies, systems, and operational controls aligned with applicable central and state government regulations. These frameworks guide decision-making across our facilities and support our commitment to reducing environmental impact while staying compliant.

Emission Reduction through Process Efficiency and Co-generated Energy

PCBL's decarbonisation strategy focuses on cleaner technologies, process optimisation and efficient use of co-generated energy. We have invested in process improvements, advanced technologies, and R&D to reduce the carbon intensity of our operations.

A defining feature of our energy model is the use of waste gases produced during carbon black manufacturing to produce electricity through co-generation facilities. During FY 2025-26, Electric Energy of 9,16,127 GJ was met through co-generated energy drawn from the heat value of waste gases. This improves resource efficiency and reduces reliance on purchased electricity, lowering greenhouse gas emissions.

We continue to improve process efficiency, conversion ratios, resource use, and invest in low-carbon technologies to support our long-term climate commitments and SBTi-aligned emissions reduction targets.



Advancing Emissions Control through Technology

PCBL continues to invest in technology-led measures to improve efficiency and reduce the emissions intensity of our manufacturing processes. During FY 2025-26, we introduced advanced reactor designs across our facilities to improve conversion ratios, maintain product quality, and reduce carbon dioxide emissions per tonne of carbon black.

A redesigned oil preheater was integrated into operations to increase waste heat recovery and improve energy efficiency. A structured Air Preheater (APH) Management Programme was rolled out across sites to improve thermal recovery and reduce energy consumption. We also streamlined feedstock sourcing to improve cost efficiency while increasing the use of local and alternative feedstock sources.

EXTENDING OUR CARBON REDUCTION IMPACT

PCBL's climate strategy extends beyond our own operations and encompasses initiatives across the value chain that widen its decarbonisation benefit.

Key initiatives during FY 2025-26 included:

- 01 Shipment of select products to international customers using biofuel-powered vessels, lowering lifecycle emissions associated with transportation
- 02 Recovery and reuse of plastic pallets from customers, reducing the need for new pallet production and minimising plastic waste generation
- 03 Export of surplus electricity generated through waste-gas-based co-generation facilities to the local grid, resulting in a GHG offset of 2,92,165 tCO₂e during FY 2025-26
- 04 Tree plantation programmes supporting carbon sequestration, with more than 5,500 saplings planted across locations during the year

Managing Emissions across the Value Chain

PCBL accounts for all applicable Scope 3 emissions categories across our value chain. Our Scope 3 inventory covers both upstream and downstream activities, with 11 categories relevant to our operations. The remaining four categories do not apply to our business model.

This enables us to identify emission hotspots, engage stakeholders, and apply targeted reduction measures across procurement, logistics, transportation, product distribution, and other value chain activities.

GREENHOUSE GAS EMISSIONS

Emissions (tCO ₂ e)	FY 2025-26	FY 2024-25
Scope 1	10,13,362.39	9,40,056
Scope 2	1,011.51	7,998
Scope 3	10,62,583	10,63,197

For detailed disclosures on greenhouse gas emissions and climate-related performance, refer to the BRSR on page 325.

Our Decarbonisation Roadmap

PCBL has set out a structured decarbonisation roadmap supported by dedicated teams across our facilities. We continuously assess opportunities to reduce emissions through process optimisation, technology deployment, and operational improvements.

Regular cross-functional reviews help identify new ways to cut emissions, while progress is monitored through defined targets, performance metrics and focused improvement projects.

The roadmap supports our long-term climate commitments, including our SBTi-aligned greenhouse gas reduction targets.



DIRECT EMISSIONS REDUCTION INITIATIVES (SCOPE 1)

To reduce direct GHG emissions, we are running targeted initiatives across our operations:

- Enhancing process conversion ratios to reduce the generation of carbon-rich waste gases
- Introducing renewable and sustainable feedstocks as alternatives to conventional fossil-based feedstocks
- Driving a 'First Time Right' approach to minimise defects, reduce rework and improve resource efficiency
- Reducing unplanned equipment breakdowns through improved maintenance practices and reliability programmes
- Improving fuel efficiency across company-owned vehicles
- Reducing fugitive emissions through leak detection and repair programmes and transitioning to lower-emission refrigerants

INDIRECT EMISSIONS REDUCTION EFFORTS (SCOPE 2 AND SCOPE 3)

PCBL continues to run initiatives that reduce indirect greenhouse gas emissions across our value chain. Most of our electricity is met through co-generated power produced using the heat value of waste gases, reducing Scope 2 emissions. During annual maintenance shutdowns of captive power plants, a limited quantity of electricity (approximately 5% of our power needs) is drawn from the grid. To further reduce purchased electricity, we focus on cutting maintenance downtime and running multiple captive power plants on staggered maintenance schedules.

Additional initiatives undertaken to reduce Scope 2 and Scope 3 emissions include:

- Substituting conventional fossil-based feedstock with renewable and recovered raw materials such as TPO
- Increasing local sourcing of raw materials to reduce upstream transportation emissions
- Delivering products from strategically located manufacturing facilities to minimise transportation distances
- Promoting the use of CNG-powered vehicles for product deliveries
- Shifting domestic transportation from road to coastal shipping wherever feasible
- Encouraging virtual meetings to reduce business travel-related emissions
- Promoting shared transportation for employee commuting
- Conducting regular awareness programmes to engage employees in greenhouse gas reduction efforts

Progress on SBTi-aligned GHG Reduction Targets

GHG Emissions Category	Absolute Emissions in Base Year (FY 2023-24) (tCO ₂ e)	Target Reduction in Absolute GHG Emissions by FY 2032-33 (%)	Absolute Emissions in FY 2025-26 (tCO ₂ e)	% Reduction in Absolute GHG Emissions Achieved in FY 2025-26 with Respect to Base Year
Scope 1 + Scope 2	9,36,226	54.6	10,14,373.90	(8)%
Scope 3	12,82,095	32.5	10,62,583	17%
Scope 1 + Scope 2 + Scope 3	22,18,321	41.8	20,76,957.33	6.3%

The baseline was updated from FY 2020-21 to FY 2023-24, as all relevant Scope 3 categories were included in the GHG inventory for the first time in FY 2023-24. The reduction targets are aligned with the SBTi and were set from this inventory.

Dedicated GHG Management Team

A dedicated cross-functional team oversees our greenhouse gas reduction programme, driving implementation, monitoring progress, and finding new ways to cut emissions across operations.

Mr. Alumkal Paulose Abraham
Head - Corporate QA and Sustainability

Mr. Devesh Shah
Unit Head - Palej

Mr. Sanjib Kumar Chowdhury
Unit Head - Durgapur

Mr. Nitesh Kumar Jha
Divisional Head - Procurement

Mr. Anupam Das
Unit Head - Mundra

Mr. Poltu Ghoshal
Chief Manager - Planning and Customer Service

Mr. Kevin Simon Chittilappily
Unit Head - Kochi

Managing Other Significant Air Emissions

Alongside GHG management, we work to control other air emissions through process improvements, technology upgrades and robust monitoring systems.

Continuous Emission Monitoring Systems (CEMS) have been installed at three manufacturing facilities and at the Durgapur captive power plant for real-time emissions tracking and prompt response to deviations. Stack emissions are monitored by accredited third-party

agencies to ensure compliance with applicable state and central environmental regulations.

Our Climate Change Policy provides a structured framework for reducing environmental impact through cleaner technologies, decarbonisation, and continuous improvement. A dedicated management team oversees implementation, while plant heads and departmental leaders drive execution across sites.

To reduce sulphur oxide (SO_x) emissions, we continue to use low-sulphur raw materials. We have also installed membrane-coated PTFE filter bags in by-product handling areas to capture fine carbon black particles, improving air quality, efficiency, and environmental performance. Regular replacement programmes keep them effective and extend filter life.

TOTAL AIR EMISSIONS (MT)

Category	FY 2025-26	FY 2024-25
NO _x	372.7	180.6
SO _x	1,175.3	863.1
PM	465.3	384.9

GHG OFFSET THROUGH EXPORT OF CO-GENERATED ELECTRICITY

Category	FY 2025-26	FY 2024-25
Electricity Exported to Grid (GJ)	14,81,397.69	13,12,238.89
GHG Offset (tCO ₂ e)	2,92,165	2,64,999



Co-Generation Power Contribution to Emissions Reduction

Our co-generation facilities continue to reduce greenhouse gas emissions by converting waste gases into energy and exporting surplus electricity to the local grid.

During FY 2025-26, exporting 14,81,397.69 GJ of co-generated electricity to the local grid gave an estimated GHG offset of 2,92,165 tCO₂e, which would otherwise have been generated through conventional fossil fuel-based electricity generation.

Water Management

Water is a critical resource across our operations, sourced through a combination of surface water, groundwater and municipal supply. All manufacturing facilities operate under a ZLD framework, so that treated wastewater is recycled and reused within operations. Every facility has effluent treatment plants (ETPs), while rainwater harvesting further strengthens water stewardship.

During FY 2025-26, an additional Water Treatment Plant (WTP) with ZLD capability was commissioned at the Mundra facility. We proactively manage water-related risks

across all facilities through water conservation initiatives, rainwater harvesting and recycling. According to the Central Ground Water Board, none of our manufacturing sites is

classified as a water-stressed area; we nonetheless maintain strong water stewardship practices as part of our long-term resource management.

INITIATIVES UNDERTAKEN

- Expanded rainwater harvesting infrastructure across facilities
- Recycled cooling tower blowdown water to reduce freshwater intake
- Collected and treated wastewater from surrounding communities for reuse within plant operations
- Optimised ETP and STP utilisation, deploying recycled water for horticulture, floor cleaning and other non-critical applications
- Continued proactive detection and repair of water and steam leakages across facilities

FY 2024-25 PERFORMANCE HIGHLIGHTS

Particulars	FY 2025-26	FY 2024-25
Water Recycled and Reused - Durgapur (KLPD)	718	506
Water Recycled and Reused - Kochi (KLPD)	112	118
Water Recycled and Reused - Mundra (KLPD)	136	116
Water Recycled and Reused - Palej (KLPD)	107	168
Total Water Recycled (KLPD)	1,073	908
Rainwater Harvested (KL)	34,259	30,218

1,073^{KLD}

Water was Recycled across all PCBL Plants during FY 2025-26



Responsible Waste Management

Waste generation is inherent to carbon black manufacturing. Our focus is on minimising waste generation at source while ensuring safe, compliant and responsible disposal. Waste generated from raw material handling, water treatment, packing, maintenance, administration and canteen operations is categorised into hazardous and non-hazardous streams for efficient management.

All manufacturing facilities were registered as Brand Owners under the Extended Producer Responsibility (EPR) framework during FY 2025-26, strengthening plastic waste management practices.

INITIATIVES UNDERTAKEN

- 01 Promoted waste minimisation and internal reuse across operations
- 02 Enabled recycling through authorised third-party recyclers following the 3R approach
- 03 Identified recyclers for materials previously sent to landfill
- 04 Repurposed used bulk bags and bale covers for truck and container lining
- 05 Implemented site-specific waste management action plans
- 06 Established SOPs and employee training for waste handling
- 07 Conducted regular employee training sessions on waste handling
- 08 Converted waste gases into electricity for internal use and export to the grid
- 09 Implemented structured segregation of hazardous and non-hazardous waste
- 10 Established disposal protocols aligned with regulatory requirements
- 11 Obtained EPR certification for all manufacturing units
- 12 Received LEED Platinum certification for the Durgapur, Kochi, and Mundra facilities

PERFORMANCE HIGHLIGHTS

Particulars	FY 2025-26	FY 2024-25
Virgin Plastic Avoided (MT)	58.1	96
Plastic Pallets Reused	7,267	12,000
Waste Sent to Landfill (%)	36	45

WASTE GENERATION AND DISPOSAL DATA

Waste Category	FY 2025-26 (MT)	FY 2024-25 (MT)
Plastic Waste	240.558	213.57
E-waste	1.04	0.16
Bio-medical Waste	0.026	0.0269
Construction and Demolition Waste	0	0
Battery Waste	1.51	7.97
Radioactive Waste	0	0
Other Hazardous Waste	1,982.19	2,697.52
Other Non-Hazardous Waste	3,243.46	2,334.09
Total Waste Generated	5,468.78	5,253.34

WASTE RECOVERY AND DISPOSAL

Waste Category	FY 2025-26 (MT)	FY 2024-25 (MT)
Reused	621.03	130.60
Incinerated	0.92	3.63
Landfilled	1,943.28	2,388.80
Recycled through Third Parties	2,889.87	2,730.30
Other recovery	13.68	-
Total	5,468.78	5,253.34

WASTE DIVERTED FROM DISPOSAL

Waste Category	FY 2025-26 (MT)	FY 2024-25 (MT)
Plastic Waste	240.51	209.6
E-waste	0.95	0.16
Construction and Demolition Waste	0	0
Bio-medical Waste	0.0078	0
Other Categories	3,269.44	2,651.2

WASTE DIRECTED TO DISPOSAL

Waste Category	FY 2025-26 (MT)	FY 2024-25 (MT)
Plastic Waste	0	4.0
E-waste	0.09	0
Construction and Demolition Waste	0	0
Bio-medical Waste	0.01853	0.02691
Other Categories	1,957.7704	2,388.4

Green Belt Development

We continue to strengthen biodiversity and improve the local environment through plantation programmes around our facilities. Structured maintenance and awareness initiatives support the long-term survival of planted saplings and encourage employee participation in environmental stewardship. We also worked with NGOs to support green belt development and strengthen ecological balance around our sites.



OUR DOMESTIC MARKET REMAINS AN IMPORTANT ENGINE OF GROWTH, SUPPORTED BY STRONG MOBILITY DEMAND AND EXPANDING APPLICATIONS FOR CARBON BLACK. WITH GREATER CAPACITY, A BROADER SPECIALTY PORTFOLIO AND CLOSER CUSTOMER ENGAGEMENT, WE ARE STRENGTHENING OUR ABILITY TO RESPOND TO EVOLVING REQUIREMENTS ACROSS THE INDIAN MARKET.

Mainackya Ghosh

Chief - National Markets, Rubber



Sound GOVERNANCE FOR SUSTAINABLE CHEMISTRY

At PCBL, strong leadership and sound governance form the foundation for sustained performance and long-term stakeholder value. Anchored in ethics and transparency, our governance framework guides responsible decision-making, supports innovation and sustainable practice, and earns the trust of stakeholders across our markets.



AS PCBL EXPANDS ACROSS BUSINESSES AND GEOGRAPHIES, STRONG GOVERNANCE REMAINS FUNDAMENTAL TO HOW WE GROW. TRANSPARENCY, ACCOUNTABILITY AND ETHICAL CONDUCT PROVIDE THE FOUNDATION FOR CONFIDENT DECISION-MAKING, ENABLING US TO PURSUE INNOVATION AND GROWTH WHILE MAINTAINING STAKEHOLDER TRUST.

Kaushik Mukherjee

Company Secretary and Chief Legal Officer

Creating Value through Governance

CAPITALS IMPACTED



Social and Relationship Capital



Human Capital



Intellectual Capital



Financial Capital

KEY RISKS CONSIDERED



Regulatory and Compliance Risk



Cybersecurity and Data Security Risk



Reputational Risk



Economic Risk

MATERIAL TOPICS ADDRESSED



Leadership and Governance



Business Ethics & Code of Conduct



Cybersecurity & Digitisation

SDGs IMPACTED



8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS

Management Approach

GOVERNANCE OVERSIGHT AND LEADERSHIP

Our governance framework rests on transparency, accountability and ethical leadership. The Board of Directors, led by Chairman Dr. Sanjiv Goenka in a Non-Executive capacity, is the apex body, guiding strategic direction and overseeing compliance with regulatory norms, internal controls, and corporate policies. Through responsible governance, it reinforces our commitment to long-term value.

EMBEDDING INTEGRITY IN BUSINESS CONDUCT

Ethical conduct is central to how we operate. The Code of Conduct, values and governance mechanisms keep business decisions grounded in integrity, fairness, and compliance with applicable legal and regulatory frameworks. This lets us pursue innovation and growth while upholding social responsibility across all functions and geographies.

STRENGTHENING GOVERNANCE THROUGH STRATEGIC RISK MANAGEMENT

Our approach to governance extends beyond compliance. It is designed to support agility in a fast-changing environment. Through an Enterprise Risk Management framework, we identify emerging risks, address potential disruptions, and keep our goals aligned. This proactive risk culture supports resilience and sustainable performance.

UPHOLDING COMPLIANCE AND RESPONSIBLE CULTURE

PCBL operates in compliance with the SEBI Listing Obligations and Disclosure Requirements Regulations and other statutory mandates. Independent Directors bring objectivity and strengthen oversight across Board functions. The governance model is supported by a culture of openness, respect, diversity and accountability, creating a safe workplace for employees and building trust among stakeholders.

DIVERSE AND COMPETENT BOARD COMPOSITION

The Board reflects a balanced mix of Executive, Non-Executive and Independent Directors with broad expertise in sales, marketing, leadership, governance, legal, finance, ESG, risk management, technology and cybersecurity. Its composition is designed to promote diversity and independence of thought. Regular meetings support performance evaluation, strategic input and informed decision-making in the interest of all stakeholders.

Board Composition and Structure

The Board of Directors brings together a diverse set of skills and experience, spanning global business strategy and planning, organisational capacity-building, risk management and compliance, financial expertise, and ESG. Board meetings are held at least four times a year to review performance and provide guidance.

10

Directors on the Board

3

Non-Executive Promoter Directors

1

Executive Director (Managing Director)

6

Non-Executive Independent Directors

Board Composition by Gender



Age Group	Male	Female	Total Directors
30-50 Years	1	1	2
Above 50 Years	7	1	8
Total	8	2	10

Roles and Responsibilities of the Board

The Board shapes the Company's strategic direction and governance framework. Its core responsibilities cover governance and oversight, strategic direction, financial stewardship, executive leadership oversight, risk management, and stakeholder accountability. Board committees address specific matters that require focused expertise, deliberating on them and making recommendations for the Board's approval.

The full Board periodically evaluates the performance of Independent Directors and confirms compliance with applicable regulations. The Board's commitment to sustainability shows in its approval and implementation of the Sustainability Policy. The CSR Committee, reporting directly to the Board, regularly assesses the effectiveness of CSR initiatives and guides policy delivery. Management committee meetings, held quarterly under the chairmanship of the Managing Director, help ensure adherence to Board-approved policies. The Board also reviews and approves the sustainability report, examines financial performance, and monitors strategic developments. Governance is maintained through regular reviews of committee updates, stakeholder feedback, and the corporate governance framework. The Board also oversees succession planning, leadership transitions, and diversity efforts, reinforcing its focus on strong leadership and accountability.

Governance Committees of the Board

The Board has constituted six statutory committees with clearly defined responsibilities, established through formal Board approval. These committees operate under the Board's supervision. Committee chairs routinely share updates, progress reports and stakeholder inputs with the Board. Each committee addresses a distinct area critical to the Company, with discussions from their meetings reported to the Board. Minutes of all committee meetings are regularly reviewed, supporting informed decision-making at the Board level.

Governance Committees

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders Relationship Committee
- Corporate Social Responsibility Committee
- Independent Directors Committee
- Sustainability and Risk Management Committee

Leadership and Governance

We continue to make measurable progress across our governance goals, covering information security, ethical business conduct, digital learning, leadership development and compliance training. Progress is tracked annually and reported transparently.

ISO 27001 Certification across Operational Sites

All of our operational sites have implemented an Information Security Management System certified to ISO/IEC 27001:2022, meeting our target of ensuring 100% site certification.

100%

Operational Sites Certified to ISO/IEC 27001:2022

Digital Learning Infrastructure

The digital learning infrastructure is fully operational at all sites. Training records are digitally tracked and maintained, enabling real-time monitoring of completion rates across the workforce.

81,061

Man Hours of Training Delivered through Digital Learning Platform



Compliance Training Areas

- Code of Ethics and Compliance Standards (anti-corruption, anti-bribery, POSH, Insider Trading)
- Cyber and Information Security (basic information security measures)
- POSH awareness and prevention of sexual harassment
- Insider Trading Regulations
- Leadership Development (advanced operations programme, IIT Roorkee collaboration)

100%

Employees Trained on Code of Ethics and Compliance Standards

100%

Employees Trained on POSH Awareness

ZERO

Incidents of Corruption in FY 2025-26

Whistleblower Policy and Vigil Mechanism

A Whistleblower Policy with a vigil mechanism and grievance redressal framework is in place at all operational sites. The policy safeguards the rights of senior management, employees and stakeholders who report ethical concerns. To raise a concern, individuals can write to pcbl.whistleblower@rpsg.in or directly to the Chairperson of the Audit Committee.

Leadership Development through Academic Collaboration

PCBL continues to invest in leadership capability by partnering with premier academic institutions for structured development programmes. During FY 2024-25, we designed and launched an Advanced Operations Programme with IIT Roorkee, to strengthen technical and leadership skills among high-potential employees.

Compliance Training and Ethical Conduct

At the beginning of every financial year, all employees are assigned the e-learning module on PCBL's Code of Ethics and Compliance Standards through the digital learning portal, to be completed by year-end. A monthly internal dashboard captures training records from the portal and the Learning and Development Team drives completion through regular monitoring and follow-up. Training covers anti-corruption and anti-bribery, POSH awareness, Insider Trading Regulations, and cyber and information security.

100%

Employees Trained on Cyber and Information Security

100%

Employees Trained on Insider Trading Regulations

Best Practices Followed by the Company

ETHICAL GOVERNANCE AND CODE OF CONDUCT

PCBL expects all employees, customers, suppliers and business partners to adhere to the principles outlined in our Code of Ethics and Compliance Standards. The Code guides ethical decision-making and is supported by regular employee awareness programmes and digital training modules.

Policy on Prevention of Sexual Harassment (POSH)

PCBL has implemented a Policy on Prevention of Sexual Harassment in accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

5

Members on the Internal Complaints Committee

3

Female Members

2

Male Members

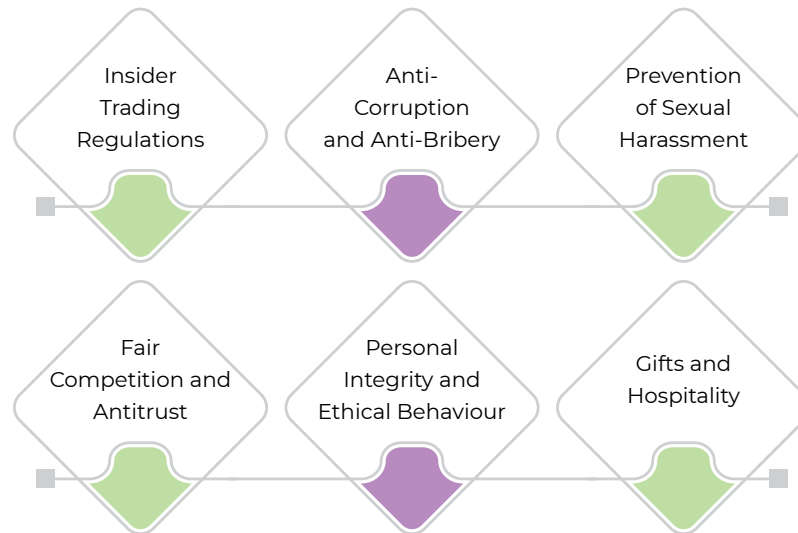
Prohibition of Insider Trading

PCBL has adopted a Code of Conduct in line with SEBI (Prohibition of Insider Trading) Regulations. The Code sets out the trading, disclosure, and compliance obligations for Directors, senior management, and designated persons.

Child Labour Policy

We strictly prohibit child labour across our operations and value chain. The policy is aligned with the Child and Adolescent Labour (Prohibition and Regulation) Act, 1986 and applies to employees, contractors and supply chain partners.

Key Areas Covered



Whistleblower Policy

PCBL has established a Whistleblower Policy to encourage the reporting of unethical behaviour, misconduct and violation of Company policies. The policy provides employees and stakeholders with a secure and confidential mechanism to raise concerns without fear of retaliation.



Safety, Health and Environment Policy

The Safety, Health and Environment Policy is integral to how PCBL operates. It focuses on protecting employee health and safety, minimising workplace risks and keeping operations environmentally responsible.



All policies are publicly available at: <https://www.pcbltd.com/responsibility/policies> and <https://www.pcbltd.com/investor-relation/general-policies>

Anti-Bribery and Tax Governance

PCBL maintains a strict zero-tolerance stance on bribery and corruption. The anti-bribery policy aligns with global anti-corruption legislation and requires full compliance from all third-party partners including employees, officers, directors, consultants and contractors. The Chief Ethics Officer oversees the Code's application, and a dedicated Ethics Committee reviews investigations and

responds to concerns raised by internal or external parties.

Tax governance is closely linked to our commitment to integrity and transparency. The tax approach is overseen by the tax team and the Chief Financial Officer, operating within a well-established governance framework. A Tax Control Framework covers all aspects of tax compliance, from accurate return filing to transparent communication with tax regulators. The Company

categorically avoids aggressive tax planning or evasion, maintaining ethical tax conduct at all times.

Tax Risk Categories

- Transactional Risk
- Operational Risk
- Compliance Risk

100%
Employees Received
Anti-Corruption Training

ESG Ratings and External Recognition

PCBL's sustained focus on governance has driven steady improvement across globally recognised ESG rating frameworks. The Company is assessed annually against leading benchmarks and continues to outperform sector peers in multiple categories.



External Certifications and Recognitions

- LEED Platinum certifications: Durgapur, Kochi and Mundra manufacturing plants (US Green Building Council)
- EcoVadis Gold Rating, Top 5%
- CDP Climate Change, Water Security and Supplier Engagement assessments
- ISO/IEC 27001:2022: 100% operational sites certified
- ISO 14001:2015: Environmental Management System across all manufacturing sites



GOLD

EcoVadis Rating

PCBL maintained its EcoVadis Gold Rating in FY 2025 -26, reflecting its sustained commitment to responsible and ethical business practices.

Seven "Royale Black" grades manufactured at PCBL's Palej facility, Gujarat, namely Royale Black PP1201, PFEXP, PF401, EP232, PF606, PF402 and PP802S, have achieved ZDHC MRSL V3.1 Level 1 certification. Validated through third-party testing and SDS reviews, the certification confirms compliance with global standards for safer chemistry in textile, leather and footwear manufacturing, reinforcing PCBL's commitment to responsible manufacturing, sustainability and eliminating hazardous chemistry.

BOARD OF DIRECTORS



DR. SANJIV GOENKA
CHAIRMAN



NILESH KOUL
MANAGING DIRECTOR



PREETI GOENKA
NON-EXECUTIVE DIRECTOR



SHASHWAT GOENKA
NON-EXECUTIVE DIRECTOR



SNEH LATA
INDEPENDENT DIRECTOR



T.C. SUSEEL KUMAR
NON-EXECUTIVE INDEPENDENT DIRECTOR



K. JAIRAJ
NON-EXECUTIVE INDEPENDENT DIRECTOR



DR. S. RAVI
NON-EXECUTIVE INDEPENDENT DIRECTOR



UMANG KANORIA
NON-EXECUTIVE INDEPENDENT DIRECTOR

SENIOR LEADERSHIP TEAM



NILESH KOUL
MANAGING DIRECTOR



RAJ KUMAR GUPTA
CHIEF FINANCIAL OFFICER



KAUSHIK MUKHERJEE
COMPANY SECRETARY AND CHIEF
LEGAL OFFICER



RAVI SINHA
CHIEF - HUMAN RESOURCES



**SANJAY PRABHAKAR
CHAWGHAWHE**
CHIEF-MANUFACTURING
OPERATIONS



JITEN KELUSKAR
CHIEF PROCUREMENT OFFICER



GAUTAM KALIA
CHIEF - INTERNATIONAL MARKETS
(RUBBER)



MAINACKYA GHOSH
CHIEF - NATIONAL MARKETS
(RUBBER)



VANEET KUMAR
CHIEF - BATTERIES



ROHIT MAINDWAL
CHIEF - SPECIALTY BLACKS



AVIK CHATTERJEE
HEAD - INTERNAL AUDIT



ALUMKAL PAULOSE ABRAHAM
HEAD - CORPORATE QA
AND SUSTAINABILITY



SUDIPTO KUMAR GHOSH
HEAD - PROJECTS



Corporate INFORMATION

BOARD OF DIRECTORS

Dr. Sanjiv Goenka

Chairman

Kaushik Roy

Managing Director (till
3 November, 2025)

Nilesh Koul

Managing Director (w.e.f
3 November, 2025)

Preeti Goenka

Non-Executive Director

Shashwat Goenka

Non-Executive Director

R. K. Agarwal

Non-Executive
Independent Director

T. C. Suseel Kumar

Non-Executive
Independent Director

K. Jairaj

Non-Executive
Independent Director

Dr. S. Ravi

Non-Executive
Independent Director

Umang Kanoria

Non-Executive
Independent Director

Rusha Mitra

Non-Executive Independent
Director (till 7 April, 2026)

Sneh Lata

Non-Executive Independent
Director (w.e.f 26 March, 2026)

COMPANY SECRETARY AND CHIEF LEGAL OFFICER

Kaushik Mukherjee

CHIEF FINANCIAL OFFICER

Raj Kumar Gupta

AUDITORS

S. R. Batliboi & Co. LLP

Chartered Accountants

SOLICITORS

Khaitan & Co.

DEBENTURE TRUSTEE

Catalyst Trusteeship Limited

BANKERS

Bank of Baroda

ICICI Bank Limited

HDFC Bank Limited

IDFC First Bank Limited

Axis Bank Limited

DBS Bank India Limited

The Hongkong and Shanghai

Banking Corporation Limited

Standard Chartered Bank

Kotak Mahindra Bank Limited

Export-Import Bank of India

Citibank N.A.

IndusInd Bank Limited

CTBC Bank Company Limited

REGISTERED OFFICE

PCBL Chemical Limited

31, Netaji Subhas Road,

Kolkata - 700 001, West Bengal, India

Phone: 033 2230 8515/9281

CIN: L23109WB1960PLC024602

Email: pcbl@rpsg.in

CORPORATE OFFICE

PCBL Chemical Limited

RPSG House, 4th Floor,

2/4 Judges Court Road,

Kolkata - 700 027, West Bengal, India

Phone: +91 334 087 0500/0600

Email: pcbl@rpsg.in

MANUFACTURING UNITS

Durgapur, West Bengal

27, R. N. Mukherjee Road,

Dist. Paschim Burdwan,
Durgapur - 713 201

Phone: +91 7908396849

Email: pcbl.durgapur@rpsg.in

Kochi, Kerala

Brahmapuram, Karimugal,

Kochi - 682 303

Phone: +91 9061288222

Email: pcbl.kochi@rpsg.in

Mundra, Gujarat

Survey No. 47, SH-46 Mokha,

Mundra - 370 421

Phone: +91 283 828 3634/619201

Email: pcbl.mundra@rpsg.in

Palej, Gujarat

National Highway No. 8,

Palej - 392 220

Phone: +91 26 4227 7902

Email: pcbl.palej@rpsg.in

REGIONAL OFFICES

Chennai

Level 5, Prestige Palladium Bayan,

No. 129, Greams Road,

Chennai - 600 006, Tamil Nadu

Phone: +91 44 4654 9316

Fax: +91 44 2855 3257

Email: pcbl.chennai@rpsg.in

Delhi (Gurugram)

315, Third Floor,
MGF Metropolis, M.G. Road,
Gurugram - 122 002, Haryana

Phone: +91 124 403 1975/235 2924

Email: pcbl.delhi@rpsg.in

Mumbai

Zenia Building, Hiranandani Circle,
Hiranandani Business Park,

Thane - 400 607, Maharashtra

Phone: +91 96192 30088/96196 80428

Email: pcbl.mumbai@rpsg.in

BRANCH OFFICE

Belgium

7822 Ghislenghien,

Rue des Foudriers 1

Phone : +32 6826 5800

Email : belgium.ic@rpsg.in

GLOBAL R&D CENTRE

Sushila Goenka Research and Development Centre

National Highway No. 8,

Palej - 392 220, Gujarat, India

Phone: +91 264 227 7158/244 069

Email:
research.development@rpsg.in

INNOVATION CENTRE

Sushila Goenka Innovation Centre

7822 Ghislenghien,

Rue des Foudriers 1, Belgium

Phone: +32 6826 5800

Email: belgium.ic@rpsg.in



Celebrating Excellence across OPERATIONS

Several industry awards during FY 2025-26 recognised our work in efficient operations, productivity, quality, and continuous innovation. They reflect our teams' dedication to driving efficiency, strengthening manufacturing capabilities, and building a culture of continuous improvement.

FY 2025-26 AWARDS AND RECOGNITIONS



PLATINUM AWARD - MURA CATEGORY

Confederation of Indian Industry (CII) Institute of Quality

Recognised as a Platinum Winner at the 21st CII National 3M Competition for waste elimination and continuous improvement at PCBL's Kochi operations



COMPANIES WITH GREAT MANAGERS 2025

People Business & Great Manager Academy

This award is a testament to the leadership strength that powers our global ambitions



PLATINUM AWARD

ICC Environment Excellence Award 2025

Platinum recognition for excellence in environmental sustainability and responsible business practices.



PRITHVI AWARDS 2025

Prithvi Awards

Honoured for our commitment to sustainability and continuous efforts to deliver innovative, responsible and future-ready solutions that create value for society and the environment



BEST FIRST TIME RESPONDER RECOGNITION

Workforce Disclosure Initiative (WDI), Thomson Reuters Foundation

Recognised as a Best First Time Responder in our debut WDI disclosure, achieving a 93% Transparency Score and demonstrating strong workforce transparency, people practices and governance standards



CYBERSECURITY COMPANY OF THE YEAR AWARD

This award is a reflection of our unwavering commitment to cybersecurity excellence, innovation, and building a resilient digital future



SKOCH ORDER-OF-MERIT - ENVIRONMENTAL EXCELLENCE (CLIMATE CHANGE MITIGATION)

SKOCH ESG Awards

Received the SKOCH Order-of-Merit for Environmental Excellence under the Climate Change Mitigation category in recognition of the Company's sustainability initiatives



WE CONNECT AWARD

Outstanding Performance Delivery Awards

Proud to share that PCBL Chemical Limited has been recognised for Outstanding Performance Delivery (Domestic) at the CEAT Vendor Meet 2026, recognising our consistent execution, strong partnerships and commitment to delivering value



WINNER IN THE CUSTOMER SATISFACTION CATEGORY

CII Inter-Industry Kaizen Competition 2025

Received the Winner Award in the Customer Satisfaction Category at the CII Inter-Industry Kaizen Competition 2025, recognising its excellence in customer-centric improvements that enhanced service quality and created significant value for customers



GOLD AWARD

39th Chapter CCQC 2025 by the QCFI

This achievement reflects our exemplary performance in Quality Circle and Continuous Improvement initiatives, showcasing innovative problem-solving, Kaizen, and Lean practices that deliver measurable impact on operational excellence



MASTER OF INNOVATION (MANUFACTURING)

Dine with DevOps 2025 Connect by Technophiles India

This recognition celebrates relentless pursuit of innovation, excellence, and transformation in manufacturing. It reflects our collective dedication in leveraging technology and data-driven insights to drive sustainable and scalable growth

PCBL CHEMICAL LIMITED

(Formerly known as PCBL Limited)

CIN: L23109WB1960PLC024602

Regd. Office: 31, Netaji Subhas Road, Kolkata - 700 001

Tel: 033 2230 8515; 033 2230 9281

E-mail: pcbl@rpsg.in; Website: www.pcblttd.com

Notice to the Members

Notice is hereby given that the Sixty- fifth (65th) Annual General Meeting (AGM) of the Members of PCBL Chemical Limited will be held on Tuesday, the 22nd day of September, 2026, at 11:30 A.M. Indian Standard Time ("**IST**"), through Video Conferencing/ Other Audio Visual Means ("**VC/OAVM**") facility, 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 31 March, 2026 together with the Reports of the Board of Directors and the Auditors thereon;
 - b) the Audited Consolidated Financial Statements for the financial year ended 31 March, 2026 together with the Reports of the Auditors thereon;
2. To confirm and take on record the payment of Interim Dividend @ 600 %, i.e. ₹ 6.00 per equity share of Re. 1/- each already paid during the year as Interim Dividend for the Financial Year 2025-26.
3. To appoint a Director in place of Dr. Sanjiv Goenka (holding DIN: 00074796), who retires by rotation and, being eligible, offers himself for re-appointment.

SPECIAL BUSINESS:

4. Ratification of Remuneration payable to M/s. Shome & Banerjee, Cost Auditor of the Company for financial year ending 31 March, 2027.

To consider, and if thought fit, to pass with or without modification(s) the following Resolution as an Ordinary Resolution:

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013, read with the Rules framed thereunder and other applicable laws (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the remuneration of ₹ 5,50,000/- (plus applicable goods and services tax and re-imbursement of out of pocket expenses) to be paid to M/s. Shome & Banerjee, Cost Accountants, the Cost Auditors of the Company, having Firm Registration Number: 000001, appointed by the Board of Directors of the Company on the recommendation of the Audit Committee, as Cost Auditors of the Company to conduct audit of the cost records maintained by the Company as prescribed under the Companies (Cost Records and Audit) Rules, 2014, as amended from time to time, for the Financial Year ending 31 March, 2027, be and is hereby ratified and confirmed.

RESOLVED FURTHER THAT, the Board of Directors and/ or the Company Secretary of the Company be and is hereby authorised to do all such acts, deeds and things and to take all such steps as may be necessary proper or expedient for the purpose of giving effect to this resolution."

Registered Office

31, Netaji Subhas Road

Kolkata – 700 001

CIN: L23109WB1960PLC024602

Place: Kolkata

Date: 30 April, 2026

By Order of the Board of Directors

Kaushik Mukherjee

Company Secretary

(ICSI Membership No: F5000)

Notice to the Members (Contd.)

NOTES:

1. A Statement pursuant to Section 102 of the Companies Act, 2013, ("**the Act**") setting out material facts relating to the Special Business to be transacted at the Annual General Meeting ('AGM') is annexed hereto. The recommendation of the Board of Directors of the Company ("**Board**") in terms of Regulation 17(11) of the SEBI Listing Regulations is also provided in the said statement.

2. General instructions for accessing and participating in the 65th AGM through Video Conferencing (VC)/ Other Audio-Visual Means (OAVM) Facility:

The Ministry of Corporate Affairs ("MCA") has, vide its General Circular dated 22 September, 2025 read together with other circulars issued in this regard (collectively referred to as "Circulars"), permitted convening the Annual General Meeting ("AGM"/"Meeting") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), without physical presence of the members at a common venue. In accordance with the Circulars and applicable provisions of the Act read with Rules made thereunder and SEBI Listing Regulations including any circular issued thereunder by Securities and Exchange Board of India ('SEBI'), the Sixty-fifth AGM of the Company is being held through VC/OAVM on Tuesday, the 22nd day of September, 2026 at 11:30 A.M. The deemed venue for the AGM shall be the registered office of the Company.

VC/OAVM – Major Guidelines:

- (a) Members are requested to join the AGM through VC/OAVM mode not later than 11:15 am IST by clicking on the link <https://www.evoting.nsdl.com> under Members login, where the EVEN of the Company will be displayed, by using the Remote E-Voting credentials and following the procedures mentioned later in these Notes (Refer to Serial No. 24). Facility for joining the VC/ OAVM shall be kept open for the Members from 11:00 a.m. IST and may be closed at 11:45 a.m. IST or thereafter.
- (b) Members may note that the VC/OAVM Facility provided by NSDL, allows participation of at least 1,000 Members on a first-come-first-served basis. The large shareholders (i.e. shareholders holding 2% or more shareholding), promoters, institutional investors, directors, key managerial personnel, the Chairpersons of the Audit

Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, auditors, etc. can attend the 65th AGM without any restriction on account of first-come-first-served principle.

- (c) (i) Members are requested to express their views/send their queries in advance mentioning their name, DP ID and Client ID number /Folio No., email ID, mobile no. at pcbl.investor@rpsg.in till 4 p.m. (IST) on Thursday, the 17th day of September, 2026.
- (ii) Members who would like to ask questions during the Sixty-fifth AGM of the Company need to register themselves as a speaker by sending their requests preferably along with their questions mentioning their name, DP ID and Client ID number/ folio number, email id, mobile number, to reach the Company's email address at pcbl.investor@rpsg.in latest by 4 p.m. (IST) on Thursday, the 17th day of September, 2026.
- (d) When a pre-registered speaker is invited to speak at the meeting but he / she does not respond, the next speaker will be invited to speak. Accordingly, all speakers are requested to get connected to a device with a video/ camera along with good internet speed.
- (e) The Company reserves the right to restrict the number of questions and number of speakers, as appropriate, for smooth conduct of the AGM.

B. PURSUANT TO THE PROVISIONS OF THE ACT, A MEMBER ENTITLED TO ATTEND AND VOTE AT THE AGM IS ENTITLED TO APPOINT A PROXY TO ATTEND AND VOTE ON HIS/HER BEHALF AND THE PROXY NEED NOT BE A MEMBER OF THE COMPANY. HOWEVER, AS THIS AGM IS BEING HELD THROUGH VC / OAVM, AND PHYSICAL ATTENDANCE OF MEMBERS HAS BEEN DISPENSED WITH, THE FACILITY FOR APPOINTMENT OF PROXIES BY THE MEMBERS WILL NOT BE AVAILABLE FOR THE AGM AND THEREFORE THE PROXY FORM, ATTENDANCE SLIP AND THE ROUTE MAP IS NOT ANNEXED TO THIS NOTICE. Members attending the AGM through VC / OAVM shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.

However, in pursuance of Section 112 and Section 113 of the Act, the representatives of the members specified under Section 112 and Section 113 may

Notice to the Members (Contd.)

be appointed for the purpose of e-Voting through Board Resolution/Power of Attorney/ Authority Letter etc. and for participation through VC/ OAVM facility during the 65th AGM.

- C. In line with the MCA Circulars, this AGM Notice and the Integrated Report for the financial year 2025-26, will be available on the website of the Company at www.pcblltd.com., on the websites of the Stock Exchanges, namely, National Stock Exchange (NSE) at www.nseindia.com, and BSE Limited (BSE) at www.bseindia.com and also on the website of National Securities Depository Limited (NSDL) (Agency for providing the Remote e-Voting facility) at www.evoting.nsdl.com.
- D. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India ("ICSI") and Regulation 44 of the SEBI Listing Regulations read with MCA Circulars, as amended from time to time, the Company is providing remote e-Voting facility to its Members in respect of the business to be transacted at the 65th AGM and facility for those Members participating in the 65th AGM to cast vote through e-Voting system during the 65th AGM. For this purpose, the Company had entered into an agreement with National Securities Depository Limited (NSDL) as the authorised agency for facilitating voting through electronic means.
- E. NSDL will be providing facilities for voting through remote e – Voting and VC/ OAVM facility for participation in the 65th AGM.
- F. The attendance of the Members participating in the 65th AGM through VC/OAVM facility using their login credentials shall be counted for the purpose of reckoning the quorum under Section 103 of the Act.
3. The business set out in the Notice will be transacted through remote electronic voting system and the Company is providing facility for voting by remote electronic means. Instructions and other information relating to E-voting are given in the Notice under Note No. 24 hereunder.
4. In accordance with the MCA Circulars and Circular No. SEBI/HO/CFD/CFD-PoD- 2/P/CIR/2024/133 dated October 3, 2024 issued by SEBI, the Notice of the 65th AGM along with the Integrated Report of the Company for the financial year ended 31st March, 2026 are being sent only through electronic mode

(e-mail) to those Members whose email addresses are registered with the Company or the Registrar and Share Transfer Agent ("RTA") or with their respective Depository Participant/s (DPs).

Members may note that the AGM Notice and Integrated Report for the financial year ended 31 March, 2026 is also available on the Company's website at www.pcblltd.com , 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) at www.evoting.nsdl.com . The Company will also be sending printed copies of the Integrated Report 2025-26 to the shareholders on receipt of specific requests.

A letter containing the web-link, along with the exact path to access the complete details of the Integrated Report, in accordance with the amended Regulation 36(1)(b) of the SEBI Listing Regulations, is being sent to the shareholders who have not registered their email addresses with the Company's RTA or DP.

5. Members, whose email address, bank account details or mobile number is not registered with the Company or with their respective Depository Participant(s) ('DPs'), and who wish to receive the Notice of the 65th AGM and the Integrated Report for the financial year 2025-2026 and all other communication sent by the Company, from time to time, can get their email address, bank account details and mobile number registered by following the steps as given below:-
 - A. Members holding shares in physical form may send scanned copy of a signed request letter mentioning the folio number, name, complete address, email address to be registered along with scanned self attested copy of the PAN and any document (such as Driving License, Passport, Bank Statement, AADHAR) supporting the registered address of the Member, by email to the RTA's email address investor.helpdesk@in.mpms.mufig.com.
 - B. Members holding shares in Demat mode may update the email address, bank account details and mobile number through their respective Depository Participant(s).
6. The Register of Members and Share Transfer Books of the Company shall remain closed from the 16th day of September, 2026 to the 22nd day of September, 2026 (both days inclusive).

Notice to the Members (Contd.)

7. An interim dividend @ 600% (i.e. ₹. 6.00/- per equity share of Re. 1/- each), was declared at the Meeting of the Board of Directors of the Company held on 17 October, 2025 to those Members whose names appeared in the Company's Register of Members, or appeared as beneficial owners at the close of business on 27 October, 2025 ('Record Date') and the same was paid on or before 10 November, 2025. The Board of Directors wish to conserve resources for future expansion and growth of the Company. Hence, the Board of Directors have not recommended the final dividend. The payment of interim dividend may be treated as final dividend for financial year 2025-26.
8. Pursuant to the Income-tax Act, 2025, dividend income will be taxable in the hands of shareholders, and the Company is required to deduct tax at source from dividend paid to shareholders at the prescribed rates. For the prescribed rates for various categories, the shareholders are requested to refer to the Income-tax Act, 2025 and amendments thereof. The shareholders are requested to update their PAN with the Company/ RTA (in case of shares held in physical mode) and depositories (in case of shares held in demat mode).
 - A Resident individual shareholder with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 121 (Previously known as Form 15G/15H as per Income Tax Act, 1961) to avail the benefit of non-deduction of tax at source by email to investor.helpdesk@in.mpms.mufig.com or pcbll.investor@rpsg.in. Shareholders are requested to note that in case their PAN is not registered; tax will be deducted at a higher rate of 20%.
 - Non-resident shareholders can avail beneficial rates under tax treaty between India and their country of residence, subject to providing necessary documents i.e. self -attested copy of the Permanent Account Number (PAN Card), if any, allotted by the Indian authorities; self-attested copy of Tax Residency Certificate (TRC) valid as on the AGM date obtained from the tax authorities of the country of which the shareholder is resident; self-declaration in Form 41 (Previously known as Form 10F as per Income Tax Act, 1961). Self-declaration confirming not having a Permanent Establishment in India and eligibility to Tax Treaty benefit by sending an email to investor.helpdesk@in.mpms.mufig.com or pcbll.investor@rpsg.in . TDS shall be recovered

at 20% (plus applicable surcharge and cess) if any of the above-mentioned documents are not provided. The details of the TDS rate for each category of shareholders and necessary format of declarations are also available at the website of the Company at www.pcblltd.com.

9. The dividend/s, if any, approved by the Members or declared by the Board of Directors of the Company from time to time, will be paid as per the mandate registered with the Company or with their respective Depository Participants.
10. Further, in order to receive dividend/s in a timely manner, Members holding shares in physical mode, who have not updated their mandate for receiving the dividends directly in their bank accounts through Electronic Clearing Service or any other means ("Electronic Bank Mandate"), can register their Electronic Bank Mandate to receive dividends directly into their bank account electronically or any other means, by sending scanned copies of the following details/documents by email to the RTA's email address – investor.helpdesk@in.mpms.mufig.com or to the Company's email address at pcbll.investor@rpsg.in:
 - (a) signed request letter mentioning your name, folio number, complete address and following details relating to bank account in which the dividend is to be received:
 - (i) Name and Branch of Bank and Bank Account type;
 - (ii) Bank Account Number allotted by your bank after implementation of Core Banking Solutions;
 - (iii) 11-digit IFSC Code;
 - (b) self-attested scanned copy of cancelled cheque bearing the name of the Member or first holder, in case shares are held jointly;
 - (c) self attested scanned copy of the PAN Card; and
 - (d) self attested scanned copy of any document (such as AADHAR Card, Driving Licence, Election Identity Card, Passport) in support of the address of the Member, as registered with the Company.

For the Members holding shares in Demat mode, please update your Electronic Bank Mandate through your Depository Participant/s.

11. SEBI vide its Master Circular dated 7 May, 2024, mandated that the security holders (holding securities in physical form), whose folio(s) do not have

Notice to the Members (Contd.)

PAN or Choice of nomination or Contact Details or Mobile Number or Bank Account Details or Specimen Signature updated, shall be eligible for any payment including dividend, in respect of such folios only through electronic mode with effect from 01 April 2024 upon completion/submission of the requisite documents/details in entirety.

Physical Holding:

In this connection, shareholders holding shares in physical form are requested to update their PAN, KYC, Nomination details, if not provided earlier to MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited), the RTA of the Company, by submitting the following forms:

- Form ISR-1:** Request for Registering PAN/KYC, Bank details or Changes/Updation thereof
- Form ISR-2:** Confirmation of Signature of Shareholders by the Banker

The said Form can also be downloaded from our website www.pcblltd.com under 'Investor Relations' Section.

In case of any query / assistance, Members are requested to contact the Company's RTA, M/S. MUFG Intime India Private Limited, Rasoi Court, 5th Floor, 20, Sir R N Mukherjee Road, Kolkata – 700001, email: investor.helpdesk@in.mpms.mufig.com.

Demat Holding:

Update the PAN and KYC (i.e. postal address with pin code, email address, mobile number, bank account details) through your Depository Participants (DPs).

The Company has sent reminders to those shareholders whose bank details are not available with the RTA, requesting them to update KYC to enable the Company for payment of dividend. The Company, before processing the request for payment of Unclaimed / Unpaid Dividend, has been in practice obtaining necessary particulars of Bank Account of the Payee.

- Pursuant to the provisions of Section 124 and Section 125 of the Act, Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules") read with the relevant circulars and amendments thereto, the amount of dividend remaining unpaid or unclaimed for a period of seven consecutive years from the due date is required to be transferred to the Investor Education and Protection Fund ("IEPF"), constituted by the

Central Government. The Company had, accordingly, transferred ₹ 24,48,664.00/- on 31 August, 2025 and ₹ 60,44,672.00/- on 20 February, 2026, respectively, being the unpaid and unclaimed dividend amount pertaining to the Final Dividend for the Financial Year 2017-18 and Interim Dividend for the Financial Year 2018-19.

The Company has been sending reminders to members having unpaid / unclaimed dividends before transfer of such dividend(s) to IEPF. Details of the unpaid/ unclaimed dividend are also uploaded on the website of the Company at www.pcblltd.com. Accordingly, Members, who have not yet encashed their dividend pertaining to the Interim Dividend for the Financial Year 2019-20 are advised to write to the Company immediately claiming dividends declared by the Company. The Interim Dividend for the Financial Year 2019-20 is due to be transferred to the IEPF Fund immediately after 20 March, 2027, as per the prescribed timelines. In case valid claim is not received by the due date, the Company will also proceed to transfer the Dividend and the respective shares to the Demat Account of the IEPF Authority ("IEPF Account") in terms of the IEPF Rules by following the prescribed procedure.

- Pursuant to the provisions of IEPF Rules, all shares in respect of which dividend remains unpaid or unclaimed for seven consecutive years shall be transferred by the Company to the IEPF Account within a period of thirty days of such shares becoming due to be transferred to the IEPF Account. Accordingly, the Company transferred 2,50,043 and 71,706 Equity Shares of the face value of Re. 1/- each to the IEPF Account pertaining to the Financial Year 2017-18 and 2018-19 respectively, on which the dividends remained unpaid or unclaimed for seven consecutive years with reference to the due date of 31 August, 2025 and 20 February, 2026, respectively, after following the prescribed procedure. In this regard, the Company has individually informed the Members concerned by sending letters and also published the notice in the newspapers as per the IEPF Rules. The details of such Members and shares transferred for the Financial Year 2017-18 and 2018-19 are uploaded in the "Investor Relations" Section of the website of the Company viz. www.pcblltd.com. Mr. Kaushik Mukherjee, Company Secretary & Chief Legal Officer is the Nodal Officer of the Company for the purpose of verification of such claims.

Notice to the Members (Contd.)

- 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 to not leave their Demat account(s) dormant for long. Periodic statement of holdings should be obtained from the concerned Depository Participant and holdings should be verified from time to time.
- Members may please note that in view of the proviso to Regulation 40(1) of the SEBI Listing Regulations, securities of listed companies can be transferred only in dematerialised form (DEMAT) with effect from 1 April, 2019. Dematerialisation of shares would help to eliminate risks associated with Physical Shares. In this regard, SEBI has clarified by a Press Release No. 12/2019 dated 27 March, 2019, that the said amendments do not prohibit an investor from holding the shares in physical mode and the investor has the option of holding shares in physical mode even after 1 April, 2019. However, any investor who is desirous of transferring / transmission shares (which are held in physical mode) after 1 April, 2019 can do so only after the shares are dematerialized.

As per the SEBI mandate, vide circular No. HO/38/13/(3)2026-MIRSD-POD/1/3763/2026 dated on 30th January 2026 the Company shall issue LDRN ('Letter for generating DRN'-Direct Credit of Securities) to shareholder. The said LDRN with DCRF(Demat conversion Request Form (DCRF-Annexure-A.a(NSDL), Annexure-1.4(CDSL), Form ISR-4 and latest Client Master list (CML) of the demat account, is required to be submitted to RTA for DRN Generation duly authorised from DP (Depository Participant). Post generating the DRN, a link containing OTP will be sent to shareholder through email and SMS. The said link will remain valid for a period of 21 days upon generation of DRN. Shareholder will need to complete OTP verification/authentication and further steps to enable credit of the securities in shareholder demat account.

In case the OTP verification/authentication is not completed within 21 days, the DRN will be automatically rejected in the depository system by the depositories.

In lieu of physical securities certificate(s) while processing shareholders' requests such as, transmission, transposition, subdivision, consolidation, renewal, exchange and name change/deletion of names of shareholders. The securities holders/

claimants are required to apply for dematerialization of securities on the basis of the LDRN within a period of 120 days from the date of its issuance.

- Nomination facility as per the provisions of Section 72 of the Act is available to individuals holding shares in the Company. Members can nominate a person in respect of all the shares held by him singly or jointly. Members holding shares in physical form and who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. If a member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/she may submit the same in Form ISR-3 or SH-14 as the case may be. The said forms can be downloaded from the website of the Company and RTA. Members holding shares in electronic form may approach their respective DPs for completing the nomination formalities.
- Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated 25 January, 2022, read with Circular No. SEBI/HO/MIRSD/MIRSD-POD/P/CIR/2025/91 dated 23 June, 2025 has mandated the listed companies to issue securities in demat form only while processing service requests viz. issue of duplicate securities certificate, claim from unclaimed suspense account, renewal/exchange of securities certificate, endorsement, subdivision/splitting of securities certificate, consolidation of securities certificates/folios, transmission and transposition. Accordingly, Members are requested to make service requests by submitting a duly filled in and signed Form ISR – 4. The said form can be downloaded from the Company's website, www.pcblltd.com.
- In order to strengthen the dispute resolution mechanism for all disputes between a listed company and/or registrars & transfer agents and its shareholder(s)/ investor(s), SEBI had issued a Standard Operating Procedure ("SOP") vide Circular dated 30 May, 2022. As per this Circular, shareholder(s)/ investor(s) can opt for Stock Exchange Arbitration Mechanism for resolution of their disputes against the Company or its RTA. Further, SEBI vide Circular dated 31 July, 2023 (updated as on 20 December, 2023), introduced the Online Dispute Resolution (ODR) Portal. Through this ODR portal, the aggrieved party can initiate the mechanism, after exercising the primary options to resolve its issue, directly with the Company and through the SEBI Complaint

Redress System (SCORES) platform. The Company has complied with the above circulars and the same are available at the website of the Company at www.pcblltd.com. The SMART ODR Portal can be accessed at: <https://smartodr.in/login>.

19. Non-resident Indian Members are requested to inform Company's Registrar and Share Transfer Agent, MUFG Intime India Private Limited (previously known as Link Intime India Private Limited) ('RTA'), immediately of:

- Change in their residential status on return to India for permanent settlement.
- Particulars of their bank account maintained in India with complete name, branch, account type, account number and address of the bank with pin code number, if not furnished earlier.

20. For members holding shares in physical form, SEBI vide its Master Circular SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated 7 May, 2024, as amended from time to time, has mandated furnishing of PAN linked with Aadhaar and KYC details (i.e., postal address with PIN code, mobile number, bank account details, PAN linked with Aadhaar etc.). In case any of the aforesaid documents/details are not available in the record of the RTA, the member shall not be eligible to lodge grievance or avail any service request from the RTA until they furnish complete KYC details. Further, with effect from 1 April, 2024, any payment of dividend shall only be made in electronic mode to such members. The Company has made relevant intimations to the members from time to time.

Further, SEBI has mandated that securities of listed companies can be transferred only in demat form. Therefore, members are advised to dematerialise shares held by them in physical form for ease in portfolio management.

For consolidation of share certificates, members holding shares in physical form, in more than one folio, with identical order of names, are requested to send the details of such folios together with the share certificates along with the requisite KYC documents for consolidating their holdings in one folio to the RTA. Requests for consolidation of share certificates shall only be processed in dematerialised form.

21. Documents referred to in the accompanying Notice of the 65th AGM and the Explanatory Statement shall be available for inspection in the 'Investor Relations' section of the website of the Company at www.pcblltd.com.

22. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act and the Register of Contracts and Arrangements in which Directors are interested maintained under Section 189 of the Act shall be made available at the commencement of the meeting and shall remain open and accessible to the Members during the continuance of the 65th AGM. During the 65th AGM, Members may access the scanned copy of these documents, upon Logging into NSDL e-Voting system at <https://www.evoting.nsdl.com>.

23. Details as required under Regulation 36 of the SEBI Listing Regulations and Secretarial Standard on General Meeting (SS-2) issued by the Institute of Company Secretaries of India, in respect of the appointment of Director seeking re-appointment at the 65th AGM, forms an integral part of the Notice of the 65th AGM. Requisite declarations have been received from the Director seeking re-appointment.

24. INSTRUCTIONS FOR MEMBERS FOR E-VOTING AND JOINING AGM THROUGH VC/OAVM ARE AS UNDER:-

The remote e-voting period begins on 19th September, 2026 at 9:00 A.M. and ends on 21st September, 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 record date (cut-off date) i.e. Tuesday, 15th September, 2026 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, being 15th September, 2026.

A person who is not a Member as on the cut-off date should treat this Notice of the 65th AGM for information purpose only. Once the vote on a Resolution is cast by the Member, the Member shall not be allowed to change it subsequently.

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 9 December, 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

App Store Google Play



Notice to the Members (Contd.)

Notice to the Members (Contd.)

Type of shareholders	Login Method
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 user your existing my easi username & password. - 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 abovementioned 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

B) 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:
a) For Members who hold shares in demat account with NSDL.	8 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*****.
b) 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*****.
c) 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 141212 then user ID is 141212001***.

- Password details for shareholders other than Individual shareholders are given below:

 - If you are already registered for e-Voting, then you can use 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.

A) 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 company 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

Notice to the Members (Contd.)

to click on “VC/OAVM” link placed under “Join Meeting”.

3. Now you are ready for e-Voting as the Voting page opens.
4. 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.
5. Upon confirmation, the message “Vote cast successfully” will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the Resolution, you will not be allowed to modify your vote.

B) General Guidelines for shareholders

1. 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 authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to akroyco@yahoo.co.in 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.
2. 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.
3. 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, Deputy Vice President, 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:

1. 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), AADHAR (self attested scanned copy of Aadhar Card) by email to pcbl.investor@rpsg.in .
2. 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), AADHAR (self attested scanned copy of Aadhar Card) to pcbl.investor@rpsg.in . 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.
3. 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.
4. In terms of SEBI circular dated 9 December, 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.

C) THE INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted 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.

Notice to the Members (Contd.)

3. 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.
4. 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.

D) INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Shareholder will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL e-Voting system**. After successful login, you can see link of “VC/OAVM” placed under “Join meeting” menu against company name. You 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 Company will be displayed. 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.
2. Shareholders are encouraged to join the Meeting through Laptops for better experience.
3. Further Shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
4. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
5. Institutional Investors who are Members of the Company, are encouraged to attend and vote in the 65th AGM of the Company through VC/OAVM facility.

OTHER INSTRUCTIONS:

25. (i) The voting rights of the Members shall be in proportion to their shares of the paid up equity share capital of the Company as on the cut-off date of Tuesday, the 15th day of September, 2026.
- (ii) 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 only shall be entitled to avail the facility of remote e-Voting or casting vote through e-Voting system during the Meeting.
- (iii) Pursuant to the provision of Section 108 of the Act read with rules thereof, Mr. Anjan Kumar Roy, Practicing Company Secretary, (Membership No. FCS 5684) has been appointed as the Scrutinizer to scrutinize the Remote e-Voting process and casting vote through the e-Voting system during the Meeting in a fair and transparent manner.
- (iv) During the 65th AGM of the Company, the Chairman shall, after responding to the questions raised by the Members in advance or as a speaker at the 65th AGM, formally propose to the Members not having already cast their votes by following the remote e-voting process and participating through VC/OAVM facility, to vote on the Resolutions as set out in the Notice of the 65th AGM of the Company. The facility of remote e-voting will continue to be available for 15 minutes pre and post conclusion of the Meeting.
- (v) The Scrutinizer shall after the conclusion of e-Voting at the 65th AGM, first download the votes cast at the AGM and thereafter unblock the votes cast through remote e-Voting system and shall make a consolidated Scrutinizer's Report.
- (vi) The Results of voting will be declared within 2 (two) working days from the conclusion of AGM. The declared results along with the Scrutinizer's Report will be available forthwith on the website of the Company at www.pcbltd.com and on the website of NSDL. Such results will also be displayed on the Notice Board at the Registered Office as well and shall be forwarded to the National Stock Exchange of India Limited and BSE Limited.

Notice to the Members (Contd.)

(vii) A recorded transcript of the meeting shall be uploaded on the website of the Company at www.pcblltd.com and the same shall also be maintained in the safe custody of the Company.

26. Members desiring to have any information relating to the accounts are requested to write to the Company at the e-mail id. pcbll.investor@rpsg.in latest by Thursday, the 17th day of September, 2026 by 4 P.M. (IST) so that the Company can reply accordingly.

Registered Office

31, Netaji Subhas Road
Kolkata – 700 001
CIN: L23109WB1960PLC024602

By Order of the Board of Directors

Place: Kolkata
Date: 30 April, 2026

Kaushik Mukherjee
Company Secretary
(ICSI Membership No: F5000)

Notice to the Members (Contd.)

I) STATEMENT PURSUANT TO SECTION 102 OF THE COMPANIES ACT, 2013

Annexed to the notice convening the sixty fifth annual general meeting on Tuesday, 22 September, 2026.

Item No. 4 – Ratification of remuneration to Cost Auditors of the Company for the financial year ending 31 March, 2027

The Board of Directors of the Company, on the recommendation of the Audit Committee, has approved in their Meeting held on 30 April, 2026, the appointment and remuneration of ₹ 5,50,000/- (Rupees five lakh fifty thousand only) (plus applicable taxes) payable to M/s. Shome & Banerjee, Cost Accountants, as the Cost Auditors to conduct the audit of the cost records of the Company for the Financial Year ending 31 March, 2027.

The Board of Directors of the Company at its Meeting held on 30 April, 2026 considered that the Special Business under Item No. 4 being considered unavoidable, be transacted at the 65th AGM of the Company.

In accordance with the provisions of Section 148 (3) of the Companies Act, 2013 read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment thereof, for the time being in force), the remuneration payable to the Cost Auditors as recommended by the Audit Committee and approved by the Board of Directors of the Company has to be ratified by the Members of the Company. Accordingly, ratification by the Members of the Company is sought to the remuneration payable to the Cost Auditors for the financial year ending 31 March 2027, by passing an Ordinary Resolution as set out in Item No. 4 of the Notice.

The Board recommends the Ordinary Resolution set out in Item No. 4 of the Notice for your consideration and ratification.

None of the Directors or Key Managerial Personnel of the Company or their relatives are in anyway concerned or interested, financially or otherwise, in the Resolution set out in Item No. 4 of the Notice.

II) DETAILS OF DIRECTOR SEEKING RE-APPOINTMENT AS REQUIRED UNDER REGULATION 36 OF THE SEBI LISTING REGULATIONS AND APPLICABLE SECRETARIAL STANDARD 2 ON GENERAL MEETINGS:

ITEM No. 3 - Re-appointment of Dr. Sanjiv Goenka (DIN 00074796)

In accordance with the provisions of Section 152 and other applicable provisions, if any, of the Companies Act, 2013, (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), read with the Articles of Association of the Company, Dr. Sanjiv Goenka (holding DIN 00074796), who retires by rotation as a Director at this Annual General Meeting, and being eligible, offers himself for re-appointment, whose period of office shall be liable to retire by rotation.

Dr. Sanjiv Goenka, aged 65 years, is the Chairman of the Company and also of RP - Sanjiv Goenka Group which has about 5.1 billion dollar turnover, over 55,000 plus employees and over 1.1 million shareholders. He was the youngest-ever President of the Confederation of Indian Industry (CII) and of the Indian Chamber of Commerce. He has also been the Chairman of the Board of Governors of the Indian Institute of Technology, Kharagpur. He is presently on the Board of the Indian Institute of Management, Kolkata. Dr. Goenka is also the Chairman of the Board of Governors of International Management Institute, Delhi, Bhubaneswar and Kolkata.

Dr. Goenka is a Commerce Graduate from St. Xavier's College, Kolkata. Dr. Sanjiv Goenka has received numerous awards and five Honorary Doctoral Degrees.

Dr. Goenka is on the Board of the Company with effect from 30 October, 1986. He is also on the Boards of CESC Limited, Saregama India Limited, Firstsource Solutions Limited and RPSG Ventures Limited.

Dr. Sanjiv Goenka is the Chairman of the Stakeholders Relationship Committee of CESC Limited and RPSG Ventures Limited and Chairman of the CSR Committee of CESC Limited.

Dr. Sanjiv Goenka attended 6 (six) Board Meetings during the financial year 2025-26. The sitting fees for the Board Meetings paid to Dr. Sanjiv Goenka, Non-Executive Director of the Company during the financial year ended 31 March, 2026, is 6,00,000/- and the Commission paid for the financial year 2024-25 during the financial year 2025-26 is ₹ 9,30,00,000/-.

Dr. Sanjiv Goenka does not hold by himself or for any other person in any manner, any shares in the Company and is not related to any other director of the Company except Mr. Shashwat Goenka, his son and Mrs. Preeti Goenka, his wife who are also Directors of the Company. Dr. Goenka is not related to any other director or key managerial personnel of the Company or their relatives.

The Board recommends the Ordinary Resolution set out at Item No. 3 of the Notice for your consideration.

This Statement may also be regarded as a disclosure under Regulation 36 of the Listing Regulations and Secretarial Standard on General Meetings (SS-2) of ICSI.

Please refer to the Report on Corporate Governance forming part of this Integrated Report for other necessary details.

Registered Office

31, Netaji Subhas Road
Kolkata – 700 001
CIN: L23109WB1960PLC024602

Place: Kolkata
Date: 30 April, 2026

By Order of the Board of Directors

Kaushik Mukherjee
Company Secretary
(ICSI Membership No: F5000)

Board's Report

DEAR SHAREHOLDERS,

Your Board of Directors are pleased to present the 65th Integrated Report on business and operations of the Company along with the Audited Financial Statements of your Company for the financial year ended 31 March, 2026.

FINANCIAL PERFORMANCE

The Audited Financial Statements of your Company as on 31 March, 2026, are prepared in accordance with the relevant applicable Indian Accounting Standards ("Ind AS") and Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and the provisions of the Companies Act, 2013 ("Act").

The summarised financial highlight is depicted below:

(₹ in Crores)				
Particulars	Standalone		Consolidated	
Year ended	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Revenue from operations	5576.05	5904.63	8189.30	8404.25
PBDIT & Exceptional items	752.86	1039.41	1081.56	1384.17
Less: Finance cost	253.23	278.16	422.98	460.91
PBDT & Exceptional items	499.63	761.25	658.58	923.26
Less: Depreciation	165.32	156.98	372.76	345.68
PBT & Exceptional items	334.31	604.27	285.82	577.58
Less: Exceptional items	12.45	-	25.04	0.52
PBT	321.86	604.27	260.78	577.06
Tax expense	86.04	153.21	62.74	142.39
PAT	235.82	451.06	198.04	434.67
Earnings Per Equity Share (FV Re. 1/- Per Sh.) (EPS) (in ₹)	6.14	11.95	5.15	11.51
Earnings Per Equity Share (FV Re. 1/- Per Sh.) (EPS) (in ₹) (Diluted)	6.12	11.92	5.13	11.48

- There are no material changes and commitments affecting the financial position of your Company which have occurred between the end of the financial year and the date of this report.
- There has been no change in nature of business of your Company.

PERFORMANCE OVERVIEW

Financial Year 2025-26 was a year in which your Company demonstrated the resilience of its business model and the strength of its customer franchise. The operating backdrop was among the most demanding the carbon black industry has faced in recent years: global benchmark spreads softened as the industry absorbed surplus capacity, the domestic market carried excess capacity through much of the year, and the escalation of the West Asia conflict from February 2026 triggered a steep increase in feedstock, ocean-freight and packing costs. Brent crude, to which the Company's principal raw material is directly linked, moved from around US \$60 per barrel in early January 2026 to above US \$100 per barrel by the end of March 2026.

Against this backdrop, the Company delivered record carbon black volumes, all-time-high power generation, commissioned major new capacity and materially strengthened its balance sheet – all while maintaining uninterrupted supply to every customer. The impact of the year was confined to per-unit realisations and margins, much of it timing-related: a significant share of volumes flows through formula-based contracts with tyre majors that carry an inherent quarter-lag, so the cost pass-through, though under way, could not fully catch up within the year. Volumes at record levels, the franchise intact, and a temporary, largely recoverable margin compression – that is the central theme running through the commentary below.

Standalone Basis

Your Company recorded an EBITDA of ₹ 753 Crores in FY 2025-26, compared to ₹ 1,039 Crores in the previous year, while Profit After Tax (PAT) stood at ₹ 236 Crores, as against ₹ 451 Crores in FY 2024-25.

Importantly, this movement was almost entirely margin-driven rather than volume-driven. The Company maintained throughput and customer supply without interruption through softer global spreads, surplus domestic capacity, the impact of US tariffs and the cost shock of the West Asia conflict – a clear demonstration of operational dependability under pressure. The steeper movement at the PAT level reflects the operating-leverage effect of lower margins against a largely fixed base of depreciation and finance costs; the same leverage will work equally in the Company's favour as margins normalise and the pass-through completes.

Carbon Black

The Carbon Black segment reported EBIT of ₹ 678 Crores in FY 2025-26, compared to ₹ 990 Crores in FY 2024-25. The demand story of the year was unambiguously positive: volumes grew to a record level, confirming the strength of customer relationships and product acceptance. The moderation in EBIT was a pricing-and-margin event, not a demand event, shaped by three external factors.

US tariff environment - a headwind turned into an opportunity. Tariff measures in the United States weighed on export realisations and margins for part of the year. The Company remained closely engaged with its US customers throughout, protecting relationships and supply continuity. With the subsequent rationalisation of US tariffs, the cost competitiveness of Indian carbon black in this large and underserved market has been restored; customer traction has been building since, and the US market now offers meaningful export headroom entering FY 2026-27.

Domestic capacity absorption - Excess capacity in the domestic market restrained pricing for much of the year. The Company responded by protecting share and deepening customer engagement, positioning itself to benefit fully as this capacity is absorbed by growing demand. Early indicators suggest capacity utilization is steadily gaining momentum.

West Asia cost escalation- navigated without disruption. With approximately 75-80% of raw material sourced from the US Gulf Coast and around 40% of sales exported, the conflict from February 2026 drove a material increase in feedstock, freight and packing costs, with vessel rerouting via the Cape of Good Hope adding at least 14 days to transit time. The Company's supply chain proved a genuine competitive strength: shipments were proactively rerouted and every customer commitment was honoured. Given

the inherent quarter-lag in formula-based tyre contracts, a portion of the higher input cost could not be recovered through pricing within FY 2025-26 and will flow through in the following year.

Across the carbon black business, volumes grew to a record level while EBITDA per tonne held at about ₹ 14939 despite the severity of the spread compression and conflict-driven cost inflation – a resilience that reflects the growing value-added component of the product mix. The inventory adjustment undertaken by international customers earlier in the year stabilised in the latter part of the period, setting up a healthier demand environment entering FY 2026-27.

Power

The Power segment delivered robust performance across key operational and financial metrics in FY 2025-26. Net external revenue (excluding inter-segment sales) rose to 216 crore, making an increase of 34 Crore compared to 182 crore in FY 2024-25. This growth was driven by higher power generation and improved tariff realization achieved through strategic bilateral contracts.

Power generation reached an all time high of 839 million units (MU), registering a 13.4% YoY growth. This milestone was supported by higher carbon black production and enhanced power generation operational efficiency.

External sales volume grew by approximately 17.2%, while realization improved by 9.84% to Rs. 4.24 per unit. Performance was further strengthened by a deliberate shift towards bilateral contracts, which accounted for 43% of merchant sales compared to 31% in the prior year. These bilateral arrangements provide enhanced revenue predictably and mitigate exposure to merchant exchange volatility, driving long-term earnings stability.

PCBL (TN) Limited – Performance Summary

FY 2025-26 was a landmark year for the Tamil Nadu operation. The 90,000 MTPA brownfield expansion of rubber carbon black was completed during the fourth quarter, taking the Group's total installed carbon black capacity to 880,000 MTPA – a major milestone on the path to 1 million MTPA.

The subsidiary, PCBL (TN) Limited, sold 122069 MT of Carbon Black during FY 2025-26, with revenue from operations (excluding inter-segment revenue) of ₹ 1214 Crores and EBITDA of ₹ 172 Crores. Output built steadily through the year, with the facility delivering approximately 38298 KT in the fourth quarter alone, and the entity contributed meaningfully to consolidated carbon black volumes and

earnings. As a newly scaled facility, it carried the ramp-up effects and fixed-cost-absorption burden natural to this stage of its life; as utilisation builds towards mature levels, this represents a clear source of earnings upside for the Group.

Consolidated Basis

On a consolidated level, the Group reported EBITDA of ₹ 1082 Crores in FY 2025-26, compared to ₹ 1384 Crores in the previous year, and PAT of ₹ 198 Crores, as against ₹ 435 Crores in FY 2024-25. Consolidated revenue from operations was ₹ 8,189 Crores, against ₹ 8,404 Crores in FY 2024-25 – a decline of just 2.56% in a year of significant global turbulence, underlining the stability of the top line.

The operating performance beneath these numbers was robust. Carbon black volumes across the business grew about 3.81% to a record 618956 MT, and this was entirely a margin event rather than a demand event.

The movement at the PAT level reflects factors that are largely transitional or optical rather than structural. Depreciation and amortisation rose to ₹ 373 Crores (FY 2024-25: ₹ 346 Crores) following the commissioning of new capacity – an investment in future earnings. Also, an exceptional charge of ₹ 25 Crores was recognised for the statutory impact of the new Labour Codes. Encouragingly, finance costs reduced to ₹ 423 Crores (FY 2024-25: ₹ 461 Crores), reflecting disciplined debt repayment, and will continue to support earnings as deleveraging progresses.

Specialty & Solutions (Aquapharm)

The Specialty & Solutions business delivered a resilient outcome in a testing external environment, holding revenue broadly stable at ₹ 1,443 Crores with EBITDA of ₹ 162 Crores on volume of 94,445 MT. Growth engines within the portfolio performed strongly: Home Care volumes grew 11.1 % and application-specific solutions grew 17.6 %, more than validating the strategic thrust towards differentiated products. Water Solutions declined 11.9% and Oil & Gas fell 19.5% on lower US rig counts and frac spreads – cyclical end-market effects rather than any loss of competitive position.

From the fourth quarter, the West Asia conflict raised key raw-material prices – Yellow Phosphorous, Acrylic Acid and Maleic Acid by 48% – alongside packing material costs (up around 5% times) and LPG costs (up 63%). Together with a step-up in depreciation following the capacity expansion from 2,47,547 TPA to 2,56,747 MTPA tonnes, this resulted in a loss of approximately ₹ 105 Crores (prior year: ₹ 98 Crores). The expanded capacity, however, is now in

place ahead of demand, and with commercial supplies of green chelates having commenced to global FMCG majors, the business is well positioned for a strong recovery as input costs normalise.

Balance Sheet and Cash Flow

The year's most emphatic achievement was on the balance sheet. Cash generation remained strong throughout and was deployed with discipline on every front simultaneously: the Group reduced net borrowings by ₹ 454 Crores to ₹ 4,537 Crores and funded ₹ 727 Crores of capital expenditure. Working capital was further tightened, releasing approximately ₹ 447 Crores of cash, and ₹ 336 Crores of share-warrant proceeds further strengthened equity.

Your Company thus expanded capacity, deleveraged and sustained shareholder returns at the same time, preserving a conservative capital structure through a demanding year – and enters FY 2026-27 with record volumes, enlarged capacity, a stronger balance sheet and improving momentum, well placed to capture the recovery as cost pass-through completes and spreads normalise.

A detailed review of the operations of your Company for the financial year ended 31 March 2026 is given in the Management Discussion and Analysis Report, which forms a part of this Report.

DIVIDEND

The Board of Directors of your Company at its meeting held on 17 October, 2025 had declared an Interim Dividend @ 600 %, i.e. ₹6.00 /- per equity share on the face value of Re. 1/- per equity share, for the financial year ended 31 March, 2026. The said Interim Dividend was paid on or before 10 November, 2025. The dividend recommendation is in accordance with the Dividend Distribution Policy of your Company which is annexed hereto and forms part of an Integrated Report and the same is available on your Company's website and can be accessed at <https://www.pcblltd.com/investor-relation/general-policies>. There has been no change in the policy during the year. The Notice convening the ensuing Annual General Meeting ("AGM") of the Members of your Company includes an item for confirmation of the said interim dividend.

MANUFACTURING

During FY 2025-26, standalone Carbon Black production stood at 4,95,563 MT, compared to 4,96,944 MT in FY 2024-25. In addition, the Company's subsidiary, PCBL (TN) Limited, produced 1,23,895 MT of Carbon Black during

the year. Our strategic focus remains on enhancing production of value-added products in the performance and specialty chemical segment, which deliver higher contribution margins.

As part of our commitment to sustainability, we continue to drive initiatives aimed at reducing water and power consumption. Efforts are also directed towards cost optimization through efficient inventory and spare management, while reliability is being strengthened via preventive compliance measures, condition-based monitoring, and periodic reviews of SOPs.

In FY 2025-26, we successfully commissioned an additional 90,000 MTPA capacity at our Chennai Plant (TN) through brownfield expansion in the Rubber Black segment. Further brownfield expansion is underway at our Mundra Plant to increase capacity in the Specialty Black segment.

With strategically located plants across India, the Company is well-positioned to serve customers both domestically and globally. Proximity to major seaports provides a significant advantage by reducing logistics costs and improving supply chain efficiency.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

With an ongoing commitment to sustainability, the Company continues to strengthen its ESG performance through a comprehensive and independent ESG strategy and assessment framework. This approach is guided by clearly defined Key Performance Indicators (KPIs) derived from its materiality targets. The Company has further refined its key material issues in alignment with its evolving business context and the principles of Double Materiality Assessment. These material factors include greenhouse gas (GHG) emissions and energy management, water management, solid waste management, health and safety, human rights and employee wellbeing, community engagement, sustainable procurement, circular economy, product stewardship, and leadership and governance.

The Company remains aligned with the Science Based Targets initiative (SBTi) and continues to progress towards its emission reduction targets across Scope 1, Scope 2, and Scope 3, with a long-term goal of achieving Net Zero emissions by 2050. Reinforcing its commitment to responsible business practices, the Company continues its association with the UN Global Compact Network India (UNGCNI).

During FY 2025-26, the Company further strengthened its carbon management practices by continuing the carbon footprint assessment across all manufacturing

plants and offices. The assessment encompasses both direct and indirect emissions from operations. The GHG emission intensity (tCO₂e per metric tonne of carbon black production) for Scope 1 and Scope 2 stood at 2.05 tCO₂e/MT during the year. The Company has also continued its evaluation of Scope 3 emissions, with 14 out of the 15 categories identified as applicable to its operations.

The Company has continuously reviewed and refined its understanding of ESG-related risks and opportunities linked to its material topics. Action plans are being actively implemented to address these risks and capitalize on emerging opportunities. While certain initiatives require longer gestation periods, the Company remains steadfast in its commitment to achieving its ESG objectives and driving sustainable value creation over the long term.

CREDIT RATINGS

Your Company's financial discipline and prudence is reflected in the strong credit ratings ascribed by rating agencies. The details of credit rating are disclosed in the Corporate Governance Report, which forms part of this Integrated Report.

SHARE CAPITAL

Your Company's paid-up Equity Share Capital as on 31 March, 2026 stood at ₹ 39,34,62,604. During the year under review, your Company has not issued shares with differential voting rights nor granted stock options nor sweat equity. As on 31 March, 2026, none of the Directors of your Company hold shares or convertible instruments of your Company.

PREFERENTIAL ISSUE

The Preferential Issue Committee of the Board of Directors of the Company at its Meeting held on 7 May, 2024, had approved the allotment of warrants of the Company, on a preferential basis by way of a private placement and allotted 1,36,00,000 convertible warrants to Rainbow Investments Limited (Promoter) and 12,00,000 convertible warrants each to Quest Capital Markets Limited (Promoter Group) and STEL Holdings Limited (Promoter Group) on 7 May, 2024 for an issue price of ₹ 280 per warrant. Out of total issue price, ₹ 70 per warrant (25% of the issue price) amounting to ₹ 112 crores was received as the initial subscription amount at the time of allotment of the warrants.

During the year ended 31 March, 2026, the Company has received ₹ 336 crores (remaining 75% of the issue price). Upon receipt of such amount, the Preferential Issue

Committee of the Board of Directors of the Company at its Meeting held on 3 November, 2025 has considered and approved the allotment of 1,60,00,000 Equity Shares of face value of Re. 1/- each, upon conversion of equal number of Warrants. The amount raised, has been used fully for the purposes for which the funds were raised.

This has been considered for calculating diluted earnings per equity share as per Ind AS 33-Earnings Per Share upto 3 November, 2025.

The Company has complied with provisions of Section 42 and Section 62 of the Companies Act, 2013 in respect of issue of equity shares in conversion of share warrants.

INCORPORATION OF NANO VACE INC., USA, A WHOLLY OWNED SUBSIDIARY(WOS) OF NANO VACE TECHNOLOGIES LIMITED, A SUBSIDIARY COMPANY OF THE COMPANY

Nanovace Technologies Limited, a subsidiary of Company, has incorporated its wholly owned U.S. subsidiary, Nanovace Inc. in the state of Delaware. The company is exploring entering the highly lucrative battery chemicals market in USA. The subsidiary in USA will facilitate easier access to the North American markets. A local subsidiary in USA would further help to gain strategic market access, proximity to customers and understand regulatory and incentive landscape. Nanovace technology enables localization of supply chains of critical battery material like Graphite – Silicon composites, which is of critical strategic significance. The Company's U.S. subsidiary would strengthen the company's position as a global player in the battery chemicals industry.

INCORPORATION OF WHOLLY OWNED SUBSIDIARY (WOS) IN THE UNITED STATES OF AMERICA (USA)

The Company has incorporated a wholly owned subsidiary, PCBL Chemical USA Inc., under the laws of the State of Delaware, United States of America. The subsidiary in USA will facilitate easier access to the North American markets. A local subsidiary in USA would further help to gain strategic market access, proximity to customers and understand regulatory and incentive landscape. The company enables localization of supply chains of carbon black and speciality chemicals which is of critical strategic significance. The Company's US subsidiary would strengthen PCBL Chemical Limited position as a global player in the industry.

SUBSIDIARY COMPANIES

As on date, the Company has four wholly-owned unlisted subsidiaries, namely PCBL (TN) Limited, PCBL Chemical Europe SRL, Phillips Carbon Black Cyprus Holdings Limited (PCBCHL), and PCBL Chemical USA Inc. In addition, it has one unlisted subsidiary, Nanovace Technologies Limited (NTL), and one debt-listed subsidiary, Aquapharm Chemical Limited (ACL), formerly known as Advaya Chemical Industries Limited. PCBCHL has a step-down subsidiary, Phillips Carbon Black Vietnam Joint Stock Company. ACL, in turn, has step-down subsidiaries including Aquapharm Europe B.V., Unique Solutions for Chemical Industries Company (USCIC), and Aquapharm Chemicals LLC (AC LLC). USCIC further has a step-down subsidiary, USCI LLC, while AC LLC has two step-down subsidiaries, Aquapharm PChem LLC and Aquapharm Specialty Chemicals LLC. NTL also has step-down subsidiaries, namely Enersil Pty Limited and Nanovace Inc., USA. The Company does not have any associate companies or joint ventures within the meaning of Section 2(6) of the Companies Act, 2013.

In compliance with Sections 129, 134, and 136 of the Act, along with applicable rules and Regulation 33 of the SEBI Listing Regulations, the Company has prepared consolidated financial statements and a separate statement containing the salient features of subsidiaries, joint ventures, and associates in Form AOC-1, which forms part of this Integrated Report. The annual financial statements and related information of subsidiary companies will be made available to shareholders of the holding and subsidiary companies upon request, on all working days during business hours until the date of the AGM. These financial statements will also remain open for inspection at the Company's registered office and at the respective offices of the subsidiary companies. In accordance with Section 136 of the Act, the audited standalone and consolidated financial statements, together with audited accounts of each subsidiary, are available on the Company's website at www.pcbltld.com.

MATERIAL SUBSIDIARIES

As on 31 March 2026, the Company has one unlisted material subsidiary, PCBL (TN) Limited, and one debt-listed material subsidiary, Aquapharm Chemical Limited (ACL), formerly known as Advaya Chemical Industries Limited. The Company has adopted a formal Policy for Determining Material Subsidiaries, which is available on its website at <https://www.pcbltld.com/investor-relation/general-policies>.

Pursuant to Section 134 of the Companies Act, 2013, read with the applicable rules, the details of developments at the subsidiary level are disclosed in the Corporate Governance Report, forming part of this Integrated Report.

MANAGEMENT DISCUSSION AND ANALYSIS

The Management Discussion and Analysis Report for the year under review, as stipulated under the SEBI Listing Regulations, is presented in a section forming part of this Integrated Report, marked as **'Annexure -A'**.

ANNUAL RETURN

Pursuant to Section 134(3)(a) of the Companies Act, 2013, the draft annual return as on 31 March 2026, prepared in accordance with Section 92(3) of the Act read with Rule 12(1) of the Companies (Management and Administration) Rules, 2014, has been made available on the Company's website. The document can be accessed at <https://www.pcblltd.com/investor-relation/compliances-under-sebi-regulations>.

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

The information on conservation of energy, technology absorption and foreign exchange earnings and outgo stipulated under Section 134(3)(m) of the Act read with Rule 8 of the Companies (Accounts) Rules, 2014, as amended is provided as **'Annexure-B'** of this Integrated Report.

DEPOSITS

There were no outstanding deposits within the meaning of Sections 73 and 74 of the Act read with rules made thereunder at the end of FY 2025-26 or the previous financial years. Your Company did not accept any deposit during the year under review.

DETAILS OF SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS, COURTS AND TRIBUNALS

No significant and material order has been passed by the Regulators, Courts and Tribunals impacting the going concern status and your Company's operations in future.

No proceedings have been initiated/pending against the Company under the Insolvency and Bankruptcy Code, 2016.

No instances of one-time settlement with any bank or financial institution were incurred during the financial year under review.

INTERNAL FINANCIAL CONTROL SYSTEM AND THEIR ADEQUACY

Your Company has established adequate internal financial controls with reference to the financial statements, commensurate with the size, scale, and complexity of its operations. An independent Internal Audit team is in place to evaluate the adequacy and effectiveness of internal control design and implementation, risk management practices, and operating systems and processes. The team comprises appropriately skilled, experienced, and qualified professionals. The Internal Audit plan is aligned with the Company's business objectives and is reviewed and approved by the Audit Committee to ensure robust governance. Further details on the internal control systems and their adequacy are provided in the Management Discussion and Analysis Report, which forms part of this Integrated Report.

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

Details of Loans, Guarantees and Investments made during the year under review, are given in the notes to the financial statements.

COMMITTEES OF THE BOARD

As required under the Act and the SEBI Listing Regulations, the Board has six (6) Statutory Committees: Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee, Independent Directors' Committee and the Sustainability and Risk Management Committee.

Details of all the committees such as terms of reference, composition, and meetings held during the year under review are disclosed in the Corporate Governance Report, which forms part of this Integrated Report.

CORPORATE SOCIAL RESPONSIBILITY

The details of the CSR Committee are provided in the Corporate Governance Report, which forms part of this Integrated Report. The Company's CSR Policy is available on its website at <https://www.pcblltd.com/investor-relation/general-policies>. A brief outline of the CSR policy and the initiatives undertaken during the year under review is annexed as **'Annexure-C'**, forming part of this Integrated Report.

The Chief Financial Officer has certified that the CSR spends of the Company for FY 2025-26 have been utilized for the approved purposes and in the manner sanctioned by the Board of Directors.

Further, in compliance with the provisions of the Companies Act, 2013 and the applicable CSR Rules, the Company engaged Renovate India to conduct an impact assessment of its CSR initiatives. The impact assessment report of the "RP Goenka International School Infrastructure Project (Phase 1)" has been completed and is annexed to this Report as **Annexure C**. These assessments provide valuable insights into the effectiveness and long-term outcomes of the project, ensuring transparency, accountability, and continuous improvement in the Company's CSR strategy.

VIGIL MECHANISM/WHISTLE BLOWER POLICY

The Company has established a Vigil Mechanism for Directors and employees to report concerns relating to unethical behaviour, actual or suspected fraud, or violations of the Company's Code of Conduct. The mechanism provides adequate safeguards to employees and business associates reporting such matters and encourages the reporting of genuine concerns or grievances. Multiple channels are available for promptly reporting suspected or potential violations of laws, regulations, or the Company's Code of Conduct, and in appropriate and exceptional circumstances, employees and Directors have direct access to the Chairperson of the Audit Committee. The Vigil Mechanism and Whistle Blower Policy is available on the Company's website at <https://www.pcblltd.com/responsibility/policies>.

During the financial year ended 31 March 2026, the Company did not receive any complaint under the Vigil Mechanism / Whistle Blower Policy.

ANNUAL EVALUATION OF BOARD PERFORMANCE AND PERFORMANCE OF ITS COMMITTEES AND DIRECTORS

Pursuant to the applicable provisions of the Companies Act, 2013 and the SEBI Listing Regulations, the Board carried out the annual evaluation of its own performance, the performance of its Committees, and that of individual Directors, including the Chairman. The Nomination and Remuneration Committee (NRC) defined the evaluation criteria and established the mechanism for conducting the performance evaluation process.

During FY 2025-26, the Company engaged a leading HR Consulting Firm to facilitate the Board Evaluation survey.

The process involved structured questionnaires circulated among Board Members, Committee Members, and Directors to obtain feedback on various aspects of Board and Committee functioning. The consulting firm compiled the responses, identified key inferences and observations, and prepared a consolidated report, which was shared with the Chairman of the Board for review and for providing feedback to each Director.

The evaluation criteria for the Board included parameters such as composition and diversity, quality of deliberations, effectiveness in setting strategy and overall direction, Board processes, relations with management, contribution to decision-making, Board development, and timeliness of information flow. For Committees, the criteria covered structure and composition, effective participation of members, quality of deliberations, suggestions made, and the effectiveness of recommendations to the Board. A separate peer review exercise was undertaken to evaluate the performance of individual Directors, while the performance of the Chairman was assessed based on feedback from all other Directors.

Additionally, the Independent Directors, at their exclusive meeting held during the year, reviewed the performance of the Board, its Chairman, and Non-Executive Directors, along with other matters as stipulated under the Listing Regulations.

NOMINATION AND REMUNERATION POLICY

The Board has, on the recommendation of the Nomination and Remuneration Committee, framed a policy for the selection and appointment of Directors, Key Managerial Personnel (KMP), Senior Management Personnel (SMP) and other employees along with their remuneration. The Nomination and Remuneration Policy and the details pertaining to the remuneration paid during the year are furnished in the Corporate Governance Section of the Integrated Report.

The Remuneration Policy is also posted on your Company's website and may be accessed at the link: <https://www.pcblltd.com/investor-relation/general-policies>.

TRANSACTIONS WITH RELATED PARTIES

All contracts or arrangements entered into by and between the Company with Related Parties are on arm's length basis and in the ordinary course of business. Hence, pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014, there are no related party transactions to be reported under Section 188(1) of the Act and Form AOC-2 is not applicable.

All related party transactions are placed before the Audit Committee for its review and approval on a quarterly basis. An omnibus approval of the Audit Committee is obtained for the related party transactions which are repetitive in nature. Further, the related party transactions are reviewed by the Statutory Auditors of the Company.

During the year under review, your Company had not entered into any Material Related Party Transactions.

Related Party disclosures as per Ind AS 24 have been provided in Notes to accounts annexed to the financial statements.

The Policy on Related Party Transactions is available on your Company's website and can be accessed using the link: <https://www.pcblltd.com/investor-relation/general-policies>.

Pursuant to the provisions of Regulation 23 of the SEBI Listing Regulations, your Company has filed half yearly reports to the stock exchanges, for the related party transactions.

RISK MANAGEMENT

Your Company has a structured Risk Management Framework designed to identify, assess, and mitigate risks in line with the size, scale, and complexity of its operations. The Board has constituted a Sustainability and Risk Management Committee (SRMC) to frame, implement, and monitor the risk management plan of the Company. The SRMC is responsible for reviewing the plan periodically and ensuring its effectiveness, while the Audit Committee provides additional oversight in the area of financial risks and controls. Major risks identified across business operations are systematically addressed through appropriate mitigation measures on a continual basis. Further details on risk management activities, including the implementation of the risk management policy, key risks identified, and mitigation strategies, are provided in the Management Discussion and Analysis Report (Annexure - A), which forms part of this Integrated Report.

PARTICULARS OF EMPLOYEES AND REMUNERATION

The information required under Section 197 of the Act, read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, relating to percentage increase in remuneration, ratio of remuneration of each Director and Key Managerial Personnel (KMP) to the median of employees' remuneration are provided in 'Annexure-D' of this Integrated Report.

The statement containing particulars of employees, as required under Section 197 of the Act, read with Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, forms a part of this

Integrated Report. However, in terms of Section 136 of the Act, the Integrated Report is being sent to the shareholders and others entitled thereto, excluding the said annexure. If any shareholder is interested in obtaining a copy thereof, such shareholder may write to your Company Secretary in this regard at pcbll.investor@rpsg.in.

KEY MANAGERIAL PERSONNEL

During the year, there was a change in the Key Managerial Personnel (KMPs) of your Company and the Company had the following KMPs as on March 31, 2026 as per Section 2(51) of the Act:

Sl. No.	Key Managerial Personnel	Designation
1.	Mr. Nilesh Koul*	Managing Director
2.	Mr. Raj Kumar Gupta	Chief Financial Officer
3.	Mr. Kaushik Mukherjee	Company Secretary and Chief Legal Officer

*Mr. Nilesh Koul (DIN: 10963815) was appointed as the Managing Director of the company w.e.f 3 November, 2025 for a period of five years.

*Mr. Kaushik Roy (DIN: 06513489) resigned as Managing Director of the Company w.e.f 3 November, 2025.

LISTING

The equity shares of your Company continue to be listed on the National Stock Exchange (NSE) and BSE Limited (BSE). The Non-convertible debentures issued by your Company continues to be listed on BSE Limited. Your Company has paid the requisite listing fees to all the Stock Exchanges for FY 2026-27

CORPORATE GOVERNANCE REPORT

Your Company remains committed to maintaining the highest standards of corporate governance practices. The Corporate Governance Report, as required under the SEBI Listing Regulations, forms part of this Integrated Report and includes the certificate issued by M/s. S. R. Batliboi & Co. LLP, Chartered Accountants (Firm Registration No. 301003E/E300005), the Statutory Auditors of the Company, confirming compliance with the stipulated conditions of corporate governance.

In line with governance requirements under the SEBI Listing Regulations, the Company has formulated and implemented a Code of Conduct applicable to all Board Members and senior management personnel. All concerned individuals have affirmed compliance with the Code. The Code of Conduct is available on the Company's website at <https://www.pcblltd.com/investor-relation/share-information/code-of-conduct>.

NUMBER OF MEETINGS OF THE BOARD

The Board met 6 (Six) times during the year under review. The intervening gap between the Board Meetings was within the period prescribed under the Act. The details of board meetings and the attendance of the Directors are provided in the Corporate Governance Section, which forms part of this Integrated Report. Your Company has complied with the Secretarial Standards issued by the Institute of Company Secretaries of India on Board Meetings and General Meetings.

INDEPENDENT DIRECTORS' MEETING

The Independent Directors met twice during the year without the attendance of Non-Independent Directors and members of the management. The Independent Directors reviewed the performance of Non-Independent Directors, the Committees and the Board as a whole along with the performance of the Chairman of your Company, taking into account the views of Executive Directors and Non-Executive Directors and assessed the quality, quantity and timeliness of flow of information between the management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

BOARD FAMILIARISATION AND TRAINING PROGRAMME

The Board is regularly updated on changes in statutory provisions, as applicable to your Company. The Board is also updated on the operations, key trends and risk universe applicable to your Company's business. These updates help the Directors in keeping abreast of key changes and their impact on your Company. The details of such programmes are provided in the Corporate Governance Report, which forms part of this Integrated Report.

DIRECTORS' RESPONSIBILITY STATEMENT

Pursuant to Section 134(5) of the Act, the Board, to the best of their knowledge and based on the information and explanations received from the management of your Company, confirm that:

- in the preparation of the Annual Financial Statements, the applicable accounting standards have been followed and there are no material departures;
- they have selected such accounting policies and applied them consistently and judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of your Company at the end of the financial year and of the profit of your Company for that period;

- 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 your Company and for preventing and detecting fraud and other irregularities;
- the annual financial statements have been prepared on a going concern basis;
- they have laid down internal financial controls to be followed by your Company and that such internal financial controls are adequate and operating effectively;
- proper systems have been devised to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

DECLARATION BY INDEPENDENT DIRECTORS

All the Independent Directors of the Company have submitted the requisite declarations stating that they meet the criteria of independence as prescribed under Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations. The Board reviewed and assessed the veracity of the aforesaid declarations, as required under Regulation 25(9) of the Listing Regulations. In the opinion of the Board, all the Independent Directors fulfil the said conditions as mentioned in Section 149(6) of the Act and the Listing Regulations and are independent of the Management. All the Independent Directors of the Company have complied with the provisions of sub rule (1) and (2) of Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014 with respect to registration with the Indian Institute of Corporate Affairs for the Independent Directors' Database. There has been no change in the circumstances affecting their status as Independent Directors of the Company. In the opinion of the Board, the Independent Directors possess the requisite integrity, experience, expertise and proficiency required to fulfill their duties as Independent Directors.

STATUTORY AUDITORS AND AUDITOR'S REPORT

In accordance with the provisions of Section 139 of the Companies Act, 2013, M/s. S. R. Batliboi & Co. LLP, Chartered Accountants (Firm Registration No. 301003E/E300005) were appointed as the Statutory Auditors of the Company for their second term of five consecutive years, commencing from the conclusion of the sixty-first (61st) Annual General Meeting (AGM) until the conclusion of

the sixty-sixth (66th) AGM to be held in the year 2027. The Auditors have confirmed that they are not disqualified from continuing as Statutory Auditors of the Company.

The Auditors' Report on the financial statements of the Company for FY 2025-26 forms part of this Integrated Report. The Notes on financial statements referred to in the Auditors' Report are self-explanatory and do not require any further comments. The Auditors' Report does not contain any qualification, reservation, adverse remark, or disclaimer. Further, during the year under review, the Auditors did not report any matter under Section 143(12) of the Act, and accordingly, no disclosure is required under Section 134(3)(ca) of the Act.

Representatives of the Statutory Auditors attended the previous AGM of the Company held on 15 September, 2025.

COST ACCOUNTS AND COST AUDITORS

Pursuant to Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, the cost records maintained by the Company in respect of the manufacturing of Carbon Black and generation and transmission of electricity at its plants located at Durgapur (West Bengal), Kochi (Kerala), Mundra and Palej (Gujarat) are subject to cost audit. Based on the recommendation of the Audit Committee, the Board of Directors appointed M/s. Shome & Banerjee, Cost Auditors, to conduct the cost audit for FY 2026-27 at a remuneration of ₹ 5,50,000 (Rupees Five Lakhs Fifty Thousand only). In accordance with the provisions of the Act, the remuneration payable to the Cost Auditors is required to be ratified by the Members at the ensuing AGM, and a resolution to this effect has been included at Item No. 4 of the Notice convening the AGM.

The Company has received written consent from the Cost Auditors confirming that their appointment is in accordance with the applicable provisions of the Act and the rules framed thereunder, and that they are not disqualified from being appointed as Cost Auditors of the Company for the financial year ending 31 March, 2027. The Company submits its Cost Audit Report with the Ministry of Corporate Affairs within the stipulated time period.

SECRETARIAL AUDITORS AND SECRETARIAL STANDARDS

The Secretarial Audit for the financial year ended 31 March 2026 was conducted by M/s. Anjan Kumar Roy & Co., Company Secretaries (Membership No. FCS 5684, CP No. 4557). The Secretarial Audit Report, annexed as Annexure E, forms part of this Board's Report. The Report

is self-explanatory and does not contain any qualification, reservation, adverse remark, or disclaimer. Further, during the year under review, the Secretarial Auditors did not report any matter under Section 143(12) of the Companies Act, 2013, and accordingly, no disclosure is required under Section 134(3)(ca) of the Act.

In compliance with Section 204 of the Companies Act, 2013, read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, and SEBI (LODR) Regulations, including the SEBI (LODR) (Third Amendment) Regulations, 2024, M/s. Anjan Kumar Roy & Co., Company Secretaries was appointed as the Secretarial Auditors of the Company for a term of five consecutive financial years, commencing from FY 2025-26 up to FY 2029-30, at the 64th AGM held on 15 September, 2025. The Secretarial Auditors have provided their written confirmation that their appointment is in accordance with the applicable provisions of the Act and rules framed thereunder, and that they are not disqualified from continuing as Secretarial Auditors of the Company.

SECRETARIAL AUDIT OF MATERIAL UNLISTED INDIAN SUBSIDIARY

In compliance with the requirements of the SEBI Listing Regulations, the material unlisted Indian subsidiary of your Company appointed a Practicing Company Secretary to conduct the Secretarial Audit for FY 2025-26. The Secretarial Audit Report confirms that the subsidiary has complied with the provisions of the Companies Act, 2013, applicable rules, regulations, and guidelines, and that there were no deviations or non-compliances during the year under review.

SECRETARIAL STANDARDS

Your Company is in compliance with the applicable Secretarial Standards issued by The Institute of Company Secretaries of India and approved by the Central Government under Section 118(10) of the Act for the Financial Year ended March 31, 2026.

DISCLOSURE AS PER THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013:

Your Company has zero tolerance towards sexual harassment at the workplace and has adopted a policy on prevention, prohibition, and redressal of sexual harassment in line with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and the Rules framed thereunder. In compliance with the law, the Company has constituted an

Internal Committee to inquire into complaints of sexual harassment and to take appropriate action as stipulated under the Act.

Any complaint pertaining to sexual harassment is reviewed and investigated with utmost diligence and sensitivity. The Internal Committee members are trained to handle and resolve complaints effectively and have also developed an online POSH e-learning awareness module for employees. In addition, all new employees undergo a detailed orientation on the Company's anti-sexual harassment policy.

During the financial year ended 31 March, 2026, the Company did not receive any complaint under the provisions of the Act.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORTING

In accordance with the SEBI Listing Regulations, the Business Responsibility and Sustainability Report (BRSR) for FY 2025-26, outlining the initiatives undertaken by your Company from an Environment, Social and Governance (ESG) perspective, forms part of this Integrated Report and is annexed as Annexure F. In addition to the BRSR, the Integrated Report provides detailed insights into various ESG initiatives adopted by the Company, reflecting its commitment to sustainable and responsible business practices.

The ESG disclosures, including the BRSR Report, have been independently assured by Forvis Mazars LLP, thereby reinforcing the credibility, transparency, and accountability of the Company's sustainability reporting framework.

QUALIFICATION, RESERVATION OR ADVERSE REMARK IN THE AUDIT REPORTS

There is no qualification, reservation or adverse remark made by the Statutory or Cost or Secretarial Auditors in their Audit Reports issued by them.

DIRECTORS

In accordance with the provisions of Section 152 of the Companies Act, 2013, read with the rules made thereunder and the Articles of Association of the Company, Dr. Sanjiv Goenka (DIN: 00074796) is liable to retire by rotation at the ensuing AGM and, being eligible, has offered himself for re-appointment. The Board recommends his re-appointment as Director for the approval of the Members. Brief details, as required under Secretarial Standard-2 and Regulation 36 of the SEBI Listing Regulations, are provided in the Notice of the AGM.

During the year under review, Mr. Kaushik Roy (DIN: 06513489) tendered his resignation as the Managing Director of the Company with effect from 3 November, 2025 due to personal reasons. Mr. Nilesh Koul (DIN: 10963815) was appointed as the Managing Director of the Company with effect from 3 November, 2025 for a period of five years, which was duly approved by the shareholders.

Further, Mrs. Rusha Mitra (DIN: 08402204), Non-Executive Independent Woman Director, completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Ms. Sneha Lata (DIN: 11628402) was appointed as an Additional Non-Executive Independent Woman Director of the Company with effect from 26 March, 2026 for a first term of five consecutive years, subject to the approval of the shareholders of the Company. by way of a Special Resolution by means of Postal Ballot and such other approvals as may be necessary.

POLICY ON DIRECTORS' APPOINTMENT AND REMUNERATION

Pursuant to Section 178(3) of the Companies Act, 2013, your Company has framed a Policy on Directors' Appointment and Remuneration ("Remuneration Policy"), which is available on the Company's website at <https://www.pcbltd.com/investor-relation/general-policies>. The Remuneration Policy sets out the guiding principles for the Nomination and Remuneration Committee (NRC) in identifying individuals qualified to become Directors and in determining their independence.

The Policy is designed to ensure that appointments are made on the basis of merit, experience, and skills relevant to the Company's business, while also promoting diversity and independence on the Board. It further provides a framework for rewarding performance, with remuneration directed towards recognizing achievements and contributions to the Company's growth and governance.

BOARD DIVERSITY

Your Company recognizes and embraces the importance of a diverse Board in driving sustainable success. The Board has adopted a Board Diversity Policy, which sets out the approach to ensuring diversity in the composition of the Board of Directors. The Policy emphasizes representation across gender, age, experience, skills, and backgrounds to enrich Board deliberations and decision-making.

The Board Diversity Policy is available on the Company's website at <https://www.pcblltd.com/investor-relation/general-policies>.

SUCCESSION PLAN

Your Company has established an effective mechanism for succession planning, ensuring the orderly transition of Directors, Key Managerial Personnel, and Senior Management. The process is overseen by the Nomination and Remuneration Committee (NRC) in concurrence with the Board, thereby maintaining leadership continuity and organizational stability.

The Succession Planning Policy for the Board and Senior Management is available on the Company's website at <https://www.pcblltd.com/investor-relation/general-policies>.

BOARD POLICIES

The details of various policies approved and adopted by the Board, as required under the Companies Act, 2013 and the SEBI Listing Regulations, are provided in pages 146-147 of this Integrated Report. These policies collectively guide the Company's governance framework, ensuring compliance, transparency, and accountability in its operations.

HUMAN RESOURCES

A detailed section on your Company's Human Resource Development is a part of the Management Discussion and Analysis Report, which forms a part of the Board's Report.

KEY FINANCIAL RATIOS

The Key Financial Ratios for the financial year ended 31 March, 2026 are provided in the Management Discussion and Analysis Report (Annexure- A), which is annexed hereto and forms an integral part of this Board's Report. These ratios present a comprehensive view of the Company's financial performance during the year under review.

CYBER SECURITY

In view of the increasing incidence of cyber-attack scenarios, your Company periodically reviews its Cyber Security Policy and continuously enhances processes and technology controls in line with evolving threat landscapes. The Company's technology environment is equipped with real-time security monitoring and layered controls, spanning from end-user devices to networks, applications, and data.

This multi-layered approach ensures proactive detection, prevention, and mitigation of potential cyber threats, thereby safeguarding the Company's digital infrastructure and business continuity.

CODE FOR PREVENTION OF INSIDER TRADING

Your Company has adopted a Code of Conduct ("Code") to regulate, monitor, and report trading in the Company's shares by designated persons and their immediate relatives, in compliance with the requirements of the SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended. The Code lays down detailed procedures to be followed by designated persons while trading or dealing in the Company's shares and in handling Unpublished Price Sensitive Information (UPSI).

The Code also mandates the maintenance of a structured digital database, establishes mechanisms for the prevention of insider trading, and prescribes processes for familiarizing employees with the sensitivity of UPSI. In addition, it incorporates a Code of Fair Disclosure of Price Sensitive Information, which is available on the Company's website at <https://www.pcblltd.com/investor-relation/general-policies>.

To strengthen awareness, employees are required to undergo mandatory training on the Code, ensuring compliance and reinforcing the Company's commitment to ethical trading practices.

DISCLOSURE UNDER THE MATERNITY BENEFIT ACT, 1961

The Company complies with the provisions of the Maternity Benefit Act, 1961 and extends maternity benefits to all eligible women employees in accordance with the Act. Adequate facilities and support are provided to ensure the well-being of employees, in line with statutory requirements and the Company's commitment to fostering a supportive and inclusive workplace.

OTHER DISCLOSURES:

Your Directors state that no disclosure or reporting is required in respect of the following items as there were no transactions / events on these items during the year under review:

1. Issue of equity shares with differential rights as to dividend, voting or otherwise.
2. Issue of Shares (including Sweat Equity Shares) to employees of the Company under any Scheme.
3. Voting rights which are not directly exercised by the employees in respect of shares for the subscription/ purchase of which loan was given by the Company (as there is no scheme pursuant to which such persons can beneficially hold shares as envisaged under section 67(3)(c) of the Act).

4. The Company has not made any one-time settlement for loans taken from the Banks or Financial Institutions.
5. There was no revision of financial statements and Board's Report.

ACKNOWLEDGEMENT

The Directors convey their profound appreciation for the guidance, support, and assistance extended by the Government of India, State Governments, relevant Government Departments, Financial Institutions, and Banks.

They further express their gratitude to the Company's valued shareholders, customers, suppliers, and business

partners for the trust, confidence, and enduring association that continue to strengthen the Company's journey.

The Board also records its sincere thanks to employees across all levels for their dedication and consistent contributions, which have been instrumental in driving the Company's growth and excellence.

For and on behalf of the Board of Directors

	Dr. Sanjiv Goenka
Place: Kolkata	Chairman
Date: 30 April, 2026	(DIN: 00074796)

Dividend Distribution Policy

This policy applies to the distribution of dividend by PCBL Chemical Limited (the "Company") in accordance with the provisions of the Companies Act, 2013 ("Act") and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("SEBI Listing Regulations").

DEFINITIONS

The terms referred to in the policy will have the same meaning as defined under the Act and the Rules made thereunder, and the SEBI Listing Regulations.

BACKGROUND

This Policy is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), as amended. A copy of the Policy is disclosed on the Company's website and a weblink is provided in the Integrated Report of the Company.

This policy sets out the parameters and circumstances that will be taken into account by the Board of Directors of the Company ('the Board') in determining the distribution of dividend to its shareholders and/or retaining profits earned by the Company.

OBJECTIVE

The objective of the Dividend Distribution Policy of the Company is to reward shareholders by sharing a portion of the available profits, after ensuring that sufficient funds are retained for the future business requirements of the Company.

SCOPE OF THE POLICY

This Policy applies to the Company as well as its subsidiaries, joint ventures, affiliates etc.

EFFECTIVE DATE

This Policy is effective from the financial year 2017-18.

The Board of Directors may in extraordinary circumstances, deviate from the parameters listed in this policy.

GUIDELINES FOR DISTRIBUTION OF DIVIDEND

a. The circumstances under which the shareholders may or may not expect dividend;

The Company shall comply with the relevant statutory requirements that are applicable to the Company in declaring dividend or retaining its earnings. Generally, the Board shall determine the dividend for a particular period after taking into consideration the financial performance of the Company, the advice of executive management, and other parameters described in this policy.

b. The financial /internal parameters that shall be considered while declaring dividend;

The Board shall consider, amongst others, the following financial parameters while declaring dividend or recommending dividend to shareholders:

- Capital allocation plans including:
 - Expected cash requirements of the Company towards working capital, capital expenditure in Content, technology and Infrastructure etc.;
 - Investments required towards execution of the Company's strategy;
 - Funds required for any acquisitions that the Board may approve; and
 - Any share buy-back plans.
- Minimum cash required for contingencies or unforeseen events;
- Funds required to service any outstanding loans;
- Liquidity and return ratios;
- Any other significant developments that require cash investments, or, retention of fund.

c. External factors that shall be considered for declaration of dividend;

The Board shall consider, amongst others, the following external parameters while declaring dividend or recommending dividend to shareholders:

- Any significant changes in macro-economic environment affecting India or the geographies in which the Company operates, or the business of the Company or its customers;
- Any political, tax and regulatory changes, or, likely changes in India or any other geographies in which the Company operates;
- Any significant change in the business or technological environment resulting in the Company making significant investments to effect the necessary changes to its business model;
- Any changes in the competitive environment requiring significant investment.

d. Policy as to how the retained earnings shall be utilized.

The consolidated profits earned by the Company can either be retained in the business and used for

Dividend Distribution Policy (Contd.)

various purposes like those outlined in clause (b) above or the whole or a part of it can be distributed to the shareholders.

e. Provisions in regard to various classes of shares.

The provisions contained in this policy shall apply to all classes of Shares of the Company. It may be noted that currently the Company has only one class of shares, namely, Equity Shares.

The Board may declare interim dividend(s) as and when they consider it fit, and, in addition to such interim dividend, may recommend final dividend to the shareholders for their approval in the annual general meeting of the Company.

REVIEW

This policy will be reviewed and amended as and when required by the Board.

LIMITATION AND AMENDMENT

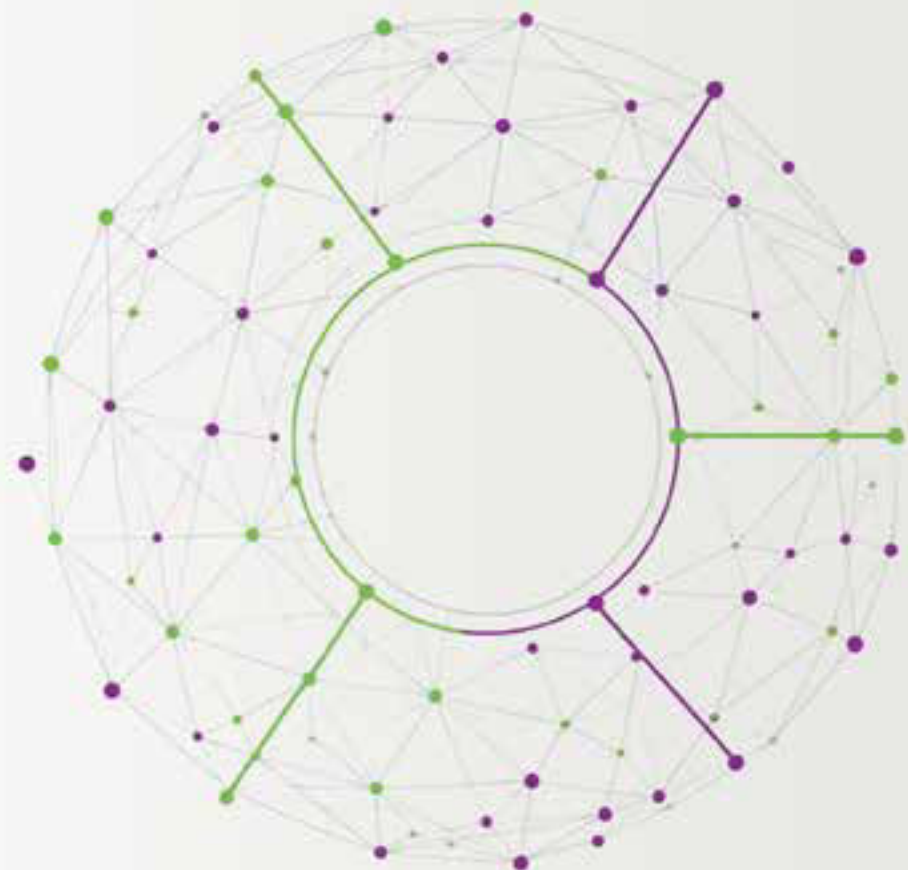
In the event of any conflict between the provisions of this policy and of the Act or SEBI Listing Regulations or any other statutory enactments, rules (cumulatively, 'the statutory provisions'), the said statutory provisions shall prevail over this policy. Any subsequent amendment / modification in the Act, Listing Regulations, and/or applicable laws in this regard shall automatically apply to this policy.

DISCLOSURE OF THE POLICY

This Policy shall be made available on the website of the Company. The necessary disclosures about the Policy and other details should be made as per the requirements of the SEBI Listing Regulations and the Act.

Annexure - 'A' to the Board's Report

MANAGEMENT DISCUSSION AND ANALYSIS



Economic Overview

Global Economic Overview

The global economy demonstrated resilience in CY2025, supported by steady consumer demand, continued investment in digital infrastructure, and growing adoption of AI-led technologies. While economic activity remained broadly stable, the operating environment became more complex following the escalation of conflict in the Middle East in early 2026. The resulting disruptions to

energy markets, higher commodity prices, supply with persistent policy uncertainty and tighter financial conditions, moderated global growth prospects across most economies.

Global GDP growth is estimated at 2.9% in CY2025 and is projected to moderate to 2.5% in CY2026 before recovering to 2.8% in CY2027. While near-term growth reflects the impact of evolving trade dynamics,

elevated energy costs and inflationary pressures, the global economy continues to demonstrate resilience, supported by easing financial conditions, improving investment sentiment and a gradual recovery in trade and industrial activity.

Growth Dynamics across Regions

Advanced economies are expected to grow by 1.8% in CY2025, moderate to 1.5% in CY2026, and recover to 1.8% in CY2027. Household consumption remains supported by healthy labour markets and resilient incomes, while investment activity is constrained by elevated borrowing costs, tighter fiscal conditions, and persistent geopolitical uncertainty. AI adoption and productivity-enhancing investments continue to provide structural support, although their benefits are expected to materialise gradually across sectors.

Emerging market and developing economies (EMDEs) continue to account for the majority of global growth but face a more challenging outlook. Growth is estimated at 3.9% in CY2025, slowing to 3.6% in CY2026, before improving to 4.2% in CY2027. Higher energy prices, weaker external demand, tighter financial conditions, and elevated sovereign borrowing costs are weighing on growth, particularly for commodity-importing economies and countries with weaker fiscal positions. Nevertheless, domestic consumption, infrastructure investment, and structural reforms remain important long-term growth drivers.



Trade, Commodity and Industrial Trends

Global trade continues to be supported by expanding digitalisation, growing AI-related investments, resilient demand for computing equipment, and the ongoing diversification of global supply chains. Businesses across industries are increasingly reconfiguring manufacturing and sourcing strategies to enhance resilience and improve long-term competitiveness. At the same time, countries are strengthening bilateral and regional trade partnerships to improve market access, diversify supply chains and enhance export competitiveness. Developments in India-US trade relations, including the reduction in US tariffs applicable to Indian goods during 2026, together with continued progress in the India-European Union Free Trade Agreement negotiations, are expected to support cross-border trade, manufacturing investment and greater integration into global value chains. While geopolitical tensions, evolving trade policies, and disruptions arising from the Middle East conflict have introduced volatility in commodity markets, logistics, and cross-border trade flows, these structural shifts continue to support global trade activity over the medium term.

Commodity markets experienced renewed volatility during the year. Energy prices rose sharply following disruptions across the Middle East, with crude oil, natural gas, and fertiliser prices increasing significantly. These developments have raised production costs across energy-intensive industries while reinforcing the importance of supply chain diversification and energy security. Demand linked to electrification, digital infrastructure, advanced manufacturing, and the global energy transition continues to support industrial metals and advanced material value chains.

Inflation and Monetary Conditions

The improvement in global inflation observed through 2025 has moderated following the recent surge in energy prices. Inflation expectations have increased across both advanced and emerging economies, prompting central banks to maintain a cautious policy stance. Financial conditions remain tighter than pre-pandemic levels, with higher bond yields and sovereign borrowing costs particularly affecting commodity-importing emerging markets. These conditions continue to influence capital expenditure decisions despite resilient consumer demand in several major economies.



Implications for Industrial and Infrastructure Demand

Industrial and infrastructure investment continues to underpin long-term global growth despite near-term macroeconomic headwinds. Governments and businesses remain focused on strengthening energy security, upgrading manufacturing capabilities, expanding digital infrastructure, and accelerating the energy transition. Long-term demand fundamentals continue to be supported by:

Urbanisation and mobility requirements

Infrastructure and construction investments

Energy transition and electrification

AI-driven digital infrastructure and data centres

Growing demand for advanced materials, battery technologies, and specialty chemicals

Global GDP Growth Projections (%)

World	Advanced Economies	Emerging Markets and Developing Economies
2027F 2.8	2027F 1.8	2027F 4.2
2026P 2.5	2026P 1.5	2026P 3.6
2025E 2.9	2025E 1.8	2025E 3.9
2024 2.9	2024 1.8	2024 4.3
2023 2.8	2023 1.6	2023 4.4

(Source: <https://www.worldbank.org/en/publication/global-economic-prospect>: World Bank, Global Economic Prospects, June 2026)

P: Projected, E: Estimated

Note: Figures for 2026 and 2027 are projections.

OUTLOOK

The global economy is expected to remain resilient, supported by sustained investments in digitalisation, artificial intelligence, infrastructure development, and the ongoing energy transition. While near-term growth may moderate amid geopolitical uncertainties, evolving trade dynamics, and elevated energy prices, these challenges are expected to accelerate structural shifts that strengthen supply chain resilience, technological innovation, and industrial competitiveness.

As economies adapt to the evolving global landscape, businesses that remain agile, invest in innovation, strengthen operational resilience, and maintain disciplined capital allocation will be well positioned to capitalise on emerging opportunities. The continued focus on advanced manufacturing, digital technologies, and sustainable growth is expected to create a strong foundation for long-term value creation across industries.

(Source: <https://www.worldbank.org/en/publication/global-economic-prospectsf>)

INDIAN ECONOMIC OVERVIEW

India remained the world's fastest-growing major economy, exhibiting strong resilience despite a volatile global environment marked by geopolitical fragmentation and policy uncertainty. Supported by strong domestic fundamentals, the economy sustained its growth momentum. Based on the revised 2022–23 base year estimates, India's real GDP growth for FY 2025–26 is estimated at 7.4%, exceeding earlier projections and reflecting a strong recovery in industrial and services activity.

Real GDP Growth Rate Projections (in %)

FY 2026–27P	6.9
FY 2025–26E	7.4
FY 2024–25	6.5
FY 2023–24	9.2



E: Estimated, P: Projected
(Source: Press Release Page | Press Information Bureau
<https://www.indiabudget.gov.in/economicsurvey/doc/Infographics%20English.pdf>)

Domestic Demand and Structural Resilience

Domestic demand remained the primary engine of growth, with both Private Final Consumption Expenditure (PFCE) and Gross Fixed Capital Formation (GFCF) recording growth above 7.0%. Rising real purchasing power and stable employment conditions continued to support this momentum.

The manufacturing sector emerged as a standout contributor, registering double-digit growth in FY 2025–26. Continued government investment in infrastructure development, including roads, highways, and energy transition projects, further supported growth by crowding in private investment.

Monetary Policy and Inflation Dynamics

During its April 2026 meeting, the Monetary Policy Committee (MPC) maintained a stable policy stance, keeping the repo rate unchanged at 5.25% while adopting a 'neutral' approach. This decision reflects a cautious balance between supporting growth and anchoring inflation expectations amidst emerging supply-side risks.

The Reserve Bank of India (RBI) projects headline CPI inflation at 4.6% for FY 2026–27 and has indicated greater vigilance due to elevated energy and commodity prices. The RBI has also issued its first core inflation forecast, projecting inflation excluding food and fuel at 4.4%, reinforcing its focus on long-term price stability.

External Sector and Global Headwinds

India's external sector remained resilient during FY 2025–26, supported by strong foreign investment inflows and expanding global trade partnerships. Gross FDI inflows crossed US\$ 90 Billion, reflecting sustained investor confidence in India's long-term growth potential, manufacturing capabilities, and policy reforms under initiatives such as Make in India and the Production Linked Incentive (PLI) schemes. The successful conclusion

of the India-UK Free Trade Agreement and continued progress towards the India-European Union Free Trade Agreement are expected to further strengthen export competitiveness and deepen India's integration with global value chains.

Global trade continues to adapt to evolving tariff regimes and changing geopolitical dynamics. While the recent US tariff measures and intermittent tensions in West Asia have introduced some uncertainty

to global trade and energy markets, India's diversified trade relationships, improving supply chain resilience, and growing role as a global manufacturing hub position it well to navigate these developments. The RBI has assumed an average crude oil price of US\$ 85 per barrel for FY 2026–27, underscoring the need to monitor energy-related inflation and external sector dynamics while maintaining macroeconomic stability.

OUTLOOK

The RBI projects India's GDP growth to moderate to 6.9% for FY 2026–27, reflecting a cautious stance towards global energy volatility and supply chain dislocations. Despite this, the country's underlying economic foundation remains strong. Furthermore, ongoing investments in digital infrastructure and renewable energy, along with a strong manufacturing base, continue to position India as a key driver of global economic expansion.

(Sources:

<https://www.indiabudget.gov.in/economicsurvey/doc/Infographics%20English.pdf>

<https://assets.kpmg.com/content/dam/kpmgsites/in/pdf/2026/04/decoding-the-indian-economy-2026.pdf>

https://www.mospi.gov.in/uploads/latestReleases/latest_release_1772189865181_f040336d-bc57-4aed-b80f-586d9ccb279e_Press_Note_on_New_Series_of_GDP_Estimates_with_Base_Year_2022-23_27022026.pdf

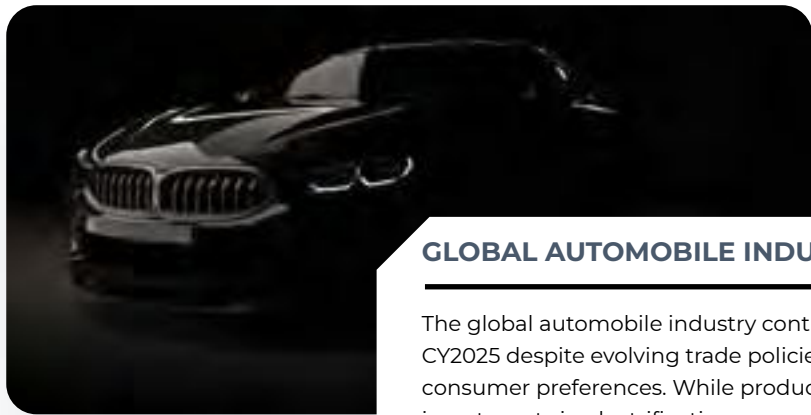
https://www.rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=62599)

OUTLOOK

The global automotive industry is expected to witness steady medium-term growth, driven by rising mobility demand, increasing vehicle ownership in emerging markets, continued investments in electrification and the rapid adoption of connected and software-defined vehicle technologies. While evolving trade policies, tariff developments and geopolitical uncertainties may influence production across certain regions in the near term, structural growth drivers, particularly across South Asia and other emerging markets, are expected to sustain long-term expansion. Continued advancements in battery technologies, digital mobility solutions and advanced materials will further strengthen the outlook for the global automotive value chain.

(Source: <https://www.spglobal.com/automotive-insights/en/blogs/2026/01/automotive-market-trends-2026#:~:text=The%20automotive%20industry%20outlook%202026,shortage%20and%20rare%20earths%20sourcing>)

Industry Overview



GLOBAL AUTOMOBILE INDUSTRY

The global automobile industry continued to demonstrate resilience during CY2025 despite evolving trade policies, geopolitical uncertainties and shifting consumer preferences. While production trends varied across regions, sustained investments in electrification, connected mobility, software-defined vehicles (SDVs) and advanced automotive technologies continued to shape the industry's long-term evolution. Hybrid electric vehicles (HEVs) emerged as a key growth segment, with leading OEMs reporting strong momentum, reflecting

consumers' increasing preference for practical and affordable electrification solutions.

Regional performance remained mixed. Mainland China continued to lead global automotive growth through robust domestic demand, rapid EV adoption and export expansion. South Asia, led by India, along with Africa, the Middle East and South America are expected to remain among the fastest-growing production hubs, supported by favourable policy measures, rising vehicle ownership and expanding manufacturing investments. In North America and Europe, evolving tariff conditions, subdued consumer demand and increasing

competition from Chinese imports continue to create uncertainty in the automotive production and export outlook for 2026. Production in Japan and South Korea is also expected to moderate owing to weaker domestic demand and evolving global trade dynamics.

The industry continued its transition towards electrification, albeit at a measured pace. While battery electric vehicle (BEV) adoption moderated across several developed markets due to affordability concerns, policy changes and charging infrastructure constraints, hybrid vehicles gained significant traction. OEMs also accelerated investments in connected vehicle ecosystems, artificial intelligence, advanced driver

assistance systems (ADAS) and next-generation battery technologies, laying the foundation for future mobility. Global shipments of vehicles equipped with GenAI-powered assistants are projected to reach **28 Million units by 2031**, underscoring the increasing convergence of automotive and digital technologies.

The automotive sector remains the largest end-use market for carbon black, with demand closely linked to tyre production, vehicle manufacturing and replacement demand. As tyres remain indispensable across internal combustion engine, hybrid and electric vehicles alike, the industry's long-term fundamentals continue to support sustained demand for carbon black.

INDIAN AUTOMOBILE INDUSTRY

The Indian automobile industry sustained its growth momentum during FY 2025-26, supported by robust domestic demand, improving rural consumption, infrastructure-led economic activity, and favourable policy measures. The industry also benefited from the reduction in the Goods and Services Tax (GST) on select automobiles and continued government support for manufacturing and electric mobility, which improved affordability and supported consumer demand

across segments. Total automobile production reached 28.27 Million units during the year, reaffirming India's position as one of the world's largest automotive manufacturing hubs.

Passenger vehicles and two-wheelers continued to lead industry growth, driven by rising personal mobility needs, premiumisation, improved financing availability, and increasing rural penetration. Commercial vehicles remained supported by strong infrastructure investments,

higher freight movement, replacement demand, and government capital expenditure, while the three-wheeler segment recorded healthy growth, driven by expanding urban mobility and increasing adoption of electric vehicles. Export demand also remained resilient, supported by improving product quality, localisation and growing global acceptance of Indian-manufactured vehicles.

DOMESTIC SALES

Passenger Vehicles Sales Volume (No.)

FY 2025-26	4,643,439	7.9% YoY Growth
FY 2024-25	4,301,848	

Three-Wheeler Sales Volume (No.)

FY 2025-26	836,231	12.8% YoY Growth
FY 2024-25	741,420	

Commercial Vehicles Sales Volume (No.)

FY 2025-26	1,079,871	12.6% YoY Growth
FY 2024-25	956,671	

Two-Wheeler Sales Volume (No.)

FY 2025-26	21,705,974	10.7% YoY Growth
FY 2024-25	19,607,332	

(Sources: <https://www.siam.in/pressrelease-details.aspx?mpgid=48&pgidtrail=50&pid=579>

<https://www.siam.in/news-%26-updates/press-releases/auto-industry-performance-of-q4-jan--march-2026-fy-2025-26/605>)

Recent Monthly Trends

The industry maintained stable momentum into early 2026, with consistent production and sales across categories.

Quarterly Sales Snapshot

SEGMENT	Q1 (APR–JUN 2025)	Q2 (JUL–SEP 2025)	Q3 (OCT–DEC 2025)	Q4 (JAN–MAR 2026)
 Passenger Vehicles	10,11,882	10,39,200	12,76,073	13,16,282
 Commercial Vehicles	2,23,215	2,39,781	2,90,085	3,25,462
 Three-Wheelers	1,65,211	2,29,239	2,15,211	2,26,571
 Two-Wheelers	46,74,562	55,62,077	56,96,238	57,73,137

Note: Quarterly figures are based on the respective SIAM releases and may not aggregate precisely to the full-year figures owing to subsequent data revisions and differences in reporting coverage. Commercial vehicle data for Q1 excludes Daimler and JBM Auto, while the figures for the subsequent quarters and the full year exclude Daimler.

(Sources: <https://www.siam.in/pressrelease-details.aspx?mpgid=48&pgidtrail=50&pid=583>

<https://www.siam.in/pressrelease-details.aspx?mpgid=48&pgidtrail=50&pid=591>

<https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-december-2025-and-q3-october---december-2025/595>

<https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-q4-jan--march-2026-fy-2025-26/605>

These quarterly trends reflect sustained demand momentum across the automotive industry, with sales strengthening progressively through the year, supported by improving consumer sentiment, infrastructure-led economic activity, and healthy replacement demand across key vehicle segments. India also continued to advance its electric mobility ecosystem during FY 2025–26, through policy incentives, localisation initiatives, and investments in charging infrastructure. EV adoption remained strongest in the two- and three-wheeler segments, while passenger vehicle adoption increased gradually.

The sector further benefited from a supportive macroeconomic and policy environment. The Union Budget FY 2026–27 raised public capex to ₹12.2 Lakh Crores, supporting infrastructure, logistics, and freight activity. In addition, the PLI scheme for automobiles and auto components, along with FAME and state-level EV incentives,

continued to strengthen domestic manufacturing, localisation, and supply chain resilience.

Improving rural sentiment and infrastructure-led growth are

expected to support demand across passenger vehicles, two-wheelers, and commercial vehicles, while sustaining tyre replacement demand and long-term carbon black consumption.

OUTLOOK

The Indian automobile industry is expected to maintain steady growth in FY 2026–27, driven by domestic demand, infrastructure spending, premiumisation trends, rising EV adoption, and favourable financing conditions. While geopolitical uncertainties, commodity price volatility, and logistics disruptions may create near-term challenges, the industry's long-term fundamentals remain favourable.

(Sources: <https://fada.in/images/press-release/169d329fc83770FADA%20releases%20FY%202026%20and%20March%202026%20Vehicle%20Retail%20Data.pdf>

<https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-december-2025-and-q3-october---december-2025/595>

<https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-february-2026/603>

<https://www.siam.in/news-&-updates/press-releases/auto-industry-performance-of-q4-jan--march-2026-fy-2025-26/605>

<https://www.siam.in/pressrelease-details.aspx?mpgid=53&pgidtrail=50&pid=597>

PCBL's Take

PCBL remains well positioned to benefit from steady demand in automotive and tyres, supported by replacement cycles, infrastructure-led mobility growth and rising exports. Capacity expansion in Tamil Nadu, along with improving utilisation levels and stronger export competitiveness, is enhancing the Company's ability to serve domestic and international tyre manufacturers more efficiently.



Global Tyre Industry

The global tyre industry maintained steady growth in 2025, supported by rising automobile production, increasing vehicle ownership, and sustained replacement demand across major markets. The global tyre market was valued at US\$181.1 Billion in 2025 and is projected to reach US\$272.6 Billion by 2034, registering a CAGR of 4.33% during 2026–34.

Growth continues to be driven by rising passenger vehicle demand, longer vehicle lifespans, infrastructure development, expanding logistics activity, alongside advancements in tyre technology focused on durability, fuel efficiency, and performance. The transition towards electric mobility is further accelerating demand for specialised EV tyres with enhanced durability, lower rolling resistance, and higher load-bearing capabilities.

The industry's long-term outlook is further reinforced by a robust investment pipeline.

Major global tyre manufacturers have announced cumulative investments of approximately **US\$28.7 Billion** between **2024 and 2029**, spanning **Asia-Pacific, North America, Europe, South America, and the Middle East & Africa**. These investments are focused on expanding manufacturing capacity, strengthening regional supply chains, modernising production facilities, and supporting the growing demand for premium and electric vehicle tyres. Asia-Pacific continues to remain the largest tyre market globally, backed by strong automotive manufacturing capabilities, rising mobility demand

and increasing investments across the tyre value chain. While the industry continues to navigate near-term challenges arising from raw material volatility, geopolitical uncertainties, and evolving trade dynamics, long-term industry fundamentals remain favourable. Rising mobility demand, electrification trends, and continued investments across the global automotive and tyre ecosystem are expected to support future growth.

(Source: NOTCH, <https://www.imarcgroup.com/tyre-manufacturing-plant>)

INDIAN TYRE INDUSTRY

The Indian tyre industry recorded steady growth during FY 2025–26, driven by healthy domestic demand, strong replacement demand, improving automobile production and sustained export momentum. Industry turnover was estimated at around ₹ 1.12 Lakh Crores during the year, while exports stood at approximately ₹ 27,000 Crores. India further strengthened its position as a global tyre manufacturing hub, exporting to over 170 countries, backed by improving manufacturing competitiveness and rising global acceptance of Indian-made tyres.

Replacement demand remained the industry's largest contributor, accounting for nearly 56% of total demand, while OEM demand remained healthy across two-wheelers, commercial vehicles,

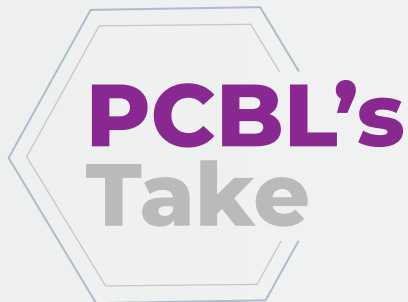
tractors, and passenger vehicles. Demand was further supported by infrastructure activity, freight movement, premiumisation trends, rising utility vehicle penetration, and a growing preference for technologically advanced, fuel-efficient tyres.

The industry continues to witness sustained investments in capacity expansion, technology upgrades and product innovation. Leading tyre manufacturers have announced cumulative investments of approximately **US\$ 1.2 Billion** across India between **2024 and 2029**, with projects spanning key manufacturing locations including **Dahej, Visakhapatnam, Chennai, Pune, Indore, Tiruvallur, Banmore and Waluj**. These investments are expected to enhance domestic

production capacity, improve export competitiveness and support the growing demand from both OEM and replacement segments, including premium and EV-specific tyres. Exports remained strong across the US, Europe, the Middle East, and Asia, although recently imposed US tariffs emerged as a near-term challenge for Indian exporters. Despite raw material volatility, geopolitical uncertainties and competitive pressures, the industry's long-term fundamentals remain favourable, supported by rising mobility demand, infrastructure expansion, and continued investments across the automotive and tyre ecosystem.

(Source: NOTCH, Tyre Export Scenario amidst Tariffs - CareEdge Report India - Tyre Industry - December 2025-CareEdge Report)

PCBL continues to strengthen its position amid growing demand for tyres in both domestic and export markets. Expansion in Tamil Nadu, the planned greenfield project in Andhra Pradesh and deeper engagement with global tyre manufacturers are expected to support long-term volume growth, export expansion, and customer diversification.



GLOBAL CARBON BLACK INDUSTRY

The global carbon black market continued to record steady growth during 2025, supported by sustained demand from the automotive, tyre and industrial sectors. The market was valued at approximately **US\$ 20.3 Billion** in 2025, with global demand estimated at **14.9 Million Tonnes**. Demand is projected to reach **16.9 Million Tonnes by 2030**, registering a **CAGR of 2.5%**, supported by rising mobility demand, replacement tyre consumption and expanding industrial applications.



WORLD CARBON BLACK SUPPLY AND DEMAND

Capacity (Million Tonnes)

FY 2030F	23.13	3.0% CAGR (2025–2030)
FY 2024–25	19.97	▲

Production (Million Tonnes)

FY 2029–30F	16.88	2.6% CAGR (2025–2030)
FY 2024–25	14.88	▲

Capacity Utilisation (%)

FY 2029–30F	73	
FY 2024–25	75	

Demand (Million Tonnes)

FY 2029–30F	16.88	2.5% CAGR (2025–2030)
FY 2024–25	14.90	▲

F: Forecasted

(Source: NOTCH)

Carbon black remains a critical material in tyre manufacturing, while expanding applications across plastics, coatings, construction materials, electronics and advanced industrial products continue to diversify global demand. The industry is also witnessing a gradual shift towards higher-performance and specialty grades, driven by electric vehicles, sustainability requirements and evolving industrial applications. Manufacturers continue to invest in advanced production technologies,

emission control systems and specialty products to meet changing customer requirements and increasingly stringent environmental regulations.

Asia-Pacific remained the largest carbon black market, accounting for nearly **69% of global demand**, supported by strong automotive and tyre manufacturing, expanding industrial production and exports. Within the region, **India is expected to remain one of the fastest-growing**

markets, with demand projected to register a **CAGR of 3.7%** through 2030, while **North America** and **Europe** continue to witness stable demand supported by replacement tyres, automotive and sustainability-driven applications. **South America** is expected to record the strongest regional growth outside Asia, driven by increasing industrialisation and infrastructure development.

GLOBAL CARBON BLACK DEMAND BY REGION

World (Million Tonnes)

FY 2030	16.88	2.5% CAGR
FY 2025	14.90	▲

Developing Economies (Million Tonnes)

FY 2030	12.54	2.9% CAGR
FY 2025	10.89	▲

Advanced Economies (Million Tonnes)

FY 2030	4.34	1.6% CAGR
FY 2025	4.01	▲

India (Million Tonnes)

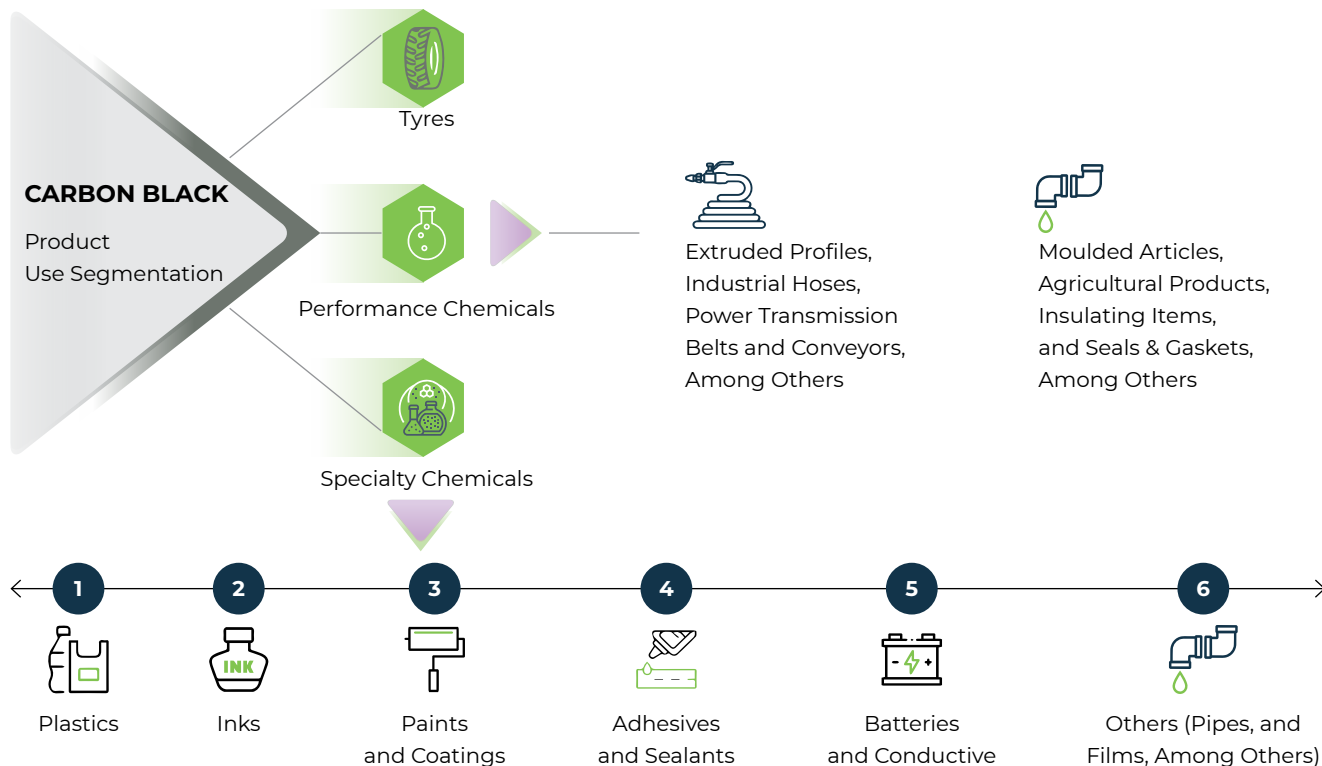
FY 2030	1.40	3.7% CAGR
FY 2025	1.17	▲

F: Forecasted

(Source: NOTCH)

Looking ahead, the market is expected to maintain stable long-term growth, supported by rising mobility demand, infrastructure expansion, premiumisation trends and increasing adoption of specialty and advanced carbon materials across industrial, battery and EV-related applications.

(Source: NOTCH, <https://www.imarcgroup.com/carbon-black-market-statistics>)



Indian Carbon Black Industry

The Indian carbon black market recorded steady growth during FY 2025–26, driven by rising demand from the automotive and tyre sectors, expanding industrial applications and increasing export opportunities. The market was valued at approximately **US\$ 1.6 Billion** in 2025, with domestic demand estimated at **1.17 Million Tonnes**. Installed carbon black capacity reached around **2.1 Million Tonnes** and is projected to expand to approximately **3.07 Million Tonnes**

by 2030, representing a **CAGR of 7.9%**, supported by investments in specialty products and export-oriented manufacturing. Demand remained primarily supported by tyre manufacturing, aided by increasing vehicle ownership, replacement demand, infrastructure-led mobility growth and improving commercial vehicle activity. The tyre segment accounted for nearly **80%** of domestic carbon black demand in 2025 and is expected to clock in a **CAGR of 3.3%**

through 2030. Simultaneously, the industry is witnessing a transition towards specialty and high-performance grades used across wires and cables, engineering plastics, coatings, inks, electronics and conductive applications. **Specialty blacks are projected to be the fastest-growing segment, at a CAGR of 7.6%**, reflecting increasing demand from advanced materials, EVs and battery-related applications.

INDIA CARBON BLACK SUPPLY AND DEMAND (MILLION TONNES, UNLESS OTHERWISE STATED)

Capacity

FY 2030F	3.07	7.9% CAGR (2025–2030)
FY 2025	2.10	

Production

FY 2030F	1.75	3.5% CAGR (2025–2030)
FY 2025	1.47	

Capacity Utilisation

FY 2030F	70%
FY 2025	57%

Demand

FY 2030F	1.40	3.7% CAGR (2025–2030)
FY 2025	1.17	

F: Forecasted (Source: NOTCH)

The faster pace of capacity addition relative to demand growth may result in lower industry capacity utilisation, increased competitive intensity and pressure on pricing and margins. At PCBL, we continue to manage this risk through portfolio diversification, greater focus on specialty products, export-market expansion, operating efficiencies and disciplined capacity planning.

Read more in the Risk and Opportunity Management chapter of the Corporate Overview section on pages 64–71



INDIA CARBON BLACK DEMAND BY END-USE

Tyres (Million Tonnes)

FY 2029–30F	1.10	3.3% CAGR (2025–2030)
FY 2024–25	0.94	

Non-Tyre Rubber (Million Tonnes)

FY 2029–30F	0.21	4.8% CAGR (2025–2030)
FY 2024–25	0.16	

Specialty Blacks (Million Tonnes)

FY 2029–30F	0.10	7.6% CAGR (2025–2030)
FY 2024–25	0.07	

Total Demand (Million Tonnes)

FY 2029–30F	1.40	3.7% CAGR (2025–2030)
FY 2024–25	1.17	

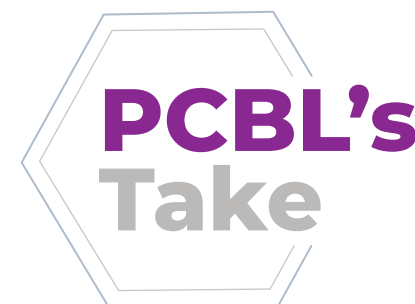
F: Forecasted (Source: NOTCH)

India continued to strengthen its position in the global carbon black trade, supported by supply-chain realignments, cost competitiveness and stable feedstock availability. According to India Ratings and Research, India's carbon black exports registered a CAGR of nearly 20% between 2017 and 2024, compared with approximately 4% for China. India also surpassed China as the largest carbon black exporter to the European Union during certain months of 2024–25. Exports to the United States increased amid supply realignments and higher automotive-sector demand, while shipments to Southeast Asia recorded high double-digit year-on-year growth during 2025–26.

(Source: https://energy.economictimes.indiatimes.com/amp/news/oil-and-gas/indias-carbon-black-capacity-to-rise-2530-by-fy27-export-demand-specialty-products-to-drive-growth/125099732?utm_source=chatgpt.com)

Although the industry faced near-term challenges from crude-linked pricing pressures, geopolitical uncertainties, and concerns about US tariffs, the industry outlook remains positive. Growth is expected to be supported by increasing EV adoption, rising demand for conductive materials, and battery-related applications, expansion in specialty products and continued export diversification.

(Source: NOTCH, <https://www.indiaratings.co.in/pressrelease/79840>)



As India's largest carbon black manufacturer, PCBL is well positioned to capitalise on the industry's long-term growth opportunities. The Company is strengthening its leadership through strategic capacity expansion, increasing specialty product offerings, and operational excellence. Alongside its brownfield and greenfield projects, PCBL continues to focus on feedstock flexibility, cost optimisation, export diversification, and innovation in advanced materials, enhancing resilience amid pricing volatility and evolving global trade dynamics.



SPECIALTY CARBON BLACK INDUSTRY

The specialty carbon black market continued to witness strong growth in FY 2025-26, supported by rising demand across plastics, coatings, inks, wires and cables, electronics, packaging and advanced industrial applications. Global demand currently stands at ~1.1 Million Tonnes and is projected to expand at a CAGR of around 4-5% between 2025 and 2030.

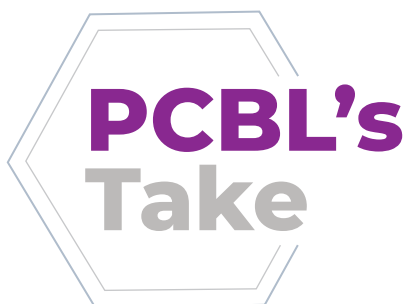
Demand is driven by applications requiring pigmentation, UV protection, conductivity and enhanced material performance across conductive polymers, EV components, semiconductors, lithium-ion batteries, high-voltage cables and advanced packaging materials. Structural tailwinds from electrification trends,

increasing EV adoption, expansion in electronics manufacturing, and growing energy storage applications further support this growth trajectory.

Manufacturers are prioritising customised, high-purity, and value-added specialty grades through investments in innovation, advanced processing technologies and sustainability-focused product

development. Asia-Pacific remains the largest and fastest-growing market, underpinned by strong manufacturing activity and increasing investments in advanced industrial and technology-driven applications.

(Source: [https://www.researchandmarkets.com/reports/5766811/specialty-carbon-black-market-report#:~:text=The%20specialty%20carbon%20black%20market,\(CAGR\)%20of%2013.8%25](https://www.researchandmarkets.com/reports/5766811/specialty-carbon-black-market-report#:~:text=The%20specialty%20carbon%20black%20market,(CAGR)%20of%2013.8%25))



PCBL has identified Specialty Carbon Black as a key pillar of its long-term value creation strategy, supporting its transition from a carbon black manufacturer to a diversified advanced materials company. The Company's focus extends beyond capacity expansion to strengthening its specialty portfolio across conductive blacks, plastics, coatings, inks, cables, fibres and other high-performance industrial applications. By combining application development, technical collaboration with customers and deeper market engagement, PCBL is building differentiated solutions tailored to evolving industry requirements.

The commissioning of the 20,000 MTPA specialty black facility at Mundra, progress on the super-conductive carbon black line at Palej, and continued investments in R&D and advanced material platforms are expanding the Company's ability to serve emerging applications across electric vehicles, semiconductors, battery materials, AI infrastructure and data centres. Simultaneously, PCBL is strengthening its presence in global specialty markets through a service-led approach in Europe, Japan and other strategic regions, while selectively reallocating resources towards higher-value products. This strategy is expected to enhance specialty contribution, improve margins and reinforce the Company's leadership in technology-driven carbon materials over the long term.



PHOSPHONATE INDUSTRY OVERVIEW

The global phosphonate market is estimated to be US\$ 592 Million in 2025 and expected to reach US\$ 638 Million by 2030. This growth is due to rising demand across water treatment, industrial cleaning, specialty chemicals and chemical processing applications. Phosphonates are widely used as chelating agents and scale inhibitors, owing to their effectiveness in improving system efficiency and preventing scale formation in water-intensive industries.

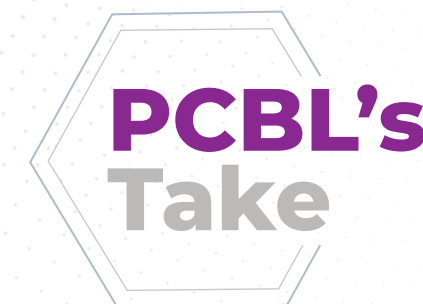
Growth is being driven by rising industrialisation, higher demand for advanced water treatment solutions, detergent and oilfield. and expanding applications across pharmaceutical intermediates, construction chemicals, and specialty

industrial segments. In parallel, focus on efficient water management and broader infrastructure development is reinforcing long-term demand.

While regulatory scrutiny related to environmental impact and toxicity remains an important consideration,

continued innovation, sustainability-focused product development and evolving industrial requirements are expected to support steady medium term growth.

Sources: [https://www.fortunebusinessinsights.com/phosphonate-market-103008#:~:text=The%20global%20phosphonate%20market%20size,6.60%25%20during%20the%20forecast%20period;IHS Markit Data and McKinsey, BCG report](https://www.fortunebusinessinsights.com/phosphonate-market-103008#:~:text=The%20global%20phosphonate%20market%20size,6.60%25%20during%20the%20forecast%20period;IHS%20Markit%20Data%20and%20McKinsey,BCG%20report))



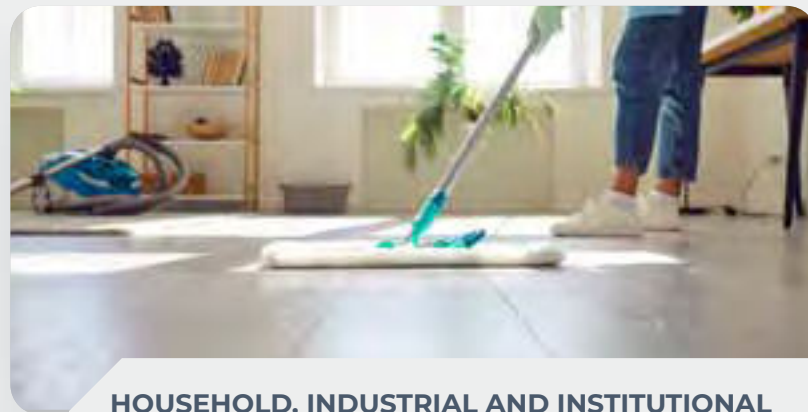
Through Aquapharm, PCBL has cemented a formidable presence across the phosphonates, water treatment and industrial process chemical markets. The business is currently experiencing exceptional operational momentum, with recently added capacities already scaling rapidly towards maximum utilisation. This accelerated ramp-up is directly supported by successful, ongoing product approvals and deepening strategic partnerships with key customers globally. Looking ahead, the company is aggressively expanding its R&D focus into green chemistries and advanced specialty formulations positioning PCBL at the absolute forefront of sustainable, performance-driven chemical applications.

GLOBAL DETERGENT CHEMICALS MARKET

The steady growth in the global detergent chemicals market was underpinned by consistent demand across household, institutional and industrial cleaning applications. Asia Pacific remained the largest market, accounting for 50.2% of global demand, driven by rising urbanisation, hygiene awareness, and expanding consumption of home and personal care products. North America accounted for **19.6%** of the global market in 2025, Europe represented **15.2%**, and Latin America contributed **9.8%**, with demand across these regions supported by mature household cleaning markets, stringent sustainability regulations, industrialisation, and rising consumption of institutional and industrial cleaning products.

Laundry and dishwashing applications account for nearly 65% of the home care segment revenue, backed by increasing adoption of smart appliances and automatic washing systems. Simultaneously, the gradual phase-out of EDTA is accelerating demand for phosphonates and biodegradable green chelates across cleaning and home care applications.

The industry is also witnessing a stronger shift towards sustainable and bio-based ingredients, with manufacturers increasing investments in green chemistry and eco-friendly formulations. Rising demand for hygiene products, expansion in emerging markets, and continued innovation in sustainable formulations are expected to support long-term growth.



HOUSEHOLD, INDUSTRIAL AND INSTITUTIONAL CLEANING INDUSTRY OVERVIEW

The Household, Industrial and Institutional (HI&I) cleaning industry continues to exhibit steady growth, driven by rising hygiene awareness, stricter sanitation standards and increasing demand across household, healthcare, hospitality and industrial applications.

Growth is underpinned by heightened focus on cleanliness and infection control, particularly in healthcare and food processing environments, alongside sustained demand from household cleaning applications. Urbanisation, higher consumption of home care products, and the expansion of organised retail channels are further supporting demand across regions.

In parallel, the industry is transitioning towards sustainable and bio-based formulations, aided by regulatory requirements and consumer preference for environmentally responsible products.

PCBL's Take

PCBL is leveraging Aquapharm's position to strategically capture the global shift towards next-generation cleaning chemistries. The company is actively expanding its footprint across the global household, industrial, and institutional (HI&I) sectors by leveraging an enriched, sustainability-focused product portfolio. To capitalise on the regulatory phase-out of traditional chelating agents like EDTA, PCBL has aggressively deployed new capacities in phosphonates (specifically PBTC) and highly sought-after biodegradable Green Chelates. By combining these advanced capacity additions with targeted global market expansion, PCBL is successfully embedding itself into the supply chains of premium, eco-friendly home care and industrial formulations worldwide.



INSTITUTIONAL AND INDUSTRIAL (I&I) CLEANING SEGMENT

The global industrial and institutional cleaning chemicals market size is estimated at US\$ 86.46 Billion in 2025 and is projected to reach US\$ 156.99 Billion by 2033, growing at a CAGR of 8.0% from 2026 to 2033.

The Institutional and Industrial (I&I) cleaning segment accounts for a significant share of the overall market, supported by demand across healthcare, hospitality, food processing, manufacturing and commercial establishments. Growth is underpinned by stricter hygiene protocols, regulatory compliance requirements, and increasing adoption of specialised cleaning solutions.

Demand is evolving towards high-performance and precision cleaning formulations, particularly in applications such as electronics manufacturing, metal processing and food safety. Meanwhile, automated dosing systems, digital dispensers, and data-driven cleaning solutions are improving operational efficiency, reducing chemical waste, and enhancing compliance with safety standards.

In addition, regulatory developments, including restrictions on PFAS and VOC emissions in key markets, are accelerating the shift towards safer and more sustainable chemistries. Parallely, the increasing adoption of bio-based surfactants and eco-labelled products is further shaping product innovation and sourcing decisions across the segment.

(Source: <https://www.mordorintelligence.com/industry-reports/industrial-and-institutional-cleaning-chemical-market>
<https://www.grandviewresearch.com/industry-analysis/industrial-institutional-cleaning-chemicals-market>)

PCBL's Take



Through Aquapharm, PCBL is expanding its global I&I cleaning footprint by delivering specialised, high-performance chemistries. By combining advanced, technical support with strategic cross-selling synergies, the company prioritises sustainability-driven formulations to meet strict global hygiene standards.





OIL & GAS CHEMICALS INDUSTRY OVERVIEW

The global oil and gas sector remained strategically important in FY 2025–26, supported by rising energy security priorities, upstream investments, LNG infrastructure expansion and increasing focus on operational efficiency. Brent crude prices witnessed sharp volatility during the year, rising from around US\$ 60–67 per barrel at the beginning of 2026 to above US\$ 100 per barrel, driven by geopolitical tensions and supply disruptions. The global Oil and Gas Chemicals Market size was valued at US\$ 74.6 Billion in 2025 and is expected to reach US\$ 106.6 Billion by 2032, growing at a significant CAGR of 5.2% from 2026–2032. The growth is expected due to increasing exploration, production, refining and water treatment activities. Demand for drilling, production and refinery process chemicals remained strong, driven by rising energy demand, expanding petrochemical production and continued investment in upstream operations and extraction technologies.

North America continues to account for a significant share of the market, led by shale production and technological advancements. Meanwhile, Asia Pacific, Latin America, and Africa are witnessing increasing demand, reflecting rising energy consumption and expanding petrochemical capacity. Growing focus on production efficiency, digitalisation, and environmentally compliant solutions is further reinforcing long-term demand for specialty chemicals across the oil and gas value chain.

(Sources: <https://www.precisionbusinessinsights.com/market-reports/oil-and-gas-chemicals-market>
<https://www.iea.org/reports/oil-market-report-may-2026>)

PCBL's Take

PCBL is drawing on Aquapharm's presence in US oil & gas market to actively strengthen its oil & gas chemicals footprint by leveraging strategic US manufacturing, through specialised formulations and deeper international customer engagement, the business is building a highly resilient and scalable growth platform.

OILFIELD CHEMICALS MARKET

The global specialty oilfield chemicals market is valued at US\$ 16.75 Billion and is projected to reach US\$ 19.69 Billion by 2030, recording a CAGR of 3.3% from 2025 to 2030. The growth is supported by ongoing exploration, production, and enhanced recovery activities across the oil and gas sector. Demand remained strong for drilling, production and well-maintenance chemicals, particularly corrosion inhibitors, friction reducers, biocides and scale inhibitors.

The market growth is driven by complexity in oil and gas operations, including deeper wells, shale gas exploration, enhanced oil recovery (EOR) projects and ageing infrastructure requiring advanced specialty chemistries. At the same time, the industry is witnessing growing adoption of bio-based and environmentally compliant formulations, alongside digital dosing and AI-enabled systems to improve operational efficiency and optimise chemical consumption.

Despite volatility in crude prices and long-term energy transition trends, sustained demand from existing oilfields and ongoing operational requirements are expected to support steady medium-term growth in the oilfield chemicals market.

(Source: <https://www.mordorintelligence.com/industry-reports/oilfield-chemicals-market>
<https://www.marketsandmarkets.com/Market-Reports/specialty-oilfield-chemicals-market-517.html>)



INDUSTRIAL WATER TREATMENT MARKET

The global water treatment chemicals market size is projected to reach US\$ 48.0 Billion by 2030 from US\$ 40.2 Billion in 2025, at a CAGR of 4.5% from 2025 to 2030. The growth is attributed to rising investments in desalination, wastewater treatment, and water reuse infrastructure across regions.

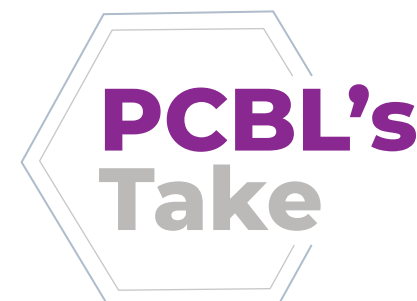
Demand for desalination chemicals remained strong in the Middle East, while increasing investments in wastewater recycling and reuse projects across the US and Europe supported demand for advanced water treatment solutions.

Growth is driven by tightening environmental regulations, increasing

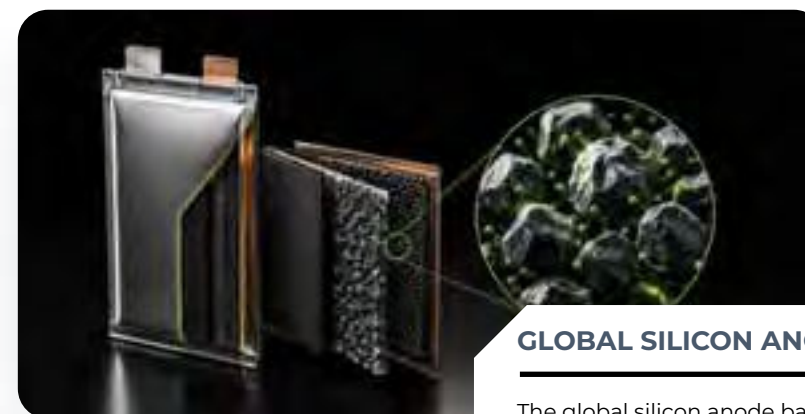
pressure on freshwater resources and growing adoption of integrated water management practices across industries. Advanced treatment technologies, including membrane-based and specialty chemical solutions, are gaining traction owing to their ability to improve efficiency, reduce freshwater consumption, and enable sustainable operations.

The market is expected to maintain steady long-term growth, supported by industrial expansion, stricter discharge norms and an increasing focus on water recycling, resource efficiency, and sustainability-led industrial operations.

Source: <https://www.marketsandmarkets.com/Market-Reports/water-treatment-342.html>



PCBL, through Aquapharm, is expanding its industrial water treatment footprint through high-performance phosphonates, polymers and specialty chemistries. Global demand for water reuse, desalination, and sustainable industrial operations strongly positions the business for long-term domestic and export growth.



GLOBAL SILICON ANODE BATTERY MARKET

The global silicon anode battery market is expanding rapidly, supported by growing demand for batteries with higher energy density, faster charging capabilities and improved performance. Silicon-based materials are increasingly being explored as an alternative or complement to conventional graphite anodes because of their significantly higher lithium-storage capacity.

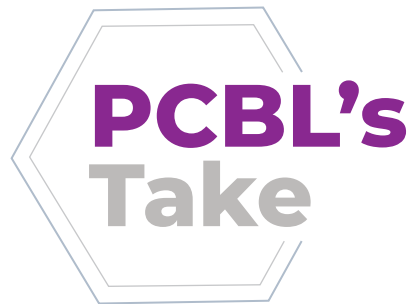
Adoption is being driven by electric vehicles, consumer electronics, energy storage systems, drones and other high-performance applications where

battery capacity, charging speed, weight and form factor are critical. Nanosilicon and silicon-carbon composites are particularly important in addressing the limitations associated with conventional silicon, including volume expansion and

performance degradation during repeated charging cycles. While commercialisation remains subject to challenges relating to cycle life, production costs, manufacturing scalability and integration with existing battery systems, continued

material innovation and customer qualification programmes are expected to support wider adoption. The global silicon anode battery market is projected to grow from US\$ 489.18 Million in 2026 to US\$ 11.93 Billion by 2034, at a CAGR of 49.07%.

(Source: <https://www.fortunebusinessinsights.com/silicon-anode-battery-market-104949>)



PCBL's investments in silicon-based anode materials, super conductive carbon additives, and advanced battery technologies reflect its broader strategy of building capabilities across future-oriented material platforms. Through Nanovace and high-performance conductive materials, the Company is solidifying its position within emerging energy markets and advanced industrial ecosystems.

PCBL is accelerating its advanced materials journey through focused investments in Nanovace, conductive carbon technologies, and next-generation battery materials. During the year, the Company advanced its proprietary nanosilicon platform through a patented process; the 50 MT pilot facility at Palej, expanded its R&D and business development capabilities, and initiated customer qualification programmes with leading global battery manufacturers. These initiatives, together with the development of super-conductive carbons, acetylene black, and silicon-carbon composites, are strengthening PCBL's position across energy storage, electric mobility, and advanced industrial ecosystems.

Global Battery Market

The global battery market sustained strong growth in 2025, supported by accelerating electrification, renewable energy integration, and rising demand for energy storage solutions. The global lithium-ion battery market exceeded US\$ 150 Billion in 2025, recording growth of over 20%, driven primarily by electric vehicles, energy storage systems, electronics, and industrial applications.

Electric vehicles accounted for more than 70% of global lithium-ion battery deployment, while battery energy storage systems contributed over 15%, reflecting increasing renewable energy penetration and grid-scale storage investments. Declining battery prices, expanding manufacturing capacities, and improvements in battery chemistries further accelerated adoption across sectors.

The industry is also witnessing increasing adoption of lithium iron phosphate (LFP) batteries due to their cost advantages and growing usage across EVs and energy storage systems. At the same time, supply chains remain heavily concentrated in Asia, particularly in China, driving a growing global focus on localisation, supply chain diversification, and energy security.

The global battery market is expected to maintain strong long-term growth momentum, underpinned by rising EV adoption, renewable energy expansion, grid-scale energy storage investments, and continued advancements in battery technologies and manufacturing capabilities.

(Source: <https://www.iea.org/commentaries/global-battery-markets-are-growing-strongly-and-so-are-the-supply-risks>)

Indian Battery Market

The Indian lithium-ion battery market is expected to witness strong growth, driven by rising EV penetration, expansion in renewable energy capacity, localisation efforts and supportive government policies. The market is projected to reach ~US\$ 26 Billion by 2033, registering a CAGR of ~22%.

Policy interventions such as the Production-Linked Incentive (PLI) scheme for Advanced Chemistry Cells, EV subsidies, and state-level incentives are catalysing the development of domestic manufacturing capabilities and the creation of large-scale capacity.

Beyond electric mobility, demand is increasing across telecom infrastructure, data centres, and energy storage systems. The battery industry is evolving beyond established lithium-ion chemistries, with sodium-ion batteries emerging primarily for stationary energy storage applications and silicon-based anode materials gaining prominence in electric vehicle batteries. These developments are aimed at improving cost efficiency, energy density, charging performance and supply chain resilience.

Supported by strong policy backing, rising investments, and evolving technology adoption, the Indian battery market is expected to play a critical role in the country's long-term energy transition.



GLOBAL BATTERY CHEMICALS MARKET

The global battery chemicals market maintained strong momentum in FY 2025–26, driven by accelerating EV adoption, increasing deployment of grid-scale energy storage systems, and expanding demand for advanced battery materials. Demand for mainstream battery materials and chemicals, including lithium carbonate, lithium hydroxide, lithium hexafluorophosphate (LiPF₆), iron phosphate, graphite and conductive carbon additives, continued to expand alongside the rapid growth in lithium-ion battery manufacturing.

The industry also saw significant capacity expansion, with global lithium-ion battery overcapacity estimated at around 900 GWh in 2025. This was largely driven by major Asian manufacturers, which account for more than 75% of global battery production. While this contributed to pricing pressure and intensified

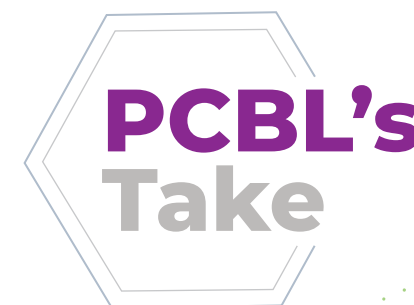
competition, it also accelerated investments in localisation, supply chain diversification, technology innovation, and manufacturing scale globally.

Strong policy support for electrification, renewable energy integration, and domestic battery manufacturing across major

economies continues to reinforce the industry's long-term growth outlook. Simultaneously, increasing supply chain localisation and continued advancements in battery technologies are expected to further strengthen demand for battery chemicals over the medium- to long-term.

(Sources: <https://www.mckinsey.com/features/mckinsey-center-for-future-mobility/our-insights/battery-2035-building-new-advantages>

<https://www.persistencemarketresearch.com/market-research/battery-chemicals-market.asp>)



PCBL is building a differentiated presence across the battery materials market through nanosilicon-based anode materials, superconductive carbon additives and acetylene black, supported by advanced technologies and focused R&D capabilities.

Supported by pilot-scale developments, capacity additions, and ongoing technological advancement, the Company is positioned to participate in long-term opportunities across electric mobility, energy storage and other applications.



Company Overview

CORPORATE SNAPSHOT

PCBL Chemical Limited (also referred to as 'PCBL', 'the Company', or 'We'), a flagship enterprise of the RP-Sanjiv Goenka Group, was established in 1960 under the leadership of Mr. K. P. Goenka. From our origins as a carbon black manufacturer, we have evolved into a leading performance materials and specialty chemicals player with a growing presence across advanced and conductive materials.

Today, PCBL is the world's 6th largest carbon black producer and the 4th largest specialty black player globally, supported by a portfolio spanning over 110 grades catering to tyre, performance, and specialty applications.

Our advanced R&D and innovation centres in India and Europe support product development, process optimisation, and expansion into new material segments. At the same time, digital initiatives continue to enhance operational efficiency, decision-making, and supply chain responsiveness. Sustainability remains integral to our strategy, with continued focus on emissions reduction, resource efficiency, and circularity initiatives.

As part of our strategic transformation, we have expanded beyond traditional carbon black into a multi-chemistry platform. The integration of Aquapharm Chemical has strengthened our presence across four strategic solution segments—Home Care, Oil & Gas, Water Solutions, and Application-Specific Solutions—while significantly expanding our global reach and enhancing our portfolio of specialty chemicals.

We are also building capabilities in advanced battery materials. Through the Nanovace platform, PCBL is advancing the development of nanosilicon anode materials, with pilot-scale operations and customer validation underway. In parallel, we are developing domestic acetylene black capability for lithium-ion batteries, electronics and high-performance applications through a technology transfer partnership.

With capabilities spanning furnace black, conductive carbons, nanosilicon, and acetylene black, we continue to advance our strategy of portfolio diversification and technology-led growth. Simultaneously, we are strengthening our presence across emerging applications in electric mobility, energy storage, semiconductors, and advanced industrial materials.

Manufacturing Units and Capacity

PCBL operates an integrated manufacturing network across India, with carbon black facilities in Durgapur, Palej, Mundra, Kochi and Tamil Nadu through PCBL (TN) Limited. Through Aquapharm Chemical, we have also expanded into specialty chemicals manufacturing with facilities in Maharashtra, alongside international production bases in the United States and Saudi Arabia.

During FY 2025–26, we expanded our carbon black capacity to 880,000 MTPA following commissioning of the 90,000 MTPA brownfield expansion at Tamil Nadu during Q4 FY 2025–26. Furthermore, we remain focused on exceeding 1 Million MTPA capacity by FY 2027–28. Our co-generation capabilities continue to support energy efficiency and cost optimisation across operations.

Key expansion initiatives during the year included:

- Commissioning of the 90,000 MTPA rubber black line in Tamil Nadu
- Developing a 1,000 MTPA superconductive specialty black line at Palej for battery and conductive applications
- Commissioning a 20,000 MTPA specialty black line catering to advanced industrial and conductive applications
- Advancing the Nanovace nanosilicon pilot facility at Palej, diversifying the portfolio into silicon-carbon (Si-C) and bio-derived silicon (Bio-Si), and progressing customer qualification of silicon-based products, supported by the US patent already secured for its proprietary nanomaterial process
- Expanding polymer capacity at Mahad under Aquapharm Chemical to strengthen phosphonates, polymers, and green chelates capabilities
- Developing a 4,000 MTPA acetylene black facility at Mundra for lithium-ion, dry cell, lead acid battery, semiconductor packaging, high-voltage power cables, and other advanced conductive applications.



These initiatives continue to strengthen PCBL's specialty, advanced materials and battery chemicals portfolio while enhancing long-term growth and global competitiveness.

Read more in the Corporate Overview section on pages 14-27.

PCBL Carbon Black Capacity and Co-Generation Power

Plant Location	Carbon Black Capacity (FY 2025–26)	Co-Generation Power
Durgapur	163 KTPA	30 MW
Kochi	93 KTPA	17 MW
Palej	142 KTPA	19 MW
Mundra	245 KTPA	32 MW
Chennai (through PCBL (TN) Limited)	237 KTPA	24 MW
Total	880 KTPA	122 MW

Note: Total capacity updated based on FY 2025–26 expansion progress.

Aquapharm

Plant Location	Capacity (FY 2025–26)	Capacity (FY 2026–27)
Pirangut	12,508 MTPA	5,960 MTPA
Mahad	1,98,239 MTPA	2,14,342 MTPA
Texas (the US)	36,000 MTPA	36,000 MTPA
Jeddah (Saudi Arabia)	10,000 MTPA	10,000 MTPA
Total	2,56,747 MTPA	2,66,302 MTPA

Note: Following the commissioning of the L-45 facility at Mahad, polymer manufacturing operations were shifted from Pirangut to Mahad to meet growing business demand. Consequently, the existing polymer infrastructure at Pirangut is being repurposed for the trial production of new specialty products. As these products have lower production volumes than polymers on the same infrastructure, the reported capacity at Pirangut has reduced, while the overall manufacturing capability and product portfolio have been strengthened.

Global Presence

With a presence across **70+ countries spanning six continents**, PCBL combines global scale with agile delivery through an integrated manufacturing, distribution and customer engagement network. Our footprint includes manufacturing operations in **India, the United States and Saudi Arabia**, supported by **20+ warehouses, 7 decanting stations**, and R&D and innovation centres across **India, Belgium and Australia**. This extensive network enables us to deliver reliable supply, application expertise and customer-centric solutions while strengthening our position as a preferred global partner across carbon black, specialty chemicals and advanced materials.

PRODUCT PORTFOLIO

CORE PORTFOLIO

PCBL offers a diversified portfolio spanning **Rubber & Specialty Blacks, Specialty & Solutions, and Battery Chemicals & Conductive Materials**, supporting a wide range of industries including mobility, infrastructure, industrial manufacturing, energy storage and advanced electronics. Its portfolio of **110+ carbon black grades**, complemented by specialty chemicals and application-specific solutions, delivers enhanced performance across tyres, industrial rubber goods, plastics, coatings, inks, fibres, wires and cables, engineering plastics and conductive applications.

The Company continues to strengthen its presence in higher-value and advanced materials through specialty blacks, conductive carbons, nanosilicon materials, acetylene black and other next-generation battery chemistries. Aquapharm further broadens the portfolio with **275+ specialty chemical products and formulations** serving water treatment, home care, oil & gas, desalination and diverse industrial applications. Sustainability and innovation remain central to the Company's portfolio strategy, supported by the continued development of circular carbon black solutions, green chemistries, biodegradable products and advanced material technologies that address evolving customer requirements and emerging market opportunities.

Read more in the Corporate Overview section on pages 32-37.



Application across Industries

TYRE AND TYRE SPECIALTY



Passenger Vehicle Tyres



Two-Wheeler Tyres



Truck and Bus Tyres



Three-Wheeler Tyres



Light Motor Vehicle Tyres



Off-the-Road (OTR) Tyres



Agricultural Tyres



Cycle Tyres



Solid Tyres



Tyre Retreading

PERFORMANCE



Conveyor Belts



Transmission Belts



Tubing



Rubber Sheets



Anti-Vibration Grommets



Seals and Gaskets



Moulded Rubber Goods



Hose



Extruded Profiles

SPECIALTY BLACK



Batteries



Wires and Cables



Inks



Engineering Plastics



ESD and Conductive Plastics



Moulded Goods



Adhesives and Sealants



Shoe Soles

AQUAPHARM

FY 2025–26 marked a year of consolidation and scale-up for Aquapharm as it strengthened its role within PCBL's multi-chemistry platform. The business continued to expand across water treatment, cleaning solutions and oil & gas, supported by product diversification, operational synergies and global market expansion.

Aquapharm maintained a strong position across phosphonates, green chelates, specialty polymers and corrosion inhibitors, serving industrial water treatment, cleaning, desalination, and oilfield applications. During

the year, revenue from operations stood at ₹1,443 Crores, EBITDA at ₹162 Crores and sales volumes at 94,445 MT.

The business operationalised additional polymer capacity at Mahad, increasing total polymer capacity to 21,800 TPA, while advancing innovation across biodegradable polymers, green chelates, and specialty formulations. Supported by growing demand for sustainable chemistries and specialty performance products, Aquapharm continues to strengthen PCBL's diversification and specialty chemicals platform.

Key Product Portfolio

 Household, Industrial and Institutional Cleaning	- Phosphonates - Polymers - Green Chelates
 Industrial Water Treatment	- Phosphonates - Polymers - Biocide
 Oil & Gas	- Imidazolines - Quats - Triazines - Phosphonates - Biocides
 Other	- Blends - Acetyl Chloride

Read more in the Corporate Overview section on pages 18-23.

APPLICATION ACROSS INDUSTRIES

Phosphonates

- Water Treatment and Detergent
- Household Cleaning
- Water Treatment
- Industrial Cleaners
- Desalination

Oil & Gas

- Oil Production
- Hydraulic Fracturing/Fracking
- Borewell Drilling & Stimulation
- Wires and Cables

Others

- Paper & Pulp Industry
- Textile Printing
- Pharma Industry
- Agrochemicals

NANOVACE

Nanovace represents PCBL's strategic entry into next-generation battery materials through nanosilicon technology for advanced lithium-ion batteries. During FY 2025-26, the platform progressed significantly towards operationalisation, with the pilot facility at Palej becoming fully equipped and customer validation activities advancing through the year.

Our proprietary nanomaterial platform is designed to push the limits of battery performance, powering everything from the next generation of electric vehicles to the consumer electronics. During the year, we secured a US patent for our proprietary nanomaterial process and continued to file additional patents globally. We further strengthened our R&D infrastructure and technical capabilities across key international markets.

These capabilities strengthen participation across the battery materials value chain and support the long-term

strategy of building a diversified, future-ready advanced materials platform.

APPLICATION ACROSS INDUSTRIES

Nanosilicon

- Battery Chemical
- Automobile Battery
- Energy Storage
- Mobile Battery
- Portable Battery
- EV
- Drone
- Defence

Read more in the Corporate Overview section on pages 24-27.

Advancing Conductive Materials: Acetylene Black

During FY 2025-26, we continued advancing our acetylene black project to establish India's first domestic manufacturing capability for this high-purity conductive material. The proposed 4,000 MTPA facility is targeted to serve high-growth applications such as lithium-ion batteries, lead acid batteries and dry cells, semiconductors, conductive plastics and advanced coatings. We are also working on a super specialty line of 1,000 MTPA.

The project reinforces PCBL's presence across advanced conductive materials and complements our broader specialty portfolio spanning conductive solutions, engineered polymers and coatings applications. Supported by rising demand for battery materials and conductive applications, the global acetylene black market is expected to witness strong long-term growth.

Together with Nanovace, the acetylene black platform further strengthens PCBL's positioning across next-generation materials and future-oriented applications.

Read more in the Corporate Overview section on pages 24-27.

FINANCIAL PERFORMANCE FY 2025-26

PCBL recorded consolidated revenue from operations of ₹ 8,189 Crores in 2025-26, compared with ₹ 8,404 Crores in the previous year. Consolidated EBITDA stood at ₹ 1,082 Crores against ₹ 1,384 Crores, with the EBITDA margin moderating to 13% from 16%. Profit after tax was ₹ 198 Crores compared with ₹ 435 Crores in 2024-25. Profitability was affected by a challenging global operating environment, pricing pressure, an adverse product and market mix, and weaker performance in certain specialty chemical applications.

The carbon black business achieved its highest-ever annual sales volume of 6,18,956 MT, supported by 9% growth in domestic volumes and 14% increase in power generation. Aquapharm recorded revenue of ₹ 1,443 Crores and EBITDA of ₹ 162 Crores, with stable revenue despite headwinds in the US oil and gas segment.



Calculations and Explanation of Major Ratios

Particulars	Numerator	Denominator	Standalone			Consolidated			Reasons for Variance
			Year Ended 31 March, 2026	Year Ended 31 March, 2025	% Change	Year Ended 31 March, 2026	Year Ended 31 March, 2025	% Change	
Current Ratio	Total current assets	Total current liabilities	0.78	0.95	(17.89)	0.83	0.96	(13.54)	
Debt Equity Ratio	Total debt = non-current borrowings + current borrowings	Total equity*	0.62	0.87	(28.74)	1.20	1.46	(17.80)	Due to prepayment of debt
Return on Equity (%) / Return on Net Worth (%)	Profit for the year	Average shareholder's equity*	6.05%	12.85%	(6.80)	5.13%	12.49%	(7.36)	
Inventory Turnover Ratio - Days	Revenue from operations	Inventories	44	36	22.22	50	47	6.38	

Note:

Revenue from operations = Sales of finished goods and traded goods without GST + Sale of power

Inventories = Raw materials + finished goods + stores and spare parts (including packing material)

Debtors Turnover Ratio - Days	Revenue from operations	Trade receivables	63	68	(7.35)	65	68	(4.41)	
--------------------------------------	-------------------------	-------------------	----	----	--------	----	----	--------	--

Note:

Revenue from operations = Sales of Finished Goods and Traded Goods including GST + Sale of Power

Net Profit Margin (%)	Net profit (profit after tax)	Revenue from operations	4.27%	7.68%	(3.41)	2.44%	5.20%	(2.76)	
Interest Coverage Ratio	Earning available for interest service	Interest service	2.59	3.57	(27.45)	1.78	2.47	(27.94)	Due to decrease in earnings available during the year ended 31 March, 2026

Note:

Earnings available for interest service: Profit Before Tax + finance costs excluding interest on lease liabilities - net gain on foreign currency transactions

Interest service: Finance costs excluding interest on lease liabilities - net gain on foreign currency transactions

Particulars	Numerator	Denominator	Standalone			Consolidated			Reasons for Variance
			Year Ended 31 March, 2026	Year Ended 31 March, 2025	% Change	Year Ended 31 March, 2026	Year Ended 31 March, 2025	% Change	
Long-Term Debt Equity Ratio	Non-current borrowings	Total Equity*	0.48	0.68	(29.41)	0.94	1.14	(17.54)	Due to prepayment of debt

Note:

Non-current borrowings include current maturities of long-term debt

Total Equity = Equity share capital + other equity.

Operating Profit Margin	Operating profit	Revenue from operations	11.25%	15.83%	(4.58)	10.89%	14.70%	(3.81)	
--------------------------------	------------------	-------------------------	--------	--------	--------	--------	--------	--------	--

Note:

Operating Profit = Profit Before Tax + Depreciation and amortisation expenses + Finance Costs + Payment of Lease Liability - Net gain on foreign currency transaction + Loss/(Profit) on disposal of property, plant and equipment - Other Income

The Company's turnover is highly sensitive to the changes in crude prices which may fluctuate widely between quarters; the Company, therefore, believes that the debtors and Inventory turnover days computed on the basis of simple average of the turnover days for each of the four quarters of the year will be more appropriate and reflective of its operations; the turnover days for each quarter is derived by dividing the quarter-end outstanding debtors/inventory balance with sales for the respective quarter

Numbers for the previous year have also been recalculated accordingly.

*Figures used for calculation of ratios for consolidated financial statements include share of non-controlling interest wherever applicable





Research & Development (R&D) and Innovation

PCBL is evolving into a forward-looking, multi-chemistry enterprise by continuously strengthening its innovation capabilities and preparing for the next phase of growth. This transformation is anchored in strategic priorities including specialty black expansion, rubber black export growth, operational and cost excellence, and the development of alternative and sustainable feedstocks. Together, these initiatives are enabling the Company to capture emerging opportunities and reinforce its aspiration of becoming a global leader in advanced materials.

PCBL's R&D platform focuses on developing commercially viable solutions that create long-term value. Its efforts are directed towards advancing new technologies, optimising products and processes, improving energy efficiency, enhancing product performance, promoting sustainability and leveraging global market intelligence to support the Company's strategic priorities.

Driven by market-led innovation, PCBL's advanced Research & Development and Innovation Centres in India and Belgium are equipped with specialised laboratories, state-of-the-art testing infrastructure and multidisciplinary scientific expertise. This innovation ecosystem is supported by over 85 scientists and technical professionals and backed by an annual R&D investment of ₹ 80.97 Crores.

Over the past few years, PCBL has developed and commercialised around **40 new products** across carbon blacks, performance

chemicals and battery materials. These innovations have broadened the Company's product portfolio, opened new business opportunities and strengthened alignment with evolving customer and market requirements. Simultaneously, R&D efforts have focused on process optimisation, alternative and sustainable feedstocks, and backward and forward integration across carbon black and adjacent technologies to enhance application development, cost competitiveness and operational flexibility.

A significant milestone in the Company's innovation journey has been its entry into next-generation battery materials through **Nanovace**, the joint venture with **Kinaltek, Australia**. The pilot facility at Palej is progressing towards commercialisation of nanosilicon anode materials designed to improve the energy density, durability and cost-effectiveness of lithium-ion batteries. In parallel, PCBL is advancing the development of **acetylene black**, a high-purity

conductive carbon material used in semiconductors, high-voltage cables, energy storage systems and other advanced applications, further strengthening its battery materials and conductive solutions portfolio.

At Aquapharm Chemical Private Limited, innovation continues to focus on sustainable chemistry. During the year, the business strengthened its portfolio of biodegradable green chelates, supporting the growing demand for environmentally responsible formulations across home care, personal care and industrial applications.

Going forward, PCBL's R&D roadmap will continue to foster collaboration across businesses, technologies and research disciplines, accelerating innovation across both core and adjacent chemistries. By combining scientific excellence with customer-centric innovation, the Company aims to drive sustainable revenue growth, improve profitability and create long-term value for all stakeholders.

Information Technology and Cyber Security

Information Technology (IT) and Cyber Security are central to PCBL's digital transformation agenda, enhancing operational efficiency while safeguarding critical information assets. The integration of IT with enterprise risk management has enabled the Company to build a secure, scalable, and resilient digital backbone that supports future-ready operations.

The Company continues to strengthen its cyber security framework through the deployment of **Advanced Threat Protection (ATP)** solutions, Unified Threat Protection Firewalls at key data

centres, and robust real-time backup systems. Security controls are regularly validated through independent audits, vulnerability assessments, social engineering exercises, and continuous employee awareness programmes to reinforce cyber resilience.

To ensure business continuity, PCBL's Disaster Recovery (DR) data centre is equipped with real-time data replication capabilities and undergoes periodic mock drills to validate disaster recovery preparedness and minimise operational disruptions.

The Company continues to invest in cloud and digital platforms to

enhance governance, operational performance, and information security. Its enterprise-wide **ISO 27001:2022** certification, covering the corporate office as well as all manufacturing facilities, reflects its commitment to maintaining globally recognised information security standards. Through continuous improvement, dashboard-led decision-making, and digital initiatives, PCBL is strengthening operational resilience and ensuring that changes in business processes, supply chains, and the external environment are addressed with agility and foresight.



Environment, Health & Safety, and Social Responsibility

Sustainability remains integral to PCBL's strategy, shaping the way we manage environmental stewardship, workplace safety and community development. During FY 2025-26, we continued to strengthen our environmental performance through focused initiatives in greenhouse gas emissions reduction, energy efficiency, water stewardship, circularity and responsible waste management. Our manufacturing facilities maintained **100% Zero Liquid Discharge (ZLD) compliance** and continued to operate under **ISO 14001:2015-certified environmental management systems**, while waste-gas-based cogeneration, water recycling and resource efficiency initiatives supported our long-term climate and operational objectives.

Safety remains a core operating priority across our manufacturing network. During the year, we further strengthened our safety culture through Behaviour-Based Safety programmes, structured risk assessments, employee and contractor training, digital EHS interventions, mock drills and occupational health initiatives. These efforts reinforced operational discipline and enabled us to maintain **zero Lost Time Injury Frequency Rate (LTIFR)** for both employees and workers during the year.

Beyond our operations, we continued to create shared value through our CSR philosophy of **'Touching Lives in More Ways than One'**. During FY 2025-26, our initiatives positively impacted **over 54,000 lives**, focusing on education, healthcare, livelihood development and environmental sustainability. Key initiatives included strengthening school infrastructure, digitising schools, expanding emergency healthcare access through ambulance support, promoting waste management and plantation drives, and supporting women's livelihood programmes, reflecting our commitment to inclusive and sustainable community development.



Read more in the ESG section starting from page 76.



Risk Management

At PCBL, risk management is embedded in our culture and decision-making processes. The Company has instituted a structured, forward-looking risk management framework that enables early identification, assessment and mitigation of both strategic and operational risks. This integrated approach helps us respond proactively to market volatility, regulatory changes, supply chain dynamics or internal processes with agility and foresight.

The Board of Directors, in line with the SEBI (Listing Obligations and Disclosure Requirements), 2015, provides active oversight of risk governance, supported by dedicated committees and cross-functional teams. Periodic risk reviews and scenario planning exercises are conducted to ensure preparedness, strengthen business continuity and safeguard value creation across operating segments.

By integrating risk awareness with strategic execution, we remain agile amid uncertainty and well-positioned to pursue innovation-led, sustainable growth.

Comprehensive Risk Mitigation Plan

PCBL's risk mitigation framework is designed to systematically identify, assess and manage emerging risks, ensuring alignment with our strategic direction. The Board undertakes a structured approach to risk oversight, which includes:



DEFINING ROLES AND RESPONSIBILITIES

Clearly delineating the accountability and authority of the Risk Management Committee



PROACTIVE DECISION-MAKING

Actively contributing to decisions that influence the Company's overall risk profile



INTEGRATED RISK REPORTING

Embedding risk considerations within the broader Board reporting structure

Sustainability and Risk Management Committee

PCBL's Sustainability and Risk Management Committee oversees and guides the Company's risk management framework, ensuring effective governance and strategic oversight. The Committee comprises the following members:



MR. NILESH KOULL

– Chairman



DR. S. RAVI

– Member, Non-Executive Independent Director



MR. T. C. SUSEEL KUMAR

– Member, Non-Executive Independent Director



MR. R K AGARWAL

– Member, Non- Executive Independent Director

Structured Risk Identification and Assessment

PCBL follows a well-defined risk assessment framework that evaluates risks across multiple dimensions:



PROBABILITY

The likelihood of risk occurrence



SEVERITY

The extent of potential impact on operations and stakeholders



CATEGORY

Classification across key domains such as financial, operational, regulatory and strategic



RATING

A quantified score reflecting the risk's criticality and immediacy

This structured methodology enables the Company to prioritise risks effectively and design targeted mitigation strategies.

Prevention and Control Strategies

To build resilience, PCBL adopts a multi-layered approach to risk prevention and control. This includes:



RISK AVOIDANCE
Identifying and avoiding activities that pose high risk to the organisation



RISK MITIGATION
Reducing the likelihood of risks and minimising their potential impact



CONSEQUENCE REDUCTION
Limiting adverse outcomes through preparedness and effective response mechanisms



CONTINUOUS IMPROVEMENT
Updating controls and practices to keep pace with the evolving risk landscape

Ongoing Monitoring and Review

The Company maintains a responsive and adaptive risk management framework through:



EVALUATING CONTROL EFFECTIVENESS
Conducting regular assessments to ensure risk controls are functioning as intended



INCIDENT REPORTING AND RESPONSE
Promptly addressing control lapses and implementing corrective measures



REFINING RISK STRATEGIES
Continuously enhancing risk approaches to remain aligned with emerging risks and evolving conditions

Systematic Risk Reporting and Governance

PCBL has established a structured and disciplined framework for risk reporting and governance, encompassing:



IDENTIFICATION AND EVALUATION
Monitoring emerging risks across the business



PRIORITISATION AND MITIGATION
Deploying targeted mitigation strategies based on severity and likelihood



CONTINUOUS MONITORING AND REVIEWING
Evaluating control effectiveness and adaptability to changing risk dynamics



TRANSPARENT COMMUNICATION
Providing clear and timely disclosure of risk-related information to stakeholders and regulatory authorities



STRATEGIC ALIGNMENT
Integrating risk insights into key business decisions to ensure alignment with organisational objectives



ANNUAL RISK REVIEW
Periodically evaluating and strengthening the Company's risk management framework

Human Resources

The HR strategy for FY 2025–26 was anchored in building a future-ready, high-performing organisation by aligning leadership development, capability building, and talent sustainability with business priorities. The Company continued to strengthen its leadership pipeline and succession readiness through focused developmental initiatives, while deepening industry-academia partnerships to ensure a steady inflow of industry-ready talent.

A structured onboarding approach through the New Joinee Learning Academy enabled accelerated time-to-productivity, supported by broader organisational and capability transformation aligned with PCBL's transition towards a solutions-led and globally expanding business. A data-driven approach to skill development—underpinned by enhanced assessment frameworks and a digital skill matrix—enabled targeted capability building across the workforce.

At the same time, scaled e-learning initiatives fostered a culture of continuous and self-driven learning. Sustainability considerations were increasingly embedded into employee mindsets, reinforcing the Company's long-term commitment to responsible growth. Advancements in HR digitisation further strengthened decision-making through analytics-driven insights.

Collectively, these efforts have enabled the development of an agile, skilled, and future-ready workforce, well aligned with PCBL's strategic growth ambitions.

As of 31 March, 2026, there were 1,350 permanent employees on the rolls of the Company.

Read more in the People chapter on pages 76–83.

OUTLOOK

PCBL enters FY 2026–27 with a stronger manufacturing base, an expanding specialty portfolio and growing presence across advanced materials and battery chemicals. While FY 2025–26 was impacted by geopolitical disruptions, supply chain cost inflation and pricing pressure from industry-wide capacity additions, we expect stronger momentum ahead, supported by volume growth, operational efficiencies, and specialty-led expansion.

Growth will be driven by expansion across battery chemicals, including nanosilicon, conductive grades and acetylene black, alongside an increasing focus on specialty and value-added products, cost optimisation initiatives and backward integration efforts. Rising EV and SUV adoption, global tyre manufacturers diversifying sourcing beyond China, higher industry utilisation levels and growing global carbon black demand are expected to support long-term growth opportunities.

We remain focused on strengthening operational resilience, expanding specialty capacities and advancing sustainable and future-oriented chemistries to support long-term value creation and profitability improvement.

Internal Financial Control System and its Adequacy

We maintain a comprehensive internal financial control system across our operations to ensure efficiency, transparency, and accountability. Our policies and procedures are designed to ensure adherence to established policies, safeguard assets, prevent and detect fraud and errors, and ensure the accuracy and completeness of accounting records. Consequently, these systems also enable the timely preparation of reliable financial information for effective decision-making.

To strengthen financial oversight, the Company engages both internal and external auditors, complementing in-house expertise with independent reviews and assessments. The Company continues to upgrade systems in line with industry best practices, thereby enhancing financial governance and ensuring compliance with evolving regulatory requirements.

The Management Committee rigorously reviews periodic reports and deviations, implementing corrective actions wherever required. In addition, the Board's Independent Audit Committee periodically evaluates the effectiveness of our internal financial control system. Together, these measures reinforce strong financial discipline, foster transparency, and protect stakeholder interests.

Cautionary Statement

The financial statements have been prepared in accordance with the Indian Accounting Standards (Ind AS) prescribed under Section 133 of the Companies Act, 2013, read with the relevant rules issued thereunder, and other accounting principles generally accepted in India. Statements in the Management Discussion and Analysis that may be interpreted as 'forward-looking' are, in accordance with applicable laws and regulations, based on current expectations and projections regarding future events.

However, actual results may differ materially from those expressed or implied in such statements. Several external factors could influence the Company's performance, including global geopolitical developments, domestic economic conditions, industry demand and supply dynamics, input price fluctuations, regulatory changes, tax reforms, and other variables such as industrial relations.

While the Management remains committed to the strategic objectives, it does not guarantee the realisation or accuracy of these forward-looking statements.

For and on behalf of the Board of Directors

Dr. Sanjiv Goenka
Chairman
(DIN 00074796)

Place: Kolkata
Date: 30 April, 2026

Annexure B to the Board's Report

Conservation of Energy, Technology Absorption, Foreign Exchange earnings and outgo

Statement in accordance with Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014 and forming part of the Boards' Report for the year ended 31 March, 2026

1.A. CONSERVATION OF ENERGY

(a) Energy conservation measures taken:

- The process of manufacture of Carbon Black results in generation of waste gases. This waste gas also called tail gas is utilised for generation of steam and power in specially designed state of the art co-generation Power Plants having total 98 MW capacity, which are located in its each carbon black manufacturing facility, having site wise installed capacity of:

30 MW co-generation power plant at Durgapur,

32 MW co-generation power plant at Mundra,

19 MW co-generation power plant at Palej and

17 MW co-generation power plant at Kochi

Steam and Power requirement of carbon black manufacturing process is met first from the above co generation power plants and surplus power is injected into the power grid for sale.

Excess heat generated during carbon black production process is utilised in various heat

exchangers like Waste Heat Boiler(WHB) for steam generation, in Air Pre-Heater (APH) and Oil Pre-Heater(OPH) for heating atmospheric air and Oil Feed stock respectively, which are used as input to carbon black manufacturing process and thereby help in improving the process efficiency.

(b) Additional investments and proposals, if any, being implemented for reduction of consumption of energy:

(c) Impact of measures (a) and (b) above for reduction of energy consumption and consequent impact on the cost of production of goods:

Reflected in the improved financial performance of the Company.

(d) Total energy consumption and energy consumption per unit of production

As per Form-A of the Annexure to the Rules in respect of Industries specified in the Schedule thereto:

Form for disclosure of particulars with respect to Conservation of Energy

		Current year 31 March, 2026	Previous Year 31 March, 2025
A. Power and Fuel Consumption			
1. Electricity			
Purchased units(KWH)		12,31,107	1,08,80,568
(a) Total amount(₹ in Crores)		7.68	13.04
Rate per unit(₹)		62.40	11.99
(b) Own generation			
(i) Through diesel generators units (KWH)			
Units per ltr. of diesel oil (KWH)			
Cost per unit (₹)			
(ii) Through steam/turbine generators units (KWH)			
Units per ltr. of fuel/gas oil (KWH)			
Cost per unit (₹)			
(iii) Through co generation power plants			
(off-gas burning) units (KWH)		254480832	236171111
Units per ltr. of fuel oil (KWH)		1079	807
Cost per unit (₹)		0.05	0.07
2. Coal(specify quality and where used)	Quantity(tonnes)	-	-
	Total Cost(₹ in Crores)	-	-
	Average rate(₹)	-	-

Annexure B to the Board's Report (Contd.)

		Current year 31 March, 2026	Previous Year 31 March, 2025
3. Furnace Oil	Quantity(K.ltr)	-	-
	Total Cost(Rs. in crores)	-	-
	Average rate(₹)	-	-
4. Others/internal generation (process steam)	Quantity(MT)	3039663	2829407
	Total Cost(Rs. in crores)	2.18	1.81
	Average rate(₹)	7.18	6.39
5. Consumption per unit of production			
Carbon Black:	i) Electricity (KWH/MT)	385	374
	ii) Furnace Oil (Ltr./MT)		
	iii) Coal		
	iv) Others-process steam (MT/MT)	6.13	5.69

B. TECHNOLOGY ABSORPTION:

(a) Efforts made in technology absorption as per Form-B of the Annexure is given hereto:

Form - B

Form for disclosure of particulars with respect to absorption:

1. Specific areas in which Research and Innovation carried out by the Company:

- Development of new Carbon Black grades and improvement/expanding their performance, application prospects keeping in purview 'Product Regulations', 'Sustainability', 'Ease of Processibility and Dispersibility', 'End Product Fuel Efficiency and Durability', 'End Product Aesthetics and Durability', 'Electrical Conductivity', 'Battery Electrodes' considering international and domestic markets.
- Enable 'Technology Transfer' from R&D scale to plant/commercial scale.
- Expand 'Product Portfolio' of PCBL Chemical Limited through 'Ideation', 'Collaboration', 'Innovation', 'Promotion', 'Introduction' of new Carbon Blacks for 'Specialty Business' and 'Rubber Business'.
- 'Alteration and Tuning' of Carbon Black attributes to bring out diligent customer requirements.
- Exploration of new suppliers of Carbon Black Feedstock (CBFS) to improve product quality, yield, productivity, environmental compliance and to derisk limited supply.

- Refining CBFS to address plant constraints and yield premium output.
- Scoping for 'Renewable Resourced' CBFS and enable sustainable Carbon Black manufacturing.
- 'Investigative and Predictive Research' to cater 'Customer Complaint' resolution.
- 'Grades or Products Approval' for existing and new customers.
- In-house 'Method Development' for 'Testing, Characterization, Analysis' of 'Carbon Blacks, Nano-structured Carbonaceous Materials, Silicon, CBFS' etc.
- Probing of 'Product Stewardship and Regulatory' status of Carbon Blacks and CBFS.

2. Technical Services (TS)

- Strengthen customer engagement and cross-functional collaboration to identify and address specific customer requirements for business growth.
- Develop and implement sustainable packaging solutions that comply with regulatory requirements and support environmental stewardship.
- Develop packaging materials and optimize shipment quantities across different grades to improve efficiency.
- Drive product stewardship initiatives and navigate safety regulations in the Carbon Black sector to ensure compliance and risk mitigation.

Annexure B to the Board's Report (Contd.)

- Drive innovation in Carbon Black products by co-developing next-generation grades tailored to evolving customer and industry needs.
- Enhance supply chain flexibility by implementing a customer-aligned multi-plant approval process to ensure reliable and responsive delivery.
- Drive targeted business development initiatives to achieve strategic growth in emerging markets.

3. Process Technology (PT)

- Implementation of Zirconia and Water-cooled choke to increase Yield and Productivity in all the Major Hard Black lines.
- Process Debottlenecking to improve Productivity in Rubber Black Lines.
- Optimization of manufacturing process conditions to improve Yield, Productivity and Quality.
- Analyzing Critical Process Issues, Critical Equipment Breakdowns, Quality Issues and Troubleshooting.
- Usage of Sustainable Feedstock to Produce Carbon Black.
- Developing New Grades of Carbon Black in Specialty Segment, improving existing grades in Rubber Segment to cater the changing requirements of customers, increasing the number of grades in 'PCBL's portfolio.
- Providing Sustainable Solutions for Refractory by developing New Partners, Exploring New Resources.
- Use of Computational Fluid Dynamics (CFD) for simulating Equipment Retrofitting, Nozzle development, etc.
- Imparting high level of Technical Knowledge throughout the organization.
- New Technology of producing Carbon Black.
- IP protection for new product/process technologies.

4. Benefits derived as a result of the above Research and Innovation:

- To engender business opportunities for the company.

- Implement the 'Proof of Concept' in 'Plant Level' to manufacture explicitly performing and sustainable Carbon Black grades.
- 'Augment and Empower' product acceptance by the customers through refining and optimizing product attributes.
- Desired and targeted expansion of the specialty and rubber business in emerging and evolving markets.

5. Future Plan of Action:

- Explore emerging 'Carbon and Carbon Black Technologies' with new application potential.
- Scout 'Advanced Filler Technology' adopting 'Special Carbon Black Domain', 'Nano-structured Carbonaceous Materials' and 'Hybrid Filler'.
- Probing scope and opportunities of 'Sustainable/ Renewable Carbon Black' to optimize balanced end use performance.
- Sustainable CBFS as a replacement solution of conventional CBFS in Carbon Black manufacturing process.
- To enrich the product portfolio of the company by implementing new products and processes.
- Customer engagement to support customers and development of market.
- IP protection for new product/process technologies.
- Building a digital backbone and structure in R&D.

6. Expenditure on R & D :

(₹ In Crores)		
	Current year	Previous Year
(a) Capital	2.82	-
(b) Recurring	50.61	33.16
(c) Total	53.43	33.16
(d) Total R&D Expenditure as a percentage of total expenditure	1.01%	0.62%

Annexure B to the Board's Report (Contd.)

TECHNOLOGY ABSORPTION, ADAPTATION & INNOVATION:

1. Efforts in brief towards technology absorption, adaptation & innovation:

- The revision in Standard Operating Procedures resulted in improved yields.

2. Benefits derived as a result of the above efforts:

- Improved quality of the product

3. Particulars of Imported Technology in the last 5 years:

(a)	Technology Imported	:	Not Applicable
(b)	Year of Import	:	Not Applicable
(c)	Has the technology been fully absorbed?	:	Not Applicable
(d)	If not fully absorbed, areas where this has not taken place, reasons thereof and future plans of action.	:	Not Applicable

C. FOREIGN EXCHANGE EARNINGS AND OUTGO:

(a) Activities relating to exports, initiatives taken to increase exports, development of new export markets for products and services and export plans:

Various initiatives relating to improvement in quality and service, developing new markets, etc have resulted in exports of ₹ 1894.70 Crores

(b) Total foreign exchange used and earned:

(₹ In Crores)		
	Current year	Previous Year
Foreign Exchange used*	3,566.64	2,440.12
Foreign Exchange earned#	2,496.45	2,469.01

*includes repayment of loan in foreign currency

#includes receipt of loan in foreign currency

For and on behalf of the Board of Directors

Dr. Sanjiv Goenka

Chairman
(DIN 00074796)

Place: Kolkata
Date: 30 April, 2026

Annexure C to the Board's Report

REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES FOR THE FINANCIAL YEAR 2025-2026

[Pursuant to Section 135 of the Companies Act, 2013, as amended read with Notification issued by the Ministry of Corporate Affairs & Rules made thereunder]

1. A BRIEF OUTLINE OF THE COMPANY'S CSR POLICY:

In accordance with the provisions of the Companies Act, 2013, as amended ("the Act") read with the Notification issued by the Ministry of Corporate Affairs and the rules made thereunder, the Company has framed its CSR Policy to carry out its CSR activities in accordance with Schedule VII of the Act. The Company, is one of the pioneers of the Carbon Black industry in India. Through the values and principles inherent within the Group, the Company strives to positively impact the community by promoting inclusive growth in the areas of education, healthcare, community development, promoting agricultural and rural development, promoting sports and environmental sustainability etc. Along with sustained economic performance, environmental and social stewardship is also a key factor for holistic business growth. Over the period of its long existence, the Company has upheld its tradition of community service and tried to reach out to the underprivileged in order to empower their lives and provide holistic development. The Company's focus areas are concentrated on increasing access to health, education, environment sustainability, community development and holistic development with a focus on underprivileged people living around its manufacturing units and other establishments. The Company's CSR Policy also focuses on leveraging the full range of the Company's resources to broaden access to the basic facilities for the underserved population. The Company wishes to formalise and institutionalise its efforts made in the domain of Corporate Social Responsibility and this Policy shall serve as a guiding document to help identify, execute and monitor CSR projects in keeping with the spirit of the Policy. The Company's focus has always been to contribute to the sustainable development of the society and environment and to make our planet a better place for future generations. This Policy shall apply to all CSR initiatives and activities taken up by the Company for the benefit of different sections of the society. The Company's revised CSR policy is placed on its website and the web-link for the same is <https://www.pcbltd.com/investor-relation/general-policies>.

2. THE COMPOSITION OF THE CSR COMMITTEE:

The Composition of the CSR Committee of the Board is as follows:-

SL No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Mr. Nilesh Koul #	Chairman	2	2
2	Mr. Shashwat Goenka	Member	3	3
3	Ms. Sneha Lata *	Member	-	-
4	Mrs. Rusha Mitra **	Member	3	3
5	Mr. Kaushik Roy ##	Chairman	1	1

#Mr. Nilesh Koul was appointed as Managing Director and inducted as the Chairman of the Committee w.e.f 3 November, 2025

*Ms. Sneha Lata was appointed as an additional non -executive independent woman director w.e.f 26 March, 2026 and inducted as a Member w.e.f 8 April, 2026

**Mrs. Rusha Mitra, non-executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments

##Mr. Kaushik Roy ceased to be the Managing Director and the Chairman of the Committee w.e.f 3 November, 2025

NB:- The CSR Committee of the Board of Directors of the Company met 3 times on 29 April, 2025, 3 February, 2026 and 2 March, 2026 during the financial year ended 31 March, 2026.

3. PROVIDE THE WEB-LINK WHERE COMPOSITION OF CSR COMMITTEE, CSR POLICY AND CSR PROJECTS APPROVED BY THE BOARD ARE DISCLOSED ON THE WEBSITE OF THE COMPANY:

The web-link of the Company where composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed is <https://www.pcbltd.com/investor-relation/general-policies>.

Annexure C to the Board's Report (Contd.)

4. PROVIDE THE EXECUTIVE SUMMARY ALONG WITH WEB-LINK OF IMPACT ASSESSMENT OF CSR PROJECTS CARRIED OUT IN PURSUANCE OF SUB-RULE 3 OF RULE 8, IF APPLICABLE:

Report of Impact Assessment is enclosed as Annexure.

		Amount (₹ in Crores)
5.	(a) Average Net Profit of the Company as per Section 135(5)	639.99
	(b) Two percent of the average net profit of the Company as per Section 135(5)	12.80
	(c) Surplus arising out of the CSR Projects or programmes or activities of the previous financial years	0.12
	(d) Amount required to be set off for the financial year, if any	0.12
	(e) Total CSR obligation for the financial year [(b)+(c) - (d)]	12.80
6.	a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project)	12.80
	(b) Amount spent in Administrative overheads	Nil
	(c) Amount spent on impact assessment, if applicable	Nil
	(d) Total amount spent for the Financial Year	12.80

(e) CSR amount spent or unspent for the Financial Year:

Total Amount spent for the financial year (Rs in crore)	Amount Unspent (in ₹ in Crores)				
	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 (₹ in Crores)	Date of Transfer	Name of the Fund	Amount	Date of Transfer
2.29	10.51	28 April, 2026	-	-	-

(f) Excess amount for set-off, if any:-

Sl. No.	Particular	Amount (₹ in Crores)
(i)	Two percent of average net profit of the company as per Section 135(5)	12.80
(ii)	Total amount spent for the Financial Year	12.80
(iii)	Excess amount spent for the financial year [(i)-(ii)]	0
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	0.12
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0.12

7. DETAILS OF UNSPENT CORPORATE SOCIAL RESPONSIBILITY AMOUNT FOR THE PRECEDING THREE FINANCIAL YEARS:

Sl No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in crores)	Balance Amount in unspent CSR Account under sub-section (6) of Section 135 (Rs. in crores)	Amount spent in the Financial Year (in crores)	Amount transferred to a fund as specified under Schedule VII as per second proviso to sub-section (5) of Section 135, if any Amount (Rs. in crores)	Amount remaining to be spent in succeeding financial years (Rs. in crores)	Deficiency, if any
1	FY 2022-23	1.43	-	1.43*	N.A.	N.A.	Nil
2	FY 2023-24	3.15	-	3.15*	N.A.	N.A.	Nil
3	FY 2024-25	4.88	-	4.88*	N.A.	N.A.	Nil

*Unspent amount for the Financial Year 2022-23 and 2023-24, as afore-mentioned, has been transferred towards the 'Ongoing Project' in the financial year 2024-25.

*Unspent amount at the respective year end has been utilised for the 'Ongoing Project' in the next financial year 2025-26.

8. WHETHER ANY CAPITAL ASSET 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 PERCENT OF THE AVERAGE NET PROFIT AS PER SUB-SECTION (5) OF SECTION 135 – Not Applicable

Note:- The Unspent amount has been transferred to an Unspent CSR Account in the name of the Company. The amount transferred as such would be made available from time to time to RP-Sanjiv Goenka Group CSR Trust for meeting the Trust's requirements for its Ongoing Project, in conformity with the applicable provisions of Section 135 of the Companies Act, 2013 read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended.

Nilesh Koul

Chairman of the CSR Committee
(DIN: 10963815)

Place:- Kolkata

Date:- 30 April, 2026

Sneh Lata

Member of the CSR Committee
(DIN: 11628402)

PCBL School Infrastructure Impact Report

Table of Content

01	Introduction	01
02	Study Methodology	06
03	Stakeholder Perspective	08
04	Key Findings	12
05	Recommendations	15

List Of Abbreviations

CSR	▶	Corporate Social Responsibility
RPSG	▶	RP-Sanjiv Goenka
IB	▶	International Baccalaureate
RPGIS	▶	RP Goenka International School
FY	▶	Financial Year
PYP	▶	Primary Years Programme
IBDP	▶	International Baccalaureate Diploma Programme
WASH	▶	Water, Sanitation, Hygiene
MCA	▶	Ministry of Corporate Affairs
UDISE+	▶	Unified District Information System for Education Plus
IDI	▶	Infrastructure Directionality Index
RTE	▶	Right of Children to Free and Compulsory Education Act
KG	▶	Kindergarten
L&T	▶	Larsen & Toubro
PCBL	▶	PCBL Chemical Limited
BRSR	▶	Business Responsibility & Sustainability Report
CIN	▶	Corporate Identification Number
IGCSE	▶	International General Certificate of Secondary Education
IBPYP	▶	International Baccalaureate Primary Years Programme

EXECUTIVE SUMMARY

The RP Goenka International School (RPGIS) infrastructure project, located on Diamond Harbour Road in Kolkata, represents a strategic shift by PCBL Chemical Limited and the RPSG CSR Trust from traditional philanthropy to create high-impact, sustainable educational assets. Developed between 2021 and 2023, the project transformed a 1.2-acre site into a state-of-the-art facility designed to meet International Baccalaureate (IB) standards. This intervention addressed a critical educational gap in the Majerhat area, where no formal schooling existed within a two-kilometre radius. Financed through structured CSR contributions totalling over ₹16 Cr across three fiscal years, the construction was executed through a partnership with Siri Architects and L&T Construction.

The facility is designed for inclusivity and safety, featuring universal access tools like ramps and tactile paving alongside advanced safety systems such as an automatic fire curtain. The campus includes 38 digitalised classrooms, specialised science labs, and extensive recreational infrastructure, including a swimming pool and multi-purpose auditorium. These upgrades have led to high stakeholder satisfaction, with students reporting increased academic enthusiasm and concentration, while school management observed improved daily attendance and the generation of local employment. Furthermore, the project achieved a platinum sustainability rating through the integration of solar panels and energy-efficient systems.

To ensure long-term excellence, the report suggests establishing a dedicated Technology and Innovation Lab to complement existing digital tools and enhancing future classroom designs with improved natural ventilation. It is also recommended that local community members and parents be actively engaged in infrastructure conservation to preserve the facility for future generations. Finally, for future project replications, the study emphasises the importance of involving school management committees from the earliest planning stages to ensure alignment with institutional requirements and strengthen long-term project ownership.

Chapter 1

Introduction

INTRODUCTION

PCBL Chemical Limited, a part of the **RP-Sanjiv Goenka Group**, operates under a core philosophy that integrates industrial growth with community empowerment. The Company's Corporate Social Responsibility (CSR) vision is **"to be a socially responsible Indian Company empowering lives by providing access to education, healthcare, and sustainable livelihood opportunities"**. PCBL views its social interventions not as charity, but as strategic investments in the national human capital.

Central to this mission is the **RP-Sanjiv Goenka Group CSR Trust (RPSG Trust)**, the nodal body through which PCBL executes its high-impact projects. The Company's focus is particularly sharp on the communities surrounding its manufacturing units, ensuring that "inclusive growth" reaches the underprivileged through infrastructure development, environmental sustainability, and holistic education.

PCBL Chemical Limited, a flagship of the **RP-Sanjiv Goenka Group**, operates on the principle that a corporation's license to operate comes from the society it serves. PCBL Chemical does not view CSR as a standalone department but as a core business function. Their approach is governed by the **"Triple Bottom Line"** principle focusing on People, Planet, and Profit.

- **The RPSG Connection:** Being part of the RP-Sanjiv Goenka Group, PCBL Chemical Limited adheres to a group-wide mandate of "socially responsible growth." They utilise the **RPSG Trust** to ensure that funds are channelled into structured, multi-year projects rather than one-off donations.
- **Empowerment:** Moving away from "one-time giving" to creating assets (like libraries and labs) that serve generations.
- **Strategic Geography:** PCBL strategically targets communities within a 20–50km radius of their manufacturing plants (like the one in Durgapur or their corporate presence in Kolkata). This ensures they can monitor the projects closely and engage their own employees in volunteering.
- **The "Cradle-to-Career" Focus:** Their philosophy emphasises that education is the most powerful tool for poverty alleviation. Consequently, they focus on the **"hardware" of education** (buildings, toilets, labs) because they believe that a dignified physical environment is a prerequisite for a child's dignity and motivation to stay in school.
- **Sustainability:** Ensuring interventions like school buildings are durable and eco-friendly.

Intervention: School Infrastructure in Kolkata (2021-2023)

Recognising that physical environment is a key determinant of learning outcomes, PCBL prioritised the School Infrastructure Project in Kolkata during the 2021-2023 period. This intervention was designed to create child-friendly environments in government and government-aided schools by addressing critical gaps in classrooms, sanitation, and specialised facilities like libraries and computer labs.

The Trust identified that to prepare the next generation of leaders from Kolkata, an intervention was required that combined state-of-the-art physical infrastructure with the **International Baccalaureate (IB)** framework. This led to the conceptualisation of the **RP Goenka International School (RPGIS)** as a premier social project.

The intervention involves the setting up of a comprehensive educational campus at **34/1/1, Diamond Harbour Road, Kolkata-700 027**. This project was executed in two distinct phases during the reporting period:

- **Ongoing Project-1 (Completed FY 2023-24):** This phase focused on the construction and completion of the core school building, specifically designed to host the **IB Primary Years Programme (PYP)** for Nursery to Grade 5.
- **Ongoing Project-2 (Commenced 2023):** Focused on building up facilities and infrastructure to expand the school to **Grade 6 through Grade 12**, integrating the Cambridge IGCSE and IB Diploma Programme (IBDP)

PROJECT LIFECYCLE: RP Goenka International School (RPGIS)



CSR Expenditure & Compliance (FY 2021-22 to FY 2023-24)

The financial commitment for the RPGIS project is reported under PCBL's CSR filings as a contribution to the RPSG CSR Trust. According to the **National CSR Portal (Ministry of Corporate Affairs)**, the funds were utilised for land development, specialised architectural design, and the installation of advanced pedagogical tools.

PCBL's total contribution towards the RP Goenka International School (RPGIS) starting from the financial year 2021-22 to 2023-24 was Rs. 16.58 crores.

Contextualising Education in India: National Frameworks and the Role of CSR

The intervention at **34/1/1, Diamond Harbour Road** by the RP-Sanjiv Goenka Group CSR Trust is situated within a broader national effort to modernise the Indian educational landscape. This shift is driven by three key pillars: national data-driven insights, legal mandates, and the strategic involvement of the corporate sector.

According to the **Unified District Information System for Education Plus (UDISE+)**, there has been a significant push toward improving the Infrastructure Directionality Index (IDI) across Indian schools. While gross enrolment ratios have improved, the focus has now shifted toward the quality of the learning environment and digital parity. This aligns with the **Right of Children to Free and Compulsory Education (RTE) Act**, which establishes the legal necessity for schools to provide a **"safe and conducive environment"** for learning, ensuring that educational infrastructure meets prescribed national standards. The establishment of the RP Goenka International School (RPGIS) directly supports this national mandate by creating a high-standard educational asset that addresses the need for specialised, globally-competitive learning environments within the urban fabric of West Bengal.

Recent academic scholarship emphasises that Corporate Social Responsibility has evolved from simple philanthropy into a vital mechanism for educational reform. As noted by **Thakur (2021)**, CSR initiatives in the education sector act as a bridge between government limitations and the rising demand for quality schooling. By providing advanced infrastructure and pedagogical tools, CSR projects help create a **"better education perspective"** that traditional models may struggle to achieve alone.

Furthermore, **Shukla (2021)** highlights that the role of CSR in the development of education in India is now cantered on **"holistic transformation."** Rather than just constructing classrooms, corporate interventions are increasingly focusing on the integration of technology and modern curricula such as the International Baccalaureate (IB) framework which are essential for preparing Indian students for the global market.

By establishing a state-of-the-art facility on Diamond Harbour Road, the RPSG CSR Trust is not only fulfilling its statutory 2% mandate but is also acting as a catalyst for educational excellence. This intervention mirrors the findings of current research: it leverages corporate efficiency to create an educational infrastructure that meets both the legal standards of the RTE and the aspirational goals of 21st-century learners in Kolkata.

Chapter 2

Study Methodology



STUDY METHODOLOGY

Research Design and Sampling

In line with the core objectives of the school infrastructure intervention at RPGIS, this impact study utilises a quantitative secondary research approach to evaluate the effectiveness of the development undertaken by the RP-Sanjiv Goenka Group CSR Trust. The methodology relies exclusively on secondary data sets to measure shifts in the school's operational environment, infrastructure standards, and student outcomes. The study provides an evidence-based impact report on the development of this International Baccalaureate (IB) facility.

A comprehensive dataset covering multiple stakeholders which include records pertaining to students, teachers, Principal, and Implementation Partner, has been observed and analysed for this study.

Study objectives:

- To determine if the infrastructure meets the specific need-based requirements of the students and staff as per the initial project design.
- To evaluate the documented asset condition and operational capacity of the infrastructure assets, providing a data-driven foundation for prioritising future maintenance and upgrades.
- To provide data-driven recommendations for the long-term sustainability and maintenance of the school infrastructure.

Data Analysis and Reporting

The secondary data shared by the school administration were cleaned, ensuring consistency and data integrity. Any missing data points or gaps in the data were identified and followed up with the implementation partner to ensure a complete and accurate report.

Report Structure

The report is structured and grouped into the following sections:

- **Chapter 1:** Introduction and RPGS CSR Philosophy
- **Chapter 2:** Methodology and Research Design
- **Chapter 3:** Stakeholders perspectives
- **Chapter 4:** Key Findings
- **Chapter 5:** Recommendations

Chapter 3

Stakeholder Perspective

STAKEHOLDER PERSPECTIVE

Project Implementation Partner's Perspective

The school infrastructure project located at Majerhat, Kolkata was executed as a Corporate Social Responsibility (CSR) initiative by PCBL. It fulfils a significant educational gap where no formal schooling facilities existed within a two-kilometre radius except a blind school. The decision to undertake and develop the school was a strategic call taken by the management as part of its broader commitment to social impact. Construction commenced in **August 2020** and reached completion around **April 2023**. The project followed a structured development process, beginning with the prior acquisition of land for the facility. Subsequently, all necessary approvals were obtained from the relevant statutory authorities, including the Kolkata Municipal Corporation and Kolkata Police, ensuring compliance with regulatory and safety requirements.

The infrastructure was developed through a partnership between the **RPSG CSR Trust, Siri Architects (Mumbai)**, and **L&T Construction**. The architectural design was tailored to meet International Baccalaureate (IB) standards, focusing on functional learning spaces. The project follows a three phase plan-

- **Phase I:** Implementation of the Primary Years Program (Nursery to Grade 5).
- **Phase II:** Expansion to Middle School (Grades 6 to 8).
- **Phase III:** Integration of Secondary and Higher Secondary levels (Grades 9 to 12)

The facility is designed to accommodate a total capacity of 800 to 850 students, with a capacity of 22-24 students per classroom. The academic spaces consist of 38 Classrooms equipped with digital interactive displays and sliding whiteboards. The classrooms are designed in accordance with IB board standards, promoting interactive and student-cantered learning. There are dedicated scientific labs for required subjects. Lots of activity places exist including a swimming pool, basketball and tennis courts, and a cricket pitch. There are utility spaces like separate libraries for PYP students and senior students, a full-scale cafeteria, multi-purpose auditorium, and inclusive sanitation facilities on every floor with drinking water stations beside them. For nursery and junior kg students there are attached toilet facilities to the classrooms. Additionally, accessible toilets for students with disabilities are provided on every floor.

A key highlight of the structural design is the five-story central atrium, thoughtfully conceived to enhance natural connectivity and a sense of community within the school. In alignment with stringent fire safety requirements and regulatory guidance from the fire department, an automatic fire curtain system was incorporated as part of the design enhancement process. This system is designed to deploy immediately upon smoke detection, effectively compartmentalising floors to limit the spread of fire while ensuring safe and efficient evacuation for occupants.

To ensure the long-term performance and upkeep of the facility, a structured maintenance framework has been established through a formal contract with the facility management team appointed by the school management committee. This arrangement enables regular and systematic maintenance of essential services such as plumbing, housekeeping, and general building operations, ensuring that the infrastructure remains in optimal condition. In addition, a dedicated service provider has been engaged for kitchen operations, in line with the school's policy of providing in-house meals and not requiring students to bring food from home.

The project also demonstrates a strong commitment to sustainability. The integration of solar panels and energy-efficient systems such as light dimmers has significantly reduced energy consumption, contributing to the school achieving a prestigious platinum sustainability rating.

It concluded with a carefully managed handover to the school management team in early 2023, ensuring that all client requirements were fully addressed. The handover included comprehensive documentation such as test certificates, warranties, and statutory approvals, enabling the management to commence operations smoothly and confidently for the academic year.

From the implementation partner's perspective, if the project were to be replicated, a key priority would be to involve the school management committee from the very outset of the development process. Early engagement would support better alignment of expectations, enable more efficient decision-making, and minimise the likelihood of revisions or rework during later stages, thereby ensuring a smoother and more effective project delivery.

School Management's Perspective

The infrastructure is designed to be both expansive and inclusive, featuring more than 30 classrooms and toilets, 20 drinking water stations, 3 science labs, 2 libraries and a dedicated playground. With high-quality sanitation facilities and reliable access to water, the leadership views the campus as a benchmark for a safe and comfortable educational environment. The school management expressed the highest level of satisfaction with the physical transformation of the campus, specifically rating the classroom construction and the quality of furniture as **"Completely Satisfied"**.

A key priority of the project was ensuring that the school is inclusive and accessible to all. The new infrastructure specifically addresses the needs of students with disabilities through the installation of specialised ramps, wide doors and tactile paving. These features ensure that every student, regardless of physical ability, can navigate the school premises safely and independently.

The project has revolutionised the teaching experience by providing educators with a fully digitalised environment and specialised training to utilise these tools effectively.

A significant factor in the project's success was the seamless transition to the new facilities, as there were no delays in the handover to school management. Furthermore, the school has experienced a stable operational environment with no lack of recurring funds for consumables, such as electricity or lab materials. The durability of the project is also evident, with no significant repairs needed for the benches, desks, or classroom structures since the handover.

One addition identified to further elevate student learning is the establishment of a dedicated Technology Lab, which would complement the existing digital classrooms. The management further suggests that future classroom designs incorporate windows with a greater opening capacity to further enhance ventilation and the natural learning environment. It is suggested that parents and local community members be actively involved in educating students about conservation, ensuring that these world-class facilities are respected and preserved for future generations.

According to the perspectives shared by the school management, the infrastructure project has significantly improved educational access and the overall learning environment for students and the local community. The management observed an increase in access to primary education within the locality and reported improved daily student attendance due to the convenient location and enhanced facilities. They also observed that the infrastructure development promoted equal opportunities in school enrolment and generated local employment opportunities through teaching and support staff positions.

Student's Perspective

Majority of the students expressed high satisfaction with the classrooms, in terms of classroom quality, lighting, and comfortable seating. All of them highly praised the cleanliness of the washrooms and confirm they have consistent access to clean drinking water. Ultimately, the project has successfully created a sanctuary for growth where they feel completely safe and comfortable throughout the school day.

The infrastructure project by PCBL has acted as a catalyst for academic enthusiasm, as they feel much more excited to come to school in this vibrant new building. This positive energy translates directly into the classroom, with them finding it much easier to focus on their lessons and engage with modern digital tools. The curriculum has been further enriched by practical discovery, as the majority of them now participate in science experiments more frequently fostering a hands-on learning culture.

Beyond the core academics, the school has become a place of genuine joy where the students have found favourite corners, ranging from the quiet inspiration of the library to the nourishment provided by the school's food services and the active enjoyment of the new playground. The success of the current infrastructure has clearly inspired a bold vision for the future among the students.



Chapter 4

Key Findings

KEY FINDINGS

Strong Project Planning & Implementation

- Strategic Collaboration:** Successful execution through the RPSG CSR Trust, Siri Architects, and L&T Construction.
- Need-Based Origins:** Driven by management vision and local parent requests for quality education in the Majerhat (Kolkata) area.
- Community Impact:** Addressed the lack of accessible, high-quality educational institutions in the region.

Inclusive and Accessible Design

- Universal Access:** Installation of ramps, wide doors, and tactile paving to support students with disabilities.
- Inclusive Sanitation:** Specialised facilities designed for independent and safe navigation by all students.
- Early Childhood Focus:** Attached toilets for Nursery and Junior KG to enhance child-friendly infrastructure.

Efficient Handover & Operational Sustainability

- Smooth Transition:** Timely handover to school management with zero reported delays.
- Financial Health:** Confirmed availability of recurring funds for utilities and educational materials.
- Quality Assurance:** No major repairs required post-handover, indicating high construction durability.

Focus on Safety and Compliance

- Regulatory Compliance:** Features a five-story central atrium equipped with an automatic fire curtain system.
- Emergency Preparedness:** Infrastructure specifically designed to facilitate rapid and safe evacuations.

Comprehensive Educational & Recreational Facilities

- Diverse Spaces:** The campus features 30+ classrooms, science labs, libraries, a cafeteria, and an auditorium.
- Holistic Development:** Extensive sports infrastructure including basketball/tennis courts, a cricket pitch, and playgrounds.
- Student Favourites:** High appreciation reported specifically for the library, playground, and food services.

School Infrastructure

- Infrastructure Transformation:** Major upgrades to the physical environment led to high satisfaction among students and management.
- Core Amenities:** Provision of newly constructed classrooms, improved lighting, and ergonomic seating.
- Sanitation & Health:** Guaranteed access to clean washrooms and safe drinking water, ensuring a student-friendly environment.

Enhanced Learning Environment & Student Engagement



- **IB Standards:** Development aligned with International Baccalaureate standards, focusing on student-cantered learning.
- **Digital & Practical Tools:** Integration of digital classrooms, modern science labs, and activity-based learning spaces.
- **Student Impact:** Increased school attendance, higher concentration levels, and greater participation in hands-on experiments.



Chapter 5

Recommendations

RECOMMENDATIONS

Establish a Dedicated Technology and Innovation Lab:

While the school already has digital classrooms and smart learning tools, it is suggested that introducing a dedicated technology and innovation lab could further strengthen practical learning, digital literacy, and exposure to emerging technologies among students.

Enhance Classroom Ventilation and Natural Learning Environment:

Future classroom designs may incorporate wider window openings and improved ventilation systems to create a more comfortable and conducive learning environment.

Infrastructure Conservation:

Parents, students and local community members can be actively engaged through awareness sessions and school-led initiatives to promote responsible use, maintenance, and long-term preservation of school infrastructure.

Ensure Early Engagement of School Management Committees:

For future replication of similar infrastructure projects, school management committees should be actively involved from the initial planning and design stages. Early engagement can help align infrastructure development with institutional requirements, facilitate smoother decision-making, reduce the need for modifications during implementation, and strengthen long-term ownership and sustainability of the project.

REFERENCES:

- **PCBL Chemical Limited CSR Policy.** "Corporate Social Responsibility - Purpose Statement and Focus Areas." Available at: pcblltd.com/responsibility/csr
- **National CSR Portal.** "Company Wise CSR Expenditure: PCBL Chemical Limited (CIN: L23101WB1960PLC024802)." Ministry of Corporate Affairs, Government of India. csr.gov.in
- **PCBL Annual Action Plan (FY 2023-24).** "Details of Ongoing Projects and Infrastructure Completion." Available at: pcblltd.com/investor-relation
- **Integrated Report FY 2022-23.** "Business Responsibility & Sustainability Report (BRSR)." PCBL.
- **RP Goenka International School (RPGIS) Official Prospectus:** "Our Vision and Curriculum Framework." Available at: rpgis.in

Annexure D to the Board's Report

DETAILS PERTAINING TO REMUNERATION AS REQUIRED UNDER SECTION 197(12) OF THE COMPANIES ACT, 2013 READ WITH RULE 5(1) OF THE COMPANIES (APPOINTMENT AND REMUNERATION OF MANAGERIAL PERSONNEL) RULES, 2014

- (1) The ratio of the remuneration (including sitting fees) of the Directors – Mr. Kaushik Roy[#], Mr. Nilesh Koul^{*}, Dr. Sanjiv Goenka, Mr. Shashwat Goenka, Mrs. Preeti Goenka, Mr. R K Agarwal, Mr. T C Suseel Kumar, Mr. K Jairaj, Dr. Sethurathnam Ravi, Mr. Umang Kanoria and Mrs. Rusha Mitra^{##}, to the median remuneration of employees of the Company for the financial year 2025-26 is 125.092:1, 39.839:1, 92.071:1, 91.983:1, 1.475:1, 1.721:1, 1.755:1, 1.529:1, 1.755:1, 1.514:1 and 1.864:1 and the percentage increase / (decrease) in their remuneration during the said financial year is (29.25%), 0.00%, (14.17%), (14.26%), (16.67%), (17.84%), (5.56%), (4.60%), (3.25%), 600%** and (10.40%) % respectively. The increase / (decrease) in remuneration of the Chief Financial Officer (CFO) and the Company Secretary and Chief Legal Officer of the Company, during the said financial year was 9.94% and 12.94% respectively. During the said financial year, there was an increase of 8.61% in the median remuneration of employees on the rolls as at 31 March, 2026. There were 1350 permanent employees on the rolls of Company as on 31 March, 2026.
- (2) During the financial year 2025 – 2026, the average increase in the remuneration was 12 %
- (3) The average % increase / (decrease) in the salaries of the employees on roll as at 31 March, 2026 other than the managerial personnel was 12 % in 2025 – 2026 whereas the increase / (decrease) in the managerial remuneration for the same financial year was (2.88%)
- (4) It is hereby affirmed that the remuneration paid is as per the Remuneration Policy of the Company.

[#]Mr. Kaushik Roy resigned w.e.f, 3 November, 2025 (1 April, 2025 to 3 November, 2025)

^{*}Mr Nilesh Koul joined w.e.f, 3 November, 2025 (3 November, 2025 to 31 March, 2026)

^{##}Mrs Rusha Mitra resigned w.e.f, 7 April, 2026 (Date of cessation : 7 April, 2026)

^{**}Mr. Umang Kanoria was appointed as a Non- Executive Independent Director w.e.f, 9 October, 2024, therefore there is no comparable data available.

Note: Ms. Sneha Lata was appointed as an Additional and Non-Executive Independent Woman Director in the Board of Directors of the Company to hold office for the first term of 5 (five) consecutive years with effect from 26 March, 2026, subject to the approval of Shareholders of the Company. Hence, she was not entitled to any sitting fees and commission for the FY 2025-26.

For and on behalf of the Board of Directors

Place: Kolkata

Date: 30 April, 2026

Dr. Sanjiv Goenka

DIN: 00074796

Annexure E to the Board's Report

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED ON 31 MARCH, 2026

[Pursuant to Section 204 of the Companies Act, 2013 read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended]

To,
The Members
M/s. PCBL Chemical Limited
31, Netaji Subhas Road,
Kolkata- 700001

1. We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **M/s. PCBL Chemical Limited (CIN: L23109WB1960PLC024602)** (hereinafter to be referred as the **"Company"**) for the financial year ended on 31st March, 2026 (hereinafter to be referred as **"period under review"**). Secretarial Audit was conducted on test check basis, in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.
2. On the basis of verification of the secretarial compliance and on the basis of secretarial audit of Company's books, papers, minute books, forms and returns filed and other records maintained by the Company, as provided to us during the said audit by the Company, its officers, agents and authorized representatives, we hereby report that in our opinion and to the best of our understanding, the Company, during the period under review has complied with the statutory provisions listed hereunder and that the Company has adequate Board Processes and Compliance Mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:
3. (i) We have examined the records, minute books, documents, forms and returns filed and other records maintained by the Company for and during the financial year ended on 31st March, 2026 according to the provisions of:
 - (i) The Companies Act, 2013 (hereinafter to be referred as the **"the Act"**) and the rules made thereunder;
 - (ii) The Securities Contracts (Regulation) Act, 1956 (hereinafter to be referred as the **"SCRA"**) and the rules made thereunder;
 - (iii) The Depositories Act, 1996, the Regulations and Bye-laws framed thereunder;

- (iv) Foreign Exchange Management Act, 1999, the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- (v) The Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (hereinafter to be referred as the "SEBI Act") viz.: -
 - 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; -
 - d) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015;
 - e) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021; - None of the provisions of this regulation has been attracted during the period under review.
 - f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client, which is further amended as The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025.
 - g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; - None of the provisions of this regulation has been attracted during the period under review.

Annexure E to the Board's Report (Contd.)

- h) The Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018; - None of the provisions of this regulation has been attracted during the period under review.
- i) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
3. (2) We understand, based on representation made by the management that the company has complied with the provisions of the following laws specifically applicable to the Company during the period under review;
 - a. Petroleum Act, 1934.
 - b. Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016.
 - c. The Water (Prevention and Control of Pollution) Act, 1974.
 - d. The Air (Prevention and Control of Pollution) Act, 1981.
 - e. The Environment (Protection) Act, 1986.
 - f. The Electricity Act, 2003.
 - g. The Boilers Act, 2025.

And to the best of our knowledge, belief and understanding, we are of the view that the Company has complied with the specific laws mentioned above, during the aforesaid audit period.
3. (3) We have also examined the Structured Digital Database pursuant to Regulation 3(5) and 3(6) of the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulation, 2015 maintained by the Company for the financial year ended on 31 March, 2026 and to the best of our knowledge, the belief and understanding, we are of the view that the Company has complied with provisions pursuant to Regulation 3(5) and 3(6) of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulation, 2015, during the aforesaid audit period.
4. (1) We have also examined compliance with the applicable clauses of the Secretarial Standards issued by The Institute of Company Secretaries of India under Section 118 of the Companies Act, 2013 and to the best of our knowledge, belief and understanding, we are of the view that

- the Company has complied with the clauses of the Secretarial Standards, during the aforesaid period under review.
4. (2) We have checked the compliance with the provisions of the Standard Listing Agreement entered by the Company with National Stock Exchange of India Limited and BSE Limited and also with the provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (**SEBI LODR**), to the extent applicable during the period under review.
5. That on the basis of the audit as referred above, to the best of our knowledge, understanding and belief, we are of the view that during the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. as mentioned above in Paragraph 3(1), Paragraph 3(2), Paragraph 3(3), Paragraph 4(1) and Paragraph 4(2) of this report;
6. We further report that,
 - a) The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review, were carried out in compliance with the provisions of the Act and the SEBI LODR.
 - b) Adequate notices are given to all directors to schedule the Board Meetings. Agenda and detailed notes on agenda were sent at least seven days in advance.
 - c) Majority decision is carried through and recorded as part of the minutes.
7. We further report that there are adequate 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, generally applicable to Company.
8. We further report that during the period under review, no event has occurred having a major bearing on the affairs in pursuance of the above referred Laws, Rules, Regulations, Guidelines, standards, etc., except as follows:-
 - a. Allotment of 1,60,00,000 Equity Shares of face value ₹ 1/- each on 3 November, 2025 upon exercise of equal number of warrants at an issue price of ₹ 280/- each.

Annexure E to the Board’s Report (Contd.)

- b.

Mr. Kaushik Roy (DIN: 06513489) has tendered his resignation as the Managing Director of the Company, with effect from 3 November, 2025 due to personal reasons.
- c.

Mr. Nilesh Koul (DIN - 10963815) was appointed as the Managing Director of the Company for a period of 5 years, with effect from 3 November, 2025 by the Board of directors of the Company. The shareholders have approved the appointment by Special Resolution via postal ballot on 11 December, 2025.
- d.

Nanovace Technologies Limited, a Subsidiary Company of PCBL Chemical Limited has incorporated its wholly owned U.S. Subsidiary, Nanovace Inc. in the state of Delaware.
- e.

PCBL Chemical Limited has incorporated a wholly owned subsidiary, PCBL Chemical USA Inc., under the laws of the State of Delaware, United States of America.
9.

This report is to be read with our letter of even date which is annexed as Annexure A, forming an integral part of this report.

FOR, **ANJAN KUMAR ROY & CO.**
Company Secretaries

ANJAN KUMAR ROY
Proprietor
FCS 5684
C.O.P. No. 4557

C.O.P. Unique Code: I2002WB282300
UDIN: F005684H000200296
Peer Review Certificate No.: 6872/2025
Firm Unique Code: S2002WB051400

Place: Kolkata
Date: 30 April, 2026

‘Annexure A’

(To the Secretarial Audit Report of M/s. PCBL Chemical Limited for the financial year ended on 31 March, 2026)

To,
The Members
M/s. PCBL Chemical Limited
31, Netaji Subhas Road,
Kolkata- 700001

Our Secretarial Audit Report for the financial year ended on 31 March, 2026 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 the 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 check 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 regulation, 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 check 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.

FOR, **ANJAN KUMAR ROY & CO.**
Company Secretaries

ANJAN KUMAR ROY
Proprietor
FCS 5684
C.O.P. No. 4557

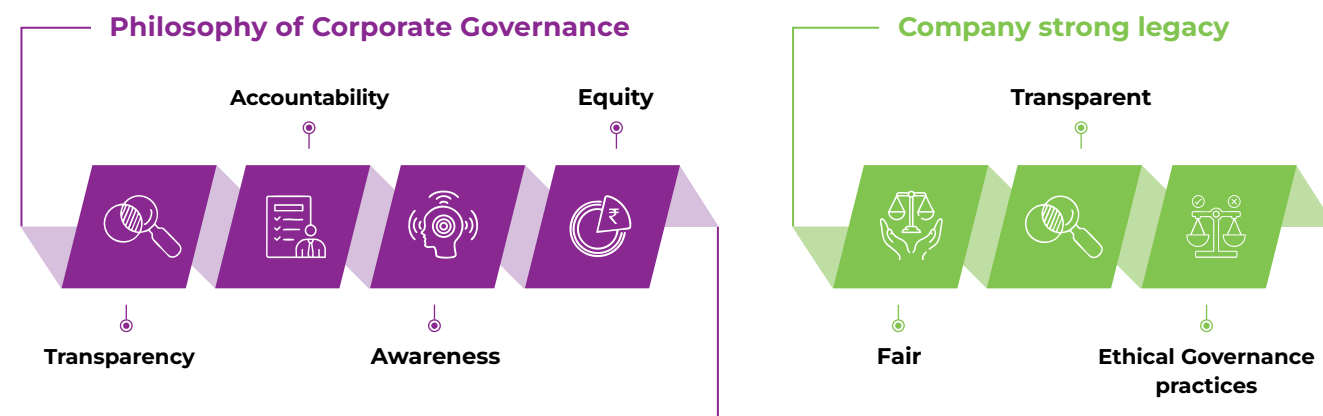
C.O.P. Unique Code: I2002WB282300
UDIN: F005684H000200296
Peer Review Certificate No.: 6872/2025
Firm Unique Code: S2002WB051400

Place: Kolkata
Date: 30 April, 2026

Report on Corporate Governance

I. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

The Corporate Governance framework of the Company is based on an effective Independent Board of Directors, separation of the supervisory role of the Board of Directors from the executive management team and constitution of the committees of the Board of Directors, as required under applicable laws. The Company strongly believes in ensuring and implementing good Corporate Governance across the entire organisation with a view to sustain and improve, with each passing day, the Company's efficiency, effectiveness and social responsibility. The basic philosophy of Corporate Governance in our organisation emphasises on highest levels of transparency, accountability, awareness and equity in all respect of its operations. As a listed company, we are in compliance with the applicable provisions of the Listing Regulations, as amended, pertaining to Corporate Governance, including the appointment of the Independent Directors and constitution of Committees. The Board of Directors function either as a full Board or through various committees constituted to oversee specific operational areas. Our Company's management provides the Board of Directors with detailed reports on a periodic basis. Our continuous endeavour aims at designing and improving the flow of activities in an effective manner and ensuring economic prosperity and long term value creation for the enterprise as well as the stakeholders. The Company has a strong legacy of fair, transparent and ethical governance practices. The Board of Directors of the Company have ultimate responsibility for the management, general affairs, direction, performance and long-term success of the business as a whole.



Our robust corporate governance structure is based on well-structured policies and procedures that are the backbone of our governance philosophy. Our policies are formulated to ensure business continuity and to maintain a high quality throughout our operations.

Governance principles

At the heart of the Company, governance commitment is a one tier Board system with Board of Directors possessing a disciplined orientation and distinctive priorities.

Ethics and integrity:

The Company's Board is dedicated to upholding the utmost standards of integrity. Each director pledges, under oath, to adhere to the 'Code of Conduct,' as well as all pertinent regulations and policies, consistently aligning their intentions and actions with our core values.

Responsible conduct:

The Board highlights the Company's commitment to positively impacting neighbourhoods, terrains, communities, and societies. Emphasising accountability, the Company takes responsibility for its environmental and societal impact, ensuring strict compliance with all laws and regulations. Demonstrating this commitment, the Company strives to exceed minimum requirements, aiming to emerge as a truly responsible corporate entity.

At PCBL, we believe in earning the right to grow through efficiency, values and integrity. We lead from the front in thought and action. We follow the highest standards of corporate governance and are very mindful of the environment

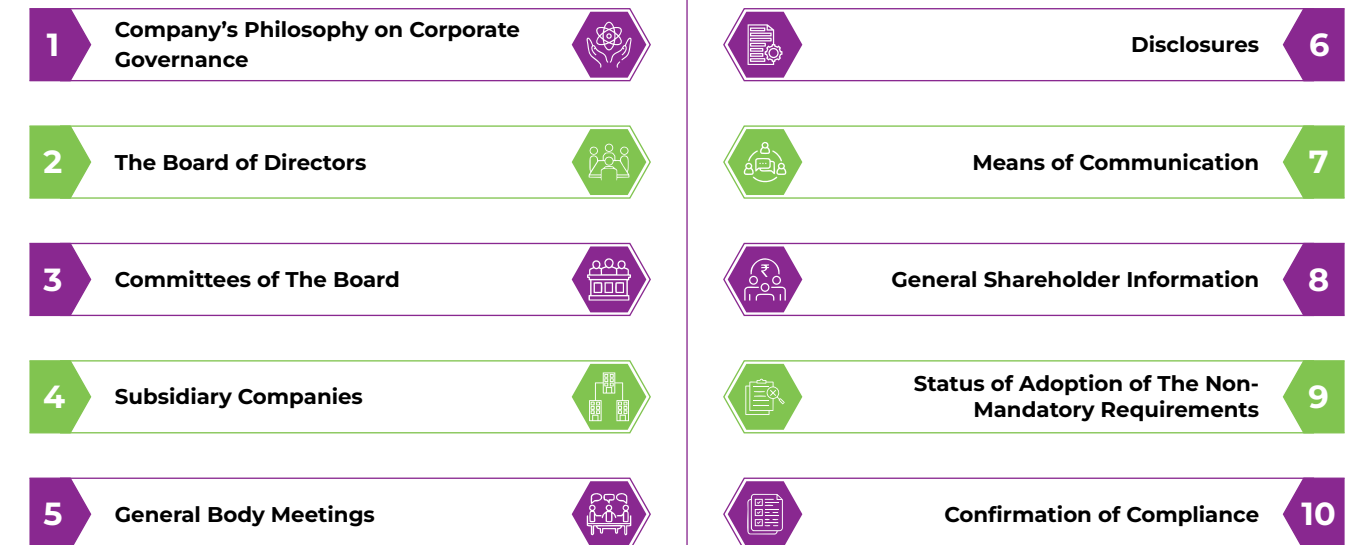
- Dr. Sanjiv Goenka, Chairman

Report on Corporate Governance (Contd.)

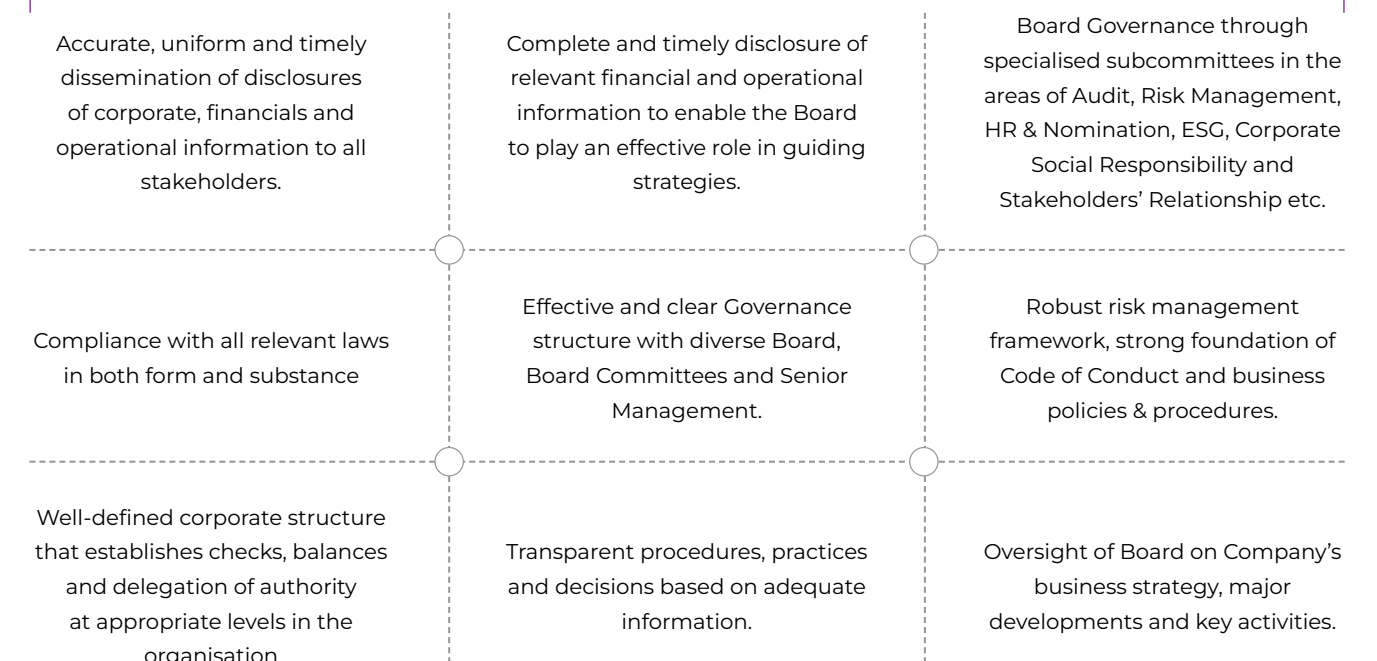
Accountability and transparency:

The Board is dedicated to thorough financial and non-financial reporting, adhering to best practices in transparency and disclosure. This process is guided by rigorous internal and external assurance and governance procedures.

This report is divided into the following sections :



Key pillars of Corporate Governance Philosophy of the Company



The Company is fully in compliance with the requirements specified in the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, including any statutory modifications or reenactments thereof, (hereinafter referred to as the "SEBI Listing Regulations").

II. THE BOARD OF DIRECTORS

A. COMPOSITION AND CATEGORY OF DIRECTORS

The Board of Directors of the Company (referred to as “The Board”) is entrusted with the implementation of the activities of the Company in an effective and efficient manner as well as it is bestowed with the ultimate responsibility of the Management. The Board of Directors of the Company, being at the core of its Corporate Governance Practice, have the ultimate responsibility for the management, direction, performance, long-term success of the business as a whole and protection of the interests of all its stakeholders. The Board is constituted with a high level of integrated, knowledgeable and committed professionals. The Board provides strategic guidance and independent views to the Company’s senior management while discharging its fiduciary responsibilities. The Board also provides direction and exercises appropriate control to ensure that the Company is managed in a manner that fulfils stakeholders’ aspirations and societal expectations.

The Board of the Company consists of a mix of Executive as well as Non-Executive Directors with women directors present on its Board and the majority of the Board Members consisting of Independent Directors.

B. TERMS OF REFERENCE

The composition of the Board satisfies the requirements of Regulation 17 of the SEBI Listing Regulations read with Schedule II Part A and Section 149 of the Companies Act, 2013 (“hereinafter referred to as “the Act”).

C. COMPOSITION OF THE BOARD OF DIRECTORS OF THE COMPANY AS ON 31 MARCH, 2026

The Board comprises:-

Total No. of Directors	Non-Executive Independent Directors	Non-Executive Promoter Directors	Executive Director, who is the Managing Director of the Company	Board Gender Diversity	
				Men	Women
11	7	3	1	73%	27%

The names and categories of Directors, the number of Directorships and Committee positions held by them in other companies and the shareholdings in the Company are given below:

Name of the Director	Category of the Director	Number of Directorships held in other Public Limited Companies incorporated in India	Number of Committee Memberships/ Chairmanships held in other Public Limited Companies incorporated in India		Directorship in other listed entity (Category of Directorship) ³	No. of Shares and Convertible Instruments held in the Company
			Director ¹	Chairman ²		
Dr. Sanjiv Goenka (DIN: 00074796)	Promoter, Non-Executive (Chairman)	8	2	2	1. Saregama India Limited (Non-Executive, Non-Independent) 2. CESC Limited (Non-Executive, Non-Independent) 3. Firstsource Solutions Limited (Non-Executive, Non-Independent) 4. RPSG Ventures Limited (Non-Executive, Non-Independent)	Nil
Mrs. Preeti Goenka (DIN: 05199069)	Promoter, Non Executive	1	-	-	1. Saregama India Limited (Non-Executive, Non-Independent)	Nil

Name of the Director	Category of the Director	Number of Directorships held in other Public Limited Companies incorporated in India	Number of Committee Memberships/ Chairmanships held in other Public Limited Companies incorporated in India		Directorship in other listed entity (Category of Directorship) ³	No. of Shares and Convertible Instruments held in the Company
		Director ¹	Chairman ²	Member ²		
Mr. Nilesh Koul* (DIN: 10963815)	Managing Director	-	-	-	-	Nil
Mr. Shashwat Goenka (DIN: 03486121)	Promoter, Non Executive	7	1	2	1. CESC Limited (Non-Executive, Non-Independent) 2. Firstsource Solutions Limited (Non-Executive, Non-Independent) 3. RPSG Ventures Limited (Non-Executive, Non-Independent) 4. Spencer’s Retail Limited (Non-Executive, Non-Independent)	Nil
Mrs. Rusha Mitra (DIN: 08402204)	Non Executive & Independent	9	2	8	1. Harrisons Malayalam Limited (Non-Executive, Independent) 2. Naga Dhunseri Group Limited (Non-Executive, Independent) 3. Lux Industries Limited (Non-Executive, Independent) 4. GKW Ltd (Non-Executive, Independent) 5. Texmaco Rail and Engineering Limited (Non-Executive, Independent) 6. Quest Capital Markets Limited (Non-Executive, Independent)	
Mr. Ram Krishna Agarwal (DIN: 00416964)	Non Executive & Independent	2	1	2	-	Nil
Mr. T C Suseel Kumar (DIN: 06453310)	Non Executive & Independent	4	1	3	1. Manappuram Finance Limited (Non-Executive, Independent) 2. Firstsource Solutions Limited (Non-Executive, Independent) 3. LIC Housing Finance Limited (Non-Executive, Independent)	Nil
Mr. K Jairaj (DIN: 01875126)	Non Executive & Independent	6	1	5	1. Adani Total Gas Limited (Non-Executive, Independent) 2. Thejo Engineering Limited (Non-Executive, Independent) 3. RPSG Ventures Limited (Non-Executive, Independent)	Nil

Name of the Director	Category of the Director	Number of Directorships held in other Public Limited Companies incorporated in India	Number of Committee Memberships/ Chairmanships held in other Public Limited Companies incorporated in India		Directorship in other listed entity (Category of Directorship) ³	No. of Shares and Convertible Instruments held in the Company
		Director ¹	Chairman ²	Member ²		
Dr. Sethurathnam Ravi (DIN: 00009790)	Non-Executive & Independent	8	4	8	1. Granules India Limited (Non-Executive, Independent) 2. Usha Martin Limited (Non-Executive, Independent) 3. Tourism Finance Corporation of India Limited (Non-Executive, Independent) 4. Spacenet Enterprises India Limited (Non-Executive, Independent) 5. Aditya Birla Money Limited (Non-Executive, Independent)	Nil
Mr. Umang Kanoria (DIN : 00081108)	Non Executive & Independent	6	-	3	1. Kanco Tea & Industries Limited (Chairman & Managing Director) 2. Kanco Enterprises Limited (Chairman and Managing Director) 3. CESC Limited (Non-Executive, Independent)	Nil
Ms. Sneh Lata (DIN: 11628402) [#]	Additional and Non Executive & Independent	-	-	-	-	Nil

*Mr. Nilesh Koul (DIN: 10963815) was appointed as the Managing Director of the company w.e.f 3 November, 2025 for a period of five years.

[#]Ms. Sneha Lata (DIN: 11628402) was appointed as an Additional and Non Executive Independent Woman Director of the company w.e.f 26 March, 2026 for a first term of five years, subject to approval of the shareholders of the Company.

Notes:-

- Directorships held by Directors in the aforementioned Table do not include Private Limited Companies, Foreign Companies, Section 8 Companies, Alternate Directorships and One Person Companies. All the Public Limited Companies, whether listed or not, have been considered in the afore-mentioned Table.
- Memberships / Chairmanships of only the Audit Committee and the Stakeholders' Relationship Committee of the public limited companies, whether listed or not, have been considered. All other companies including private limited companies, foreign companies and companies under Section 8 of the Act have been excluded.
- The names of the Listed Entities where the person is a Director and the Category of Directorship have been depicted in the table as per the requirement of Schedule V Part C of the SEBI Listing Regulations. For the purpose of this the count for the number of listed entities on which a person is a director / independent director [shall be cumulative of those whose equity shares are listed on a stock exchange and 'high value debt listed entities'] as per the requirement of Regulation 17A of the SEBI Listing Regulations.
- Directors participated in the Meetings of the Board and Committees held during FY 2025-26 through video conferencing or physical meeting. The meetings and agenda items taken up during the meetings complied with the Act and the SEBI Listing Regulations read with various Circulars issued by the Ministry of Corporate Affairs ("MCA") and Securities and Exchange Board of India ("SEBI") from time to time.
- None of the Directors are related to each other, except for Dr. Sanjiv Goenka, Mr. Shashwat Goenka and Mrs. Preeti Goenka.
- The Independent Directors have confirmed that they meet the criteria of independence u/s 149(6) of the Act and Regulations 16(1)(b) and 25(8) of the SEBI Listing Regulations and are independent of the management. Necessary confirmations have also been taken from the Directors in compliance with Rule 6 Sub Rule 3 of the Companies (Appointment and Qualification of Directors) Fifth Amendment Rules, 2019, which has come into force with effect from 1 December, 2019. None of the Independent Directors of the Company resigned during the year before expiry of their term.

- The Company has proper systems to enable the Board of Directors to periodically review the compliance reports pertaining to all laws applicable to the Company.
- During the FY 2025-26, information as mentioned in Schedule II Part A of the SEBI Listing Regulations has been placed before the Board for its consideration.
- The Company has in place, plans for orderly succession for appointment to the Board of Directors and Senior Management.
- The Company also, has in place, procedures to inform Members of the Board of Directors about the risk assessment and minimisation. The Company has in place a Risk Management Policy and the Risk Register relating to the Company and the implementation of the mitigation measures thereof. These were duly discussed at the Sustainability and Risk Management Committee Meetings of the Company held on 23 July, 2025 and 12 February, 2026 respectively.
- The Chairman of our Company is a Non-Executive Director and is not related to the Managing Director of the Company.
- The maximum no. of Directorships held by all our Directors are well within the limit of 7 listed entities and none of the Directors of our Company serve as an Independent Director in more than 7 listed entities. Besides, the Managing Director of our Company does not serve as an Independent Director in any of the listed entities.
- The maximum no. of Committee Memberships held by all our Directors are well within the limit of 10 Committees and in case of Chairmanship, our Directors do not act as Chairman in more than 5 listed entities, Committees being Audit and Stakeholders Relationship Committees.

D. BOARD MEETINGS:-

The Board generally meets at least 4 times a year, with 1 meeting being held in every quarter. The intervening period between two Board Meetings is well within the maximum time gap of one hundred and twenty days as prescribed under the SEBI Listing Regulations. This financial year 2025-26 witnessed 6 Board Meetings. The Board Meeting dates are fixed well in advance and necessary intimations and disclosures take place. The notice of the Board meeting is given well in advance to all the Directors. The Agenda of the Board / Committee Meetings is set up by the Company Secretary and includes detailed notes on the items to

be discussed at the meeting to enable the Directors to take an informed decision. All the statutory and other significant material information are placed before the Board to enable it to discharge its responsibility of strategic supervision of the Company as trustees of Shareholders. The Agenda for the Board and Committee Meetings cover items set out as per the guidelines in Listing Regulations to the extent it is relevant and applicable.

E. BOARD AGENDA AND CIRCULATION:-

Keeping in view the underlying objective of the Company to impart and enhance the implementation of Green Initiatives across the organisation and with a view to leverage technology and reduce paper consumption, the Company has adopted a practice of making electronic presentation of the Agendas of Board Meeting and other Committee Meetings in the form of a power point presentation. The Agendas are mailed to all the Directors well in advance. However, as and when requests are received from Directors, the Agenda Papers are also circulated in hard copies well before the Board Meeting and other Committee Meetings.

F. DETAILS OF BOARD MEETINGS HELD DURING THE FINANCIAL YEAR 2025-26:-

The Board of Directors met 6 times during the financial year ended 31 March, 2026, details of which are depicted below:-

Sl No.	Date	Board Strength	No. of Directors present
1	29 April, 2025	10	9
2	23 July, 2025	10	10
3	17 October, 2025	10	10
4	3 November, 2025	10	7
5	3 February, 2026	10	10
6	2 March, 2026	10	6

Attendance at Board Meetings and at Annual General Meetings held during the Financial Year 2025-26:-

The Attendance Record of the Directors at the Board Meetings held on the afore-mentioned dates are captured herein below:-

Name of the Director	Board Meetings		Attendance at the last Annual General Meeting held through Video Conference
	Held during tenure	Attended	
Dr. Sanjiv Goenka	6	✓ ✓ ✓ ✓ ✓ ✓	Yes
Mrs. Preeti Goenka	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Mr. Shashwat Goenka	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Mrs. Rusha Mitra	6	✓ ✓ ✓ ✓ ✓ ✓	Yes
Mr. R K Agarwal	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Mr. T C Suseel Kumar	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Mr. K Jairaj	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Dr. Sethurathnam Ravi	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Mr. Umang Kanoria	6	✓ ✓ ✓ ✓ ✓ ✗	Yes
Mr. Kaushik Roy*	4	✓ ✓ ✓ ✗ ✗ ✗	Yes
Mr. Nilesh Koul [#]	2	✓ ✓ ✗ ✗ ✗ ✗	N.A
Ms. Sneha Lata [@]	-	-	N.A

Board Meeting attended - 1 meeting = ✓

*Mr. Kaushik Roy (DIN: 06513489) tendered his resignation as the Managing Director of the Company, with effect from 3 November, 2025 due to personal reasons.

[#]Mr. Nilesh Koul (DIN: 10963815) was appointed as the Managing Director of the company w.e.f 3 November, 2025 for a period of five years.

[@]Ms. Sneha Lata (DIN: 11628402) was appointed as an Additional and Non Executive Independent Woman Director of the company w.e.f 26 March, 2026 for a first term of five years, subject to approval of shareholders of the Company.

Note:- 1. Necessary Quorum, as per Regulation 17(2A) of the SEBI Listing Regulations was present for all the Meetings.

G. COMPLIANCE WITH THE CODE OF CONDUCT

The Board of Directors of the Company ("the Board") has adopted the Code of Business Conduct and Ethics ("the Code") for Directors and Senior Management Personnel of the organisation. The adoption of this Code of Conduct by the Board stems from the fiduciary responsibility which the Board Members and the Senior Management have towards the stakeholders in the Company. The Code of Conduct also inter alia, contains the duties of the Independent Directors as laid down in the Act. The Code is available on the website of the Company at www.pcblltd.com.

All the Directors including the Chairman, the Managing Director and the Senior Management Personnel of the Company have given a declaration of compliance with the Company's Code of Conduct in accordance with Regulation 26(3) of the SEBI Listing Regulations during the year ended 31 March, 2026.

H. POST BOARD MEETING FOLLOW-UP SYSTEM:

The Governance processes in the Company include an effective post-meeting follow-up and review and reporting process for actions taken / pending on the decisions of the Board and the Committees of the Board.

III. COMMITTEES OF THE BOARD:

The Board has currently established the following Statutory Committees. The Board Committees play a crucial role in the Governance Structure of the Company and have been constituted to deal with specific areas / activities which concern the Company and need a closer review. The Board Committees are set up under the formal approval of the Board to carry clearly defined roles which are considered to be performed by the Members of the Board, as part of good Corporate Governance practice. The Board supervises the execution of its responsibilities by the Committees and is responsible for their action. The Chairman of the respective Committees inform the Board about the summary of the discussion held in the Committee Meetings. The Minutes of the Meeting of all the Committees are placed before the Board for review. Currently, there are six Committees of the Board – the Audit Committee, the Nomination and Remuneration Committee, the Stakeholders Relationship Committee, the Corporate Social Responsibility Committee, the Sustainability and Risk Management Committee and the Independent Directors Committee. The terms of reference of these Committees are determined by the Board from time to time. The composition, names of Members and attendance and the Meetings of these Committees are enumerated below:

BOARD COMMITTEES

AUDIT COMMITTEE

Mr. T C Suseel Kumar, Chairman
(Non-Executive & Independent)

Mr. R K Agarwal, Member (Non-Executive & Independent)

Dr. Sethurathnam Ravi, Member
(Non-Executive & Independent)

Note : Mrs. Rusha Mitra, non-executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments.

NOMINATION AND REMUNERATION COMMITTEE

Mr. T C Suseel Kumar, Chairman
(Non-Executive Independent)

Dr. Sethurathnam Ravi, Member
(Non-Executive Independent)

Mr. Umang Kanoria, Member
(Non-Executive Independent)

Note : Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April, 2026 and decided not to continue in view of her personal and professional commitments. Consequent to this, Mr. T C Suseel Kumar was appointed as Chairman of the Committee w.e.f 8 April, 2026 and Mr. Umang Kanoria was appointed as a Member of the Committee w.e.f 8 April, 2026.



STAKEHOLDERS' RELATIONSHIP COMMITTEE

Mr. K. Jairaj, Chairman
(Non-Executive & Independent)

Mr. Umang Kanoria, Member
(Non-Executive & Independent)

Mr. Nilesh Koul, Member
(Managing Director)

Note : Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April, 2026 and decided not to continue in view of her personal and professional commitments. Consequent to this, Mr. K Jairaj was appointed as Chairman of the Committee w.e.f 8 April, 2026 and Mr. Umang Kanoria was appointed as a Member of the Committee w.e.f 8 April, 2026.

Mr. Kaushik Roy ceased to be the Managing Director of the Company on account of resignation from his post due to personal reasons w.e.f. 3 November, 2025. Consequent to this, Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as a Member of the Committee w.e.f the same date.



CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

Mr. Nilesh Koul, Chairman
(Managing Director)

Ms. Sneh Lata, Member
(Non-Executive and Independent)

Mr. Shashwat Goenka, Member
(Non-Executive)

Note: Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Consequent to this, Ms. Sneh Lata was appointed as a Member of the Committee w.e.f 8 April, 2026.

Mr. Kaushik Roy ceased to be the Managing Director of the Company on account of resignation from his post due to personal reasons w.e.f. 3 November, 2025. Consequent to this, Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as the Chairman of the Committee w.e.f the same date.



SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

Mr. Nilesh Koul, Chairman
(Managing Director)

Mr. R.K Agarwal, Member
(Non-Executive Independent)

Mr. T C Suseel Kumar, Member
(Non-Executive Independent)

Dr. Sethurathnam Ravi, Member
(Non-Executive Independent)

Note: Mr. Kaushik Roy ceased to be the Managing Director of the Company on account of resignation from his post due to personal reasons w.e.f. 3 November, 2025. Consequent to this, Mr. Nilesh Koul was appointed as the Managing Director and inducted as Chairman of the Committee w.e.f the same date.



INDEPENDENT DIRECTORS' COMMITTEE

Mr. T C Suseel Kumar, Lead Independent Director
(Non-Executive & Independent)

Mr. R K Agarwal, Member
(Non-Executive & Independent)

Mr. K Jairaj, Member
(Non-Executive & Independent)

Dr. Sethurathnam Ravi, Member
(Non-Executive & Independent)

Mr. Umang Kanoria, Member
(Non-Executive & Independent)

Ms. Sneh Lata, Member
(Non-Executive & Independent)

Note: Ms. Sneh Lata was appointed as a Member of the Committee w.e.f 26 March, 2026. Mrs. Rusha Mitra, non-executive independent woman director completed her first term on 7 April, 2026 and decided not to continue in view of her personal and professional commitments.



AUDIT COMMITTEE

Mr. T C Suseel Kumar, Chairman
(Non-Executive & Independent)

A. AUDIT COMMITTEE

The Audit Committee acts as a link among the Management, the Statutory Auditors, Internal Auditors and the Board of Directors to oversee the financial reporting process of the Company. The Audit Committee's purpose is to oversee the quality and integrity of accounting, auditing and financial reporting process including review of the internal audit reports and action taken report.

The Audit Committee comprise solely of Independent Directors to enable independent and transparent review of financial reporting process and internal control mechanism with an objective to further strengthen the confidence of all stakeholders.

1. Terms of Reference

The powers, role and terms of reference of the Audit Committee covers the areas as contemplated under SEBI Listing Regulations and Section 177 of the Act.

The brief terms of reference of Audit Committee are as under:

Sr. No	Terms of Reference
1.	To oversee the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible
2.	To recommend for appointment, remuneration and terms of appointment of statutory and internal auditors of the company
3.	To approve availing of the permitted non-audit services rendered by the Statutory Auditors and payment of fees thereof
4.	To review, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to: - Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of Section 134(3)(c) of the Companies Act, 2013 - Changes, if any, in accounting policies and practices and reasons for the same - Major accounting entries involving estimates based on the exercise of judgment by the management - Significant adjustments made in the financial statements arising out of audit findings - Compliance with listing and other legal requirements relating to financial statements - Disclosure of any related party transactions - Modified opinion(s) in the draft audit report
5.	To review, with the management, the quarterly financial statements before submission to the board for approval
6.	To review, with the management, the statement of uses/ application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilised for purposes other than those stated in the offer document / prospectus/ notice and the report submitted by the monitoring agency, monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter
7.	To review and monitor the Auditor's independence and performance, and effectiveness of audit process
8.	To approve or any subsequent modification of transactions of the company with related parties
9.	To scrutinise inter-corporate loans and investments
10.	To undertake valuation of undertakings or assets of the company, wherever it is necessary
11.	To evaluate internal financial controls and risk management systems
12.	To review, with the management, the performance of statutory and internal auditors, adequacy of the internal control systems
13.	To review the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit

Report on Corporate Governance (Contd.)

Sr. No	Terms of Reference
14.	To discuss with internal auditors of any significant findings and follow up there on
15.	To review the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the board
16.	To discuss with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern
17.	To look into the reasons for substantial defaults, if any, in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors
18.	To review the functioning of the Whistle Blower mechanism
19.	To approve appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate
20.	To review financial statements, in particular the investments made by the Company's unlisted subsidiaries
21.	To review compliance with the provisions of SEBI Insider Trading Regulations and verify that the systems for internal control are adequate and are operating effectively
22.	To review the utilisation of loans and/ or advances from/investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments
23.	To oversee the company's disclosures and compliance risks
24.	To consider and comment on rationale, cost benefits and impact of schemes involving merger, demerger, amalgamation etc., on the listed entity and its shareholders
25.	To review key significant issues, tax and regulatory / legal report which is likely to have significant impact on financial statements and management's report on actions taken thereon
26.	To discuss with the management regarding pending technical and regulatory matters that could affect the financial statements and updates on management's plans to implement new technical or regulatory guidelines
27.	To review and recommend to the Board for approval – Business plan, Budget for the year and revised estimates
28.	To review Company's financial policies, strategies and capital structure, working capital and cash flow management
29.	To ensure the Internal Auditor has direct access to the Committee chair, providing independence from the executive and accountability to the committee
30.	To review the treasury policy & performance of the Company, including investment of surplus funds and foreign currency operations
31.	To review management discussion and analysis of financial condition and results of operations
32.	To review, examine and deliberate on all the concerns raised by out-going auditors and to provide views to the Management and Auditors
33.	To carry out any other function mandated by the Board from time to time and/or enforced by any statutory notification, amendment or modification, as may be applicable.

2. Composition of the Audit Committee as on 31 March, 2026:-

The Audit Committee comprises of 4 Directors, all of whom are Non-Executive Independent Directors. The Members of the Audit Committee are Mr. T C Suseel Kumar, Mr. R K Agarwal, Mrs. Rusha Mitra* and Dr. Sethurathnam Ravi. The Chairman of the Audit Committee, Mr. T C Suseel Kumar, is a Non-Executive Independent Director.

* Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments.

3. Details of Audit Committee Meetings Held During The Financial Year 2025 – 26:-

The Audit Committee met 4 times during the financial year ended 31 March, 2026, details of which are depicted below:

Sl No.	Date	Committee Strength	No. of Members Present
1	29 April, 2025	4	4
2	23 July, 2025	4	4
3	17 October, 2025	4	4
4	3 February, 2026	4	4

Report on Corporate Governance (Contd.)

Attendance at Audit Committee Meetings held during the Financial Year 2025 – 26:-

The names of Members and Chairman of the Audit Committee, Meetings held and attendance thereof during the Financial Year 2025 – 26 are as given below:-

Name of the Director	Position Held	No. of Committee Meetings	
		Held during tenure	Attended
Mr. T C Suseel Kumar (Non-Executive & Independent)		4	    
Mr. R K Agarwal (Non-Executive & Independent)		4	    
Mrs. Rusha Mitra (Non-Executive & Independent)*		4	    
Dr. Sethurathnam Ravi (Non-Executive & Independent)		4	    

Committee Meetings attended - 1 meeting =  Chairman =  Member = 

* Mrs. Rusha Mitra, non-executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments

4. Meetings

- Necessary quorum as per SEBI Listing Regulations was present for all the meetings. The intervening period between two Audit Committee Meetings is well within the maximum time gap of one hundred and twenty days as prescribed under the SEBI Listing Regulations. The necessary quorum was present for all the meetings. The Annual Accounts for the year ended 31 March, 2025 was reviewed by the Audit Committee at its Meeting held on 29 April, 2025. The Audit Committee also reviewed the Audited Financial Results for the year ended 31 March, 2025 and Unaudited Financial Results for the quarters ended 30 June, 2025, 30 September, 2025 and 31 December, 2025 before recommending their adoption to the Board.
- Mr. T C Suseel Kumar, the Chairman of the Audit Committee attended the Sixty-Fourth Annual General Meeting of the Company held on 15 September, 2025 to answer the shareholder's queries.
- The Managing Director, Chief Financial Officer, Head of Internal Audit and the representatives of the Statutory Auditors and Cost Auditors of the Company are invited by the Audit Committee

to its Meetings. The Auditors are heard in the meetings of the Audit Committee when it considers the financial results of the Company and auditors' views thereon are taken into consideration. The Company Secretary acts as the Secretary to the Committee. The minutes of each Audit Committee meeting are placed in the Board for their approval.

- The Company Secretary acts as Secretary to the Audit Committee.
- All Members of the Audit Committee are financially literate and have accounting and related financial management expertise.

5. Role of Internal Auditor

The Internal Audit has a well laid internal audit methodology, which assesses and promotes strong ethics and values within the organisation and facilitates in managing changes in the business and regulatory environment. It encompasses all the aspects of business such as operational, financial, information systems, risk management and all the regulatory compliances are reviewed periodically. The Internal Auditor makes presentations and reports to the Audit Committee of the Board of Directors of the Company on a quarterly basis pertaining to the key internal audit findings and the action plan agreed with the Management.

NOMINATION AND REMUNERATION COMMITTEE

Mr. T C Suseel Kumar, Chairman
(Non-Executive and Independent Director)

B. NOMINATION AND REMUNERATION COMMITTEE

All the members of the Nomination and Remuneration Committee ("NRC") are Independent Directors.

1. Terms of Reference

The powers, role and terms of reference of Committee covers the areas as contemplated under the SEBI Listing Regulations and Section 178 of the Act:

The Terms of Reference of the Committee inter alia includes the following:

- Identify persons qualified to become Directors or hold senior management positions and advise the Board for such appointments/removals where necessary
- Formulate criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy relating to the remuneration of Directors, Key Managerial Personnel and other employees
- Evaluate the balance of skills, knowledge and experience on the Board and preparation of description of the role and capabilities of an independent director
- Evaluate the performance of Independent Directors and the Board of Directors and to decide whether to continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors
- Devise a policy on Board diversity
- Recommend to the Board, all remuneration, in whatever form, payable to senior management
- Specify the manner for effective evaluation of performance of the Board, its Committees and Individual Directors to be carried out either by the Board, by the Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance.
- To recommend the appointment of one of the Independent Directors of the Company on the Board of it's Material Subsidiary.

In accordance with the recommendation of the Committee, the Company has since formulated a Remuneration Policy for Directors, Key Managerial Personnel and other employees of the Company. The Committee is responsible for recommending the fixation and periodic revision of remuneration of the Managing Director. The Committee also decides on payment of commission to Non-Executive Directors and other Senior Managerial Personnel. The performance evaluation criteria for Non-Executive Directors including Independent Directors laid down by Committee and taken on record by the Board includes –

- Attendance and participation in the Meetings.
- Preparedness for the Meetings.
- Understanding of the Company and the external environment in which it operates and contributes to strategic direction.
- Raising of valid concerns to the Board and constructive contribution to issues and active participation at meetings.
- Engaging with and challenging the management team without being confrontational or obstructionist.

The evaluation of the Independent Directors shall be done by the entire Board of Directors which shall include –

- performance of the Directors; and
- fulfilment of the independence criteria as specified in the SEBI Listing Regulations and their independence from the management:

Provided that in the afore-said evaluation, the Directors who are subject to evaluation shall not participate.

2. Composition of the Nomination and Remuneration Committee as on 31 March, 2026:-

The Nomination and Remuneration Committee comprises of 3 Directors, all of whom are Non - Executive Independent Directors. The Members of the Nomination and Remuneration Committee are Mrs. Rusha Mitra*, Mr. T C Suseel Kumar# and

Dr. Sethurathnam Ravi. The Chairperson of the Nomination and Remuneration Committee, Mrs. Rusha Mitra, is a Non-Executive Independent Director.

* Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Mr. Umang Kanoria was appointed as a member of the Committee w.e.f 8 April, 2026.

#Mr. T C Suseel Kumar was appointed as the Chairman of the Nomination and Remuneration Committee w.e.f, 8 April, 2026

3. Details of Nomination and Remuneration Committee Meetings Held During the Financial Year 2025 – 26:-

The Nomination and Remuneration Committee met 7 times during the financial year ended 31 March, 2026, details of which are depicted below:

Sl No	Date	Committee Strength	No. of Members present
1	29 April, 2025	3	3
2	23 July, 2025	3	3
3	15 September, 2025	3	3
4	17 October, 2025	3	3
5	3 November, 2025	3	3
6	3 February, 2026	3	3
7	26 March, 2026	3	2

Attendance at Nomination and Remuneration Committee Meetings held during the Financial Year 2025 – 26:-

The names of Members and Chairperson of the Nomination and Remuneration Committee, Meetings held and attendance thereof during the Financial Year 2025 – 26 are as given below:-

Name of the Director	Position Held	No. of Committee Meetings						
		Held during tenure	Attended					
Mrs. Rusha Mitra (Non-Executive & Independent)*		7						
Mr. T C Suseel Kumar (Non-Executive & Independent)#		7						
Dr. Sethurathnam Ravi (Non-Executive & Independent)		7						

Committee Meetings attended - 1 meeting =  Chairman =  Member = 

* Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Mr. Umang Kanoria was appointed as a member of the Committee w.e.f 8 April, 2026.

#Mr. T C Suseel Kumar was appointed as the Chairman of the Nomination and Remuneration Committee w.e.f, 8 April, 2026.

4. Meetings

- Necessary Quorum as per Regulation 19(2A) of the SEBI Listing Regulations, was present for all the Meetings.
- The Chairperson of the Nomination and Remuneration Committee, Mrs. Rusha Mitra was present at the Sixty-Fourth Annual General Meeting of the Company held on 15 September, 2025 to answer the shareholders' queries.

- The Company Secretary is in attendance at the Nomination and Remuneration Committee Meetings.

5. Remuneration Policy –

In compliance with the requirements of the Act and Rules made thereunder and pursuant to Regulation 19 of the SEBI Listing Regulations read with Schedule II Part D of the said Regulations, the Board of Directors has a Nomination and Remuneration Policy for its

Report on Corporate Governance (Contd.)

Directors, Key Managerial Personnel, Functional Heads and other employees of the Company.

• Non – Executive Directors

The Non-Executive Directors are paid remuneration based on their contribution and current trends. The Board of Directors of the Company on the recommendation of the Nomination and Remuneration Committee decides the remuneration of the Non-Executive Directors.

The remuneration paid to the Non-Executive Directors by way of sitting fees is ₹ 1,00,000/- per Meeting for the Board Meetings, ₹ 50,000/- per Meeting for the Audit Committee Meetings, ₹ 20,000/- per Meeting for the Independent Directors' Committee Meetings and ₹ 5,000/- per Meeting each for the Nomination and Remuneration Committee Meetings, Stakeholders Relationship Committee Meetings, Corporate Social Responsibility Committee Meetings and Sustainability and Risk Management Committee Meetings.

In addition to the afore-mentioned remuneration being paid by way of sitting fees, Commission was also paid to the Non-Executive Directors for the financial year 2024-25 during the financial year 2025-26.

THE DETAILS OF THE REMUNERATION PAID TO THE NON – EXECUTIVE DIRECTORS HAVE BEEN ENUMERATED BELOW :-

I. Details of Sitting Fees/ Remuneration

A. Sitting Fees/ Commission paid to the Non-Executive Directors

The sitting fees for the Board and the Committee Meetings and Commission paid to the Non-Executive Directors during the year ended 31 March, 2026 are as follows:-

Executive Director	Business relationships with the Company, if any	All elements of remuneration package, i.e. salary, benefits, bonuses, pension etc. for the year ended 31 March, 2026	
		Description	Amount (₹ in Crores)
Mr. Kaushik Roy [#]	Managing Director	Salary and Allowances	12.16
		Contribution to Provident, Gratuity and Superannuation Funds	0.55
		Perquisites	0.01
		Total	12.72

Dr. Sanjiv Goenka – Sitting Fees ₹ 6,00,000/- and Commission ₹ 9,30,00,000/-, Mr. Shashwat Goenka – Sitting Fees ₹. 5,10,000/- and Commission ₹ 9,30,00,000/-, Mrs. Preeti Goenka – Sitting Fees ₹ 5,00,000/- and Commission ₹ 10,00,000/-, Mr. Paras K Chowdhary* – Commission ₹ 10,00,000/-, Mr. Pradip Roy[#] – Commission – ₹ 10,00,000/-, Mrs. Rusha Mitra – Sitting Fees – ₹ 8,95,000/- and Commission – ₹ 10,00,000/-, Mr. R K Agarwal – Sitting Fees – ₹ 7,50,000/- and Commission – ₹ 10,00,000/-, Mr. T C Suseel Kumar – Sitting Fees – ₹ 7,85,000/- and Commission – ₹ 10,00,000/-, Mr. K Jairaj – Sitting Fees – ₹ 5,55,000/- and Commission – ₹ 10,00,000/-, Dr. Sethurathnam Ravi – Sitting Fees – Rs. 7,85,000/- and Commission – ₹ 10,00,000/- and Mr. Umang Kanoria – Sitting Fees – ₹ 5,40,000/- and Commission – ₹ 10,00,000/-.

The Company also reimburses the out of pocket expenses incurred by the Directors for attending the Meetings.

* Mr. Paras K Chowdhary (DIN: 00076807), had completed his second and final term as an Independent Director and consequently ceased to be an Independent Director of the Company w.e.f. close of business hours on 21 July, 2024.

[#] Mr. Pradip Roy (DIN: 00026457) had completed his second and final term as an Independent Director and consequently ceased to be an Independent Director of the Company w.e.f. the close of business hours on 29 July, 2024.

• Executive Director

Payment of remuneration to the Managing Director, who is the Executive Director of the Company, is governed by the agreement executed between him and the Company and are also approved by the Board and Shareholders. The remuneration structure comprises salary, variable pay, perquisites and allowances and retirement benefits in the forms of superannuation and gratuity. The Company does not have any Employee Stock Option Scheme.

Report on Corporate Governance (Contd.)

Executive Director	Business relationships with the Company, if any	All elements of remuneration package, i.e. salary, benefits, bonuses, pension etc. for the year ended 31 March, 2026	
		Description	Amount (₹ in Crores)
Mr. Nilesh Koul*	Managing Director	Salary and Allowances	3.86
		Contribution to Provident, Gratuity and Superannuation Funds	0.19
		Perquisites**	0.00
		Total	4.05

[#] Mr. Kaushik Roy (DIN: 06513489) tendered his resignation as the Managing Director of the Company, with effect from 3rd November, 2025 due to personal reasons.

* Service Contract: For a period of five years w.e.f. 3 November, 2025. The Board of Directors at its Meeting held on 3 November, 2025 approved the appointment of Mr. Nilesh Koul as the Managing Director of the Company for a period of 5 years w.e.f. 3 November, 2025 and the same was also approved by the shareholders by way of Postal Ballot and voting through electronic means on 11 December, 2025.

* Notice Period: Ninety days notice from either side

* Severance Fees: Ninety days salary in lieu of notice

* Stock Options: None

**Amount is below the rounding off norm adopted by the Company.

6. SUCCESSION POLICY

Succession Planning is a process of ascertaining the need for filling positions at the Board, senior management and other key positions. It involves identification for the said roles, assessment of their potential and developing next generation of leaders as potential successors for key leadership roles in the Company. The Company has in place a Succession Policy and the Board of Directors of the Company reviews and monitors the implementation of the Policy on an annual basis to ensure its effectiveness and to satisfy that plans are in place for orderly succession for appointments to the Board and to the Senior Management. The Company recognises that Succession Planning is a continuous process rather than a onetime event and hence, intends to put in place this Policy that aligns talent management with the said objective and endeavours to mitigate the

critical risks such as Vacancy, Readiness and Transition risk. The Board of Directors of the Company has given the authority to Nomination and Remuneration Committee of the Board for implementing this Policy and its related procedures. The aforesaid Policy is available on the website of the Company and may be accessed at the link: <https://www.pcblltd.com/investor-relation/general-policies>.

7. BOARD EVALUATION

Performance evaluation of the Board, the Board Committees and the Individual Directors was carried out by the Board in accordance with the Policy approved by the Nomination and Remuneration Committee of the Board of Directors of the Company. In this regard, brief details are provided in the Board's Report, forming part of the Integrated Report of the Company for FY 2025-26.

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Mr. K Jairaj, Chairperson
(Non-Executive & Independent)

C. STAKEHOLDERS' RELATIONSHIP COMMITTEE

The Stakeholders' Relationship Committee (SRC) specifically looks into the various aspects of interest of shareholders, debenture holders and other security holders.

1. Terms of Reference

The powers, role and terms of reference of SRC covers the areas as contemplated under the SEBI Listing Regulations and Section 178 of the Act. The brief terms of reference of SRC are as under:

Report on Corporate Governance (Contd.)

The role of the Committee inter alia includes the following:

- Resolve the grievances of the security holders of the Company including complaints related to transfer/transmission of shares, non-receipt of integrated report, non-receipt of declared dividends, issue of new / duplicate certificates, general meetings etc;
- Review of measures taken for effective exercise of voting rights by shareholders;
- Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the Registrar & Share Transfer Agent;
- Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants / Integrated Reports / statutory notices by the shareholders of the Company.

2. Composition of the Stakeholders' Relationship Committee as on 31 March, 2026:-

The Stakeholders' Relationship Committee comprises 3 Directors, out of which 2 Directors are Non - Executive Independent Directors and 1 Director is an Executive Director of the Company. The Members of the Stakeholders' Relationship Committee are Mrs. Rusha Mitra*, Mr. K. Jairaj® and Mr. Nilesh Koul#. The Chairperson of the Stakeholders' Relationship Committee, Mrs. Rusha Mitra is a Non-Executive Independent Director. The Stakeholders' Relationship Committee of the Board of Directors meets at regular intervals and specifically looks into the various aspects of interests of the shareholders and other security holders.

* Mr. Kaushik Roy ceased to be the Managing Director of the Company and Chairman of the Corporate Social Responsibility Committee w.e.f 3 November, 2025. Consequently, Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as the Chairman of the Committee w.e.f the same date.

*Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April, 2026 and decided not to continue in view of her personal and professional commitments. Mr. Umang Kanoria was appointed as a member of the Committee w.e.f 8 April, 2026.

®Mr. K. Jairaj was appointed as the Chairman of the Stakeholders Relationship Committee w.e.f 8 April, 2026.

3. Details of Stakeholders' Relationship Committee Meetings Held During the Financial Year 2025 – 26:-

The Stakeholders Relationship Committee met 3 times during the financial year ended 31 March, 2026, details of which are depicted below:

Sl. No.	Date	Committee Strength	No. of Members present
1	29 April, 2025	3	3
2	23 July, 2025	3	3
3	3 February, 2026	3	3

Attendance at Stakeholders' Relationship Committee Meetings held during the Financial Year 2025 -26:-

The names of Members and Chairperson of the Stakeholders Relationship Committee, Meetings held and attendance thereof during the Financial Year 2025 – 26 are as given below:-

Name of the Director	Position Held	No. of Committee Meetings		
		Held during tenure	Attended	
Mrs. Rusha Mitra (Non-Executive & Independent)®		3		
Mr. Kaushik Roy* (Managing Director)		2		
Mr. Nilesh Koul# (Managing Director)		1		
Mr. K. Jairaj (Non – Executive Independent Director)##		3		

Committee Meetings attended - 1 meeting =  Chairperson =  Member = 

* Mr. Kaushik Roy ceased to be the Managing Director of the Company and member of the Stakeholders' Relationship Committee w.e.f 3 November, 2025.

Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as a member of the Stakeholders Relationship Committee w.e.f 3 November, 2025.

Report on Corporate Governance (Contd.)

®Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Mr. Umang Kanoria was appointed as a member of the Committee w.e.f 8 April, 2026.

Mr. K. Jairaj was appointed as the Chairman of Stakeholders Relationship Committee w.e.f 8 April, 2026.

Name and designation of Compliance Officer: Mr. Kaushik Mukherjee, Company Secretary & Chief Legal Officer.

Name and designation of the Nodal Officer for IEPF related matters: Mr. Kaushik Mukherjee, Company Secretary & Chief Legal Officer.

4. Meetings

- The Chairperson of the Stakeholders Relationship Committee, Mrs. Rusha Mitra was present at the Sixty-Fourth Annual General Meeting of the Company held on 15 September, 2025 to answer the queries of the security holders.
- The Company Secretary is in attendance at the Stakeholders' Relationship Committee Meetings.
- The Company has a User ID and Password in place for logging into the SEBI Complaints Redressal System – 'SCORES' as well as the 'SMART ODR' Portal for online resolution of disputes in the Indian securities market and can view the complaints which have been lodged by the shareholders. The Company ensures that timely redressals are made against any complaints raised by the shareholders relating

to registration of share transfers, issue of new share certificates, sub-division or consolidation of shareholdings etc.

5. Details of Shareholders' Complaints

The Company and its Registrar and Share Transfer Agent address all complaints, suggestions and grievances expeditiously and replies are sent usually within 7-10 days except in case of dispute over facts or other legal impediments and procedural issues. The Company endeavours to implement suggestions as and when received from the investors.

Number of complaints received during the year ended 31 March, 2026 as per records of the Company	Number of complaints resolved during the year ended 31 March, 2026	Number of complaints pending as on 31 March, 2026
16	16	0

6. Share Transfer

In order to provide efficient and timely services to investors, the Board has delegated the power of approving transfer/ transmission of Company's securities, issue of duplicate share / debenture certificates, split up / sub division, and consolidation of shares, issue of new certificates on re-materialisation, subdivision and other related formalities to Mr. Nilesh Koul, Managing Director, Mr. Kaushik Mukherjee, Company Secretary & Chief Legal Officer and Mr. Raj Kumar Gupta, Chief Financial Officer of the Company. No requests for transfers of any securities are pending as on 31 March, 2026 except those that are disputed and / or sub-judiced.



SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

Mr. Nilesh Koul, Chairman
(Managing Director)

D. SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

1. Terms of Reference

The Company has a Sustainability and Risk Management Committee in place and the terms of reference of the Sustainability and Risk Management Committee are in conformity with the provisions of Regulation 21 read with Schedule II Part C of the

SEBI Listing Regulations. The Sustainability and Risk Management Committee looks into the monitoring and reviewing of the risk management plan and such other functions, as it may deem fit and such function specifically covers cyber security. The Sustainability and Risk Management Committee also inter-alia reviews Company's plan and actions with regard to climate change, water management and responsible sourcing while ensuring that the Company carries

out human rights' due diligence and manages diversity, inclusion and employee health and well-being appropriately. The Sustainability and Risk Management Committee also oversees compliance of all policies and the regulatory reporting requirements under the Listing Regulations.

Pursuant to the provisions of the Act, a statement indicating development and implementation of a risk management policy for the Company including identification therein of elements of risk, if any, which in the opinion of the Board may threaten the existence of the Company have also been dealt with in the Board's Report.

2. Composition of the Sustainability and Risk Management Committee as on 31 March, 2026:-

The Sustainability and Risk Management Committee comprises 4 Directors, out of which 1 Director is an Executive Director and the other 3 Directors are the Non-Executive Independent Directors. The Chairman of the Sustainability and Risk Management

Committee, Mr. Nilesh Koul is the Managing Director of the Company. This composition is in line with the requirement of Regulation 21 of the SEBI Listing Regulations. The Members of the Sustainability and Risk Management Committee are Mr. Nilesh Koul*, Mr. R K Agarwal, Mr. T C Suseel Kumar and Dr. Sethurathnam Ravi. Under the Chairmanship of Mr. Nilesh Koul, who is the Managing Director of the Company, the Sustainability and Risk Management Committee of the Board of Directors meets at least twice in a year to inform the Board Members about the risk assessment and minimisation procedures and adoption of requisite risk mitigation measures and their implementation thereof.

* Mr. Kaushik Roy ceased to be the Managing Director of the Company and Chairman of the Sustainability and Risk Management Committee w.e.f 3 November, 2025. Consequently, Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as the Chairman of the Committee w.e.f the same date.

3. Details of Sustainability and Risk Management Committee Meetings held during the Financial Year 2025 – 26:-

The Sustainability and Risk Management Committee met 2 times during the financial year ended 31 March, 2026, details of which are depicted below:-

Sl. No.	Date	Committee Strength	No. of Members present
1	23 July, 2025	4	4
2	12 February, 2026	4	4

Attendance at Sustainability and Risk Management Committee Meetings held during the Financial Year 2025 – 26:-

The names of Members and Chairman of the Sustainability and Risk Management Committee, Meetings held and attendance thereof during the Financial Year 2025 – 26 are as given below:-

Name of the Director	Position Held	No. of Committee Meetings	
		Held during tenure	Attended
Mr. Kaushik Roy* (Managing Director)		1	 
Mr. R K Agarwal (Non-Executive & Independent Director)		2	 
Mr. T C Suseel Kumar (Non-Executive & Independent Director)		2	 
Dr. Sethurathnam Ravi (Non-Executive & Independent Director)		2	 
Mr. Nilesh Koul# (Managing Director)		1	 

Committee Meetings attended - 1 meeting =  Chairman =  Member = 

* Mr. Kaushik Roy ceased to be the Managing Director of the Company and Chairman of the Sustainability and Risk Management Committee w.e.f 3 November, 2025.

Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as the Chairman of the Committee w.e.f 3 November, 2025.

4. Meetings

- The Chairman of the Sustainability and Risk Management Committee is the Managing Director of the Company.
- The Company Secretary was in attendance at the Sustainability and Risk Management Committee Meetings.
- The Risk Management process involves the identification, evaluation/assessment, prevention and control of the risks, determining the cost of risk likely to be and ensuring that

adequate financial resources are available for implementing the selected technique, measuring and monitoring effectiveness of controls and reviewing and reporting the Risk Management process at appropriate intervals, at least annually.

- The Sustainability and Risk Management Committee has sought professional advice from an external member as and when it considers necessary.

E. SENIOR MANAGEMENT

Pursuant to Regulation 30 read with Schedule III of the SEBI Listing Regulations, there has been a change in the Senior Management of the Company. Mr. Sanjay Prabhakar Ghawghawe was appointed as the Chief – Manufacturing Operations, Executive Director w.e.f. 5th January, 2026.



CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

Mr. Nilesh Koul, Chairman
(Managing Director)

F. CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

1. Terms of Reference

The Board of Directors of the Company has a Corporate Social Responsibility Committee and the terms of reference are in conformity with the provisions of Section 135 read with Schedule VII of the Act and the Rules framed thereunder. The CSR Committee monitors the implementation of CSR projects or programmes undertaken by the Company. The role of the Committee inter alia includes the following:-

- Formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company in areas or subject, specified in Schedule VII of the Act.
- Recommend the amount of expenditure to be incurred on the activities referred to in the above point.
- Monitor the Corporate Social Responsibility Policy of the Company from time to time.

2. Composition of the Corporate Social Responsibility Committee as on 31 March, 2026:-

The Corporate Social Responsibility Committee comprises of 3 Directors out of which 1 is an Executive Director, 1 is a Non - Executive Independent Director and 1 is a Non-Executive Director. The Chairman of the Committee is Mr. Nilesh Koul, the Managing Director of the Company. The Members of the Corporate Social Responsibility Committee are, Mr. Nilesh Koul#, Mrs. Rusha Mitra* and Mr. Shashwat Goenka.

* Mr. Kaushik Roy ceased to be the Managing Director of the Company and Chairman of the Corporate Social Responsibility Committee w.e.f 3 November, 2025. Consequently, Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as the Chairman of the Committee w.e.f the same date.

* Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Consequent to this, Ms. Sneha Lata was appointed as a Member of the Committee w.e.f 8 April, 2026.

1. Details of Corporate Social Responsibility Committee Meetings Held During the Financial Year 2025 – 26:-

The Corporate Social Responsibility Committee met thrice during the financial year ended 31 March, 2026, details of which are depicted below:

Sl. No.	Date	Committee Strength	No. of Members present
1	29 April, 2025	3	3
2	3 February, 2026	3	3
3	2 March, 2026	3	3

Attendance at Corporate Social Responsibility Committee Meetings held during the Financial Year 2025 – 26:-

The names of Members and Chairperson of the Corporate Social Responsibility Committee, Meetings held and attendance thereof during the Financial Year 2025 – 26 are as given below:-

Name of the Director	Position Held	No. of Committee Meetings		
		Held during tenure	Attended	
Mr. Kaushik Roy* (Managing Director)		1		
Mr. Shashwat Goenka (Non-Executive Director)		3		
Mrs. Rusha Mitra® (Non-Executive and Independent Director)		3		
Mr. Nilesh Koul# (Managing Director)		2		

Committee Meetings attended - 1 meeting =  Chairman =  Member = 

Note:

*Mr. Kaushik Roy ceased to be the Managing Director of the Company and Chairman of the Corporate Social Responsibility Committee w.e.f 3 November, 2025.

Mr. Nilesh Koul was appointed as the Managing Director of the Company and inducted as the Chairman of the Corporate Social Responsibility Committee w.e.f 3 November, 2025.

® Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments. Consequent to this, Ms. Sneha Lata was appointed as a Member of the Committee w.e.f 8 April, 2026.

4. Meetings

- The Company Secretary was in attendance at the Corporate Social Responsibility Committee Meeting.
- The Corporate Social Responsibility Policy of the Company is posted on the website of the Company at the link: <https://www.pcblltd.com/investor-relation/general-policies>.
- The details of CSR expenditure spent during the financial year 2025-26 have been elaborated in 'Annexure – C' to the Board's Report.

of reference are in conformity with the provisions of Section 149 read with Schedule IV to the Act and the Rules framed thereunder and Regulations 16(1)(b) and 25(8) of the SEBI Listing Regulations. Necessary confirmations have also been taken from

INDEPENDENT DIRECTORS' COMMITTEE

Mr. T C Suseel Kumar, Lead Independent Director
(Non-Executive & Independent)

G. INDEPENDENT DIRECTORS' COMMITTEE

1. Terms of Reference

The Board of Directors of the Company has an Independent Directors' Committee and the terms

the Directors in compliance with Rule 6 Sub Rule 3 of the Companies (Appointment and Qualification of Directors) Fifth Amendment Rules, 2019, which has come into force with effect from 1 December, 2019. The statutory role of the Independent Directors' Committee of the Board of Directors is encapsulated herein below:-

- To review the performance of Non Independent Directors and the Board as a whole;
- To review the performance of the Chairman of the Company, taking into account the views of the Executive and Non-Executive Directors;
- To assess the quality, quantity and timeliness of flow of information between the Company Management and Board that is necessary for the Board to effectively and reasonably perform their duties.

Familiarisation Programme of the Independent Directors

In accordance with the Code of Conduct for Independent Directors specified under the Act and the SEBI Listing Regulations, the Company has in place a familiarisation programme for all its Independent Directors. Such familiarisation programmes help the Independent Directors to understand the Company's strategy, business model, operations, markets, organisation structure, risk management etc. and such other areas as may arise from time to time. As a part of the familiarisation programme, all the Independent Directors make themselves conversant with the functions of the Company, its various growth prospects and business complexities. The senior management personnel of the Company also interact with the Independent Directors regularly to keep them updated with the latest news and changes.

The policy on the familiarisation programmes imparted to the Independent Directors is posted on the website of the Company and may be accessed at the link: <https://www.pcblltd.com/investor-relation/general-policies>.

Dr. Sanjiv Goenka, Chairman, steers the deliberations of the Board with inputs from Independent and non-independent directors. Mr. Nilesh Koul, Managing Director of the Company, is a well-qualified professional with rich corporate level experience.

EXPERTISE AND COMPETENCE OF THE BOARD OF DIRECTORS

The Board comprises qualified and experienced members who possess required skills, expertise and competencies that allow them to make effective contributions to the Board and its Committees.

In terms of requirements of the SEBI Listing Regulations, the Board has identified the following skills/expertise/ competencies of the Directors as on 31 March, 2026.

Skills/Expertise/Competencies required by the Board of Directors

- Global Business** - Understanding of global business dynamics across various geographical markets, industry verticals and regulatory jurisdictions.
- Strategy and Planning** - Appreciation of long-term trends, strategic choices and experience in guiding and leading management teams to make decisions in uncertain environments.
- Governance** - Experience in developing governance practices, serving the best interests of all stakeholders, maintaining board and management accountability, building long-term effective stakeholder engagements and driving corporate ethics and values.
- Organisational Capacity Building** - Acumen to evaluate organisational capacity and readiness across relevant parameters and provide guidance on bridging gaps in capacity building. Ability to understand the talent market and the Company's talent quotient so as to help finetune strategies to attract, retain and nurture competitively superior talent.
- Risk Management and Compliance** - Ability to appreciate key risks impacting the Company's businesses and contribute towards development of systems and controls for risk mitigation & compliance management and review and refine the same periodically.
- Financial Expertise** - Proficiency in financial management and reporting processes, capital allocation understanding the financial policies.

- 7. Policy Evaluation** - Ability to comprehend the Company's governance philosophy and contribute towards its refinement periodically. Ability to evaluate policies, systems and processes in the context of the Company's businesses and review the same periodically.
- 8. Culture Building** - Ability to contribute to the Board's role towards promoting an ethical organisational culture, eliminating conflict of interest, and setting & upholding the highest standards of ethics, integrity and organisational conduct.

- 9. Stakeholder Value Creation** - Ability to understand the processes for shareholder value creation and its contributory elements so as to enable value creation for the other stakeholders.
- 10. Environment, Social and Governance (ESG)** - Experience in leading the Sustainability and Environment, Social and Governance visions of the organisation to be able to integrate these into the strategy of the Company.

Sr. No.	Name of the Directors	Global Business	Strategy and Planning	Governance	Organisational Capacity Building	Risk Management and Compliance	Financial Expertise	Policy Evaluation	Culture Building	Stakeholder Value Creation	Environment, Social and Governance (ESG)
1	Dr. Sanjiv Goenka	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Mrs. Preeti Goenka	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Mr. Niles Koul*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Mr. Shashwat Goenka	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Mrs. Rusha Mitra®	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
6	Mr. R K Agarwal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	Mr. T C Suseel Kumar	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	Mr. K Jairaj	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	Dr. Sethurathnam Ravi	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
10	Mr. Umang Kanoria	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
11	Ms. Sneh Lata#	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

* Mr. Niles Koul was appointed as the Managing Director of the company w.e.f. 3 November, 2025 for a term of five years.

® Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments.

#Ms. Sneh Lata was appointed as an Additional and Non Executive Independent Woman Director of the company w.e.f 26 March, 2026 for a first term of five years, subject to approval of the shareholders of the Company.

The eligibility of a person to be appointed as a Director of the Company is dependent on whether the person possesses the requisite skill sets identified by the Board as above and whether the person is a proven leader in running a business that is relevant to the Company's business or is a proven academician in the field relevant to the Company's business. The Directors so appointed are drawn from diverse backgrounds and possess special skills with regard to the industries/ fields from where they come.

All the Independent Directors fulfil the conditions of independence specified in the SEBI Listing Regulations and they are all independent of Management. The Board of Directors of the Company have taken on record the declarations and confirmations submitted by the Independent Directors under Regulation 16(1)(b) read with 25(8) of the SEBI Listing Regulations after undertaking the due assessment of the veracity of the same.

2. Composition of the Independent Directors' Committee as on 31 March, 2026:-

The Independent Directors' Committee comprises all 7 Independent Directors. The Members of the Independent Directors' Committee are Mr. T C Suseel Kumar, Mrs. Rusha Mitra#, Mr. R K Agarwal, Mr. K Jairaj, Dr. Sethurathnam Ravi, Mr. Umang Kanoria and Ms. Sneh Lata*. The Chairman of the Committee is Mr. T C Suseel Kumar, a Non-Executive Independent Director.

#Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments.

*Ms. Sneh Lata was appointed as an Additional and Non Executive Independent Woman Director of the company w.e.f 26 March, 2026 for a first term of five years, subject to approval of the shareholders of the Company.

3. Details of Independent Directors' Committee Meeting Held During the Financial Year 2025-26:-

The Independent Directors' Committee met twice during the financial year ended 31 March, 2026, details of which are depicted below:-

Sl No.	Date	Committee Strength	No. of Members present
1	17 February, 2026	6	6
2	14 March, 2026	6	6

Attendance at Independent Directors' Committee Meeting held during the Financial Year 2025- 26:-

The names of Members and Chairperson of the Independent Directors' Committee Meeting held and attendance thereof during the Financial Year 2025 – 26 are as given below:-

Name of the Director	Position Held	No. of Committee Meetings	
		Held during tenure	Attended
Mr. T C Suseel Kumar (Non-Executive & Independent)		2	 
Mrs. Rusha Mitra# (Non-Executive and Independent)		2	 
Mr. R K Agarwal (Non-Executive & Independent)		2	 
Mr. K Jairaj (Non-Executive & Independent)		2	 
Dr. Sethurathnam Ravi (Non-Executive & Independent)		2	 
Mr. Umang Kanoria (Non-Executive & Independent)		2	 
Ms. Sneh Lata* (Additional and Non-Executive & Independent)		-	-

Committee Meetings attended - 1 meeting =  Lead Independent Director =  Member = 

Note - # Mrs. Rusha Mitra, non -executive independent woman director completed her first term on 7 April 2026 and decided not to continue in view of her personal and professional commitments.

*Ms. Sneh Lata was appointed as an Additional and Non Executive Independent Woman Director of the company w.e.f 26 March, 2026 for a first term of five years, subject to approval of the shareholders of the Company.

IV. SUBSIDIARY COMPANIES

The Company has 4 unlisted wholly owned subsidiaries as on date, namely, PCBL (TN) Limited, PCBL Chemical Europe SRL, Phillips Carbon Black Cyprus Holdings Limited (PCBCHL) and PCBL Chemical USA Inc.,(Refer to note 1) and 1 unlisted subsidiary company namely, Nanovace Technologies Limited (NTL) and 1 debt-listed subsidiary namely, Aquapharm Chemical Limited (formerly known as Advaya Chemical Industries Limited) . PCBCHL

has its step-down subsidiary namely, Phillips Carbon Black Vietnam Joint Stock Company. Aquapharm Chemical Limited (ACL) has its step-down subsidiaries, namely, Aquapharm Europe B.V., Unique Solutions for Chemical Industries Company (USCIC) and Aquapharm Chemicals LLC (AC LLC). USCIC has its step-down subsidiary, namely, USCI LLC. AC LLC has its step-down subsidiaries, namely, Aquapharm PChem LLC and Aquapharm Specialty Chemicals LLC. NTL has its step-down subsidiaries namely, Enersil Pty Limited and Nanovace Inc.,USA (Refer to Note 2). The minutes of the Board Meetings of the subsidiary companies along with the details of significant transactions and arrangements entered into by the subsidiary companies are shared with the Board of Directors on a quarterly basis. The Financial Statements of the subsidiary companies are presented to the Audit Committee. The information in respect of the loans and advances in the nature of loans to subsidiaries pursuant to Regulation 34 of

the SEBI Listing Regulations is provided in Notes to the standalone Financial Statements. The Company's Policy for determination of a material subsidiary, as approved by the Board, may be accessed on its website at the link:- <https://www.pcblttd.com/investor-relation/general-policies>.

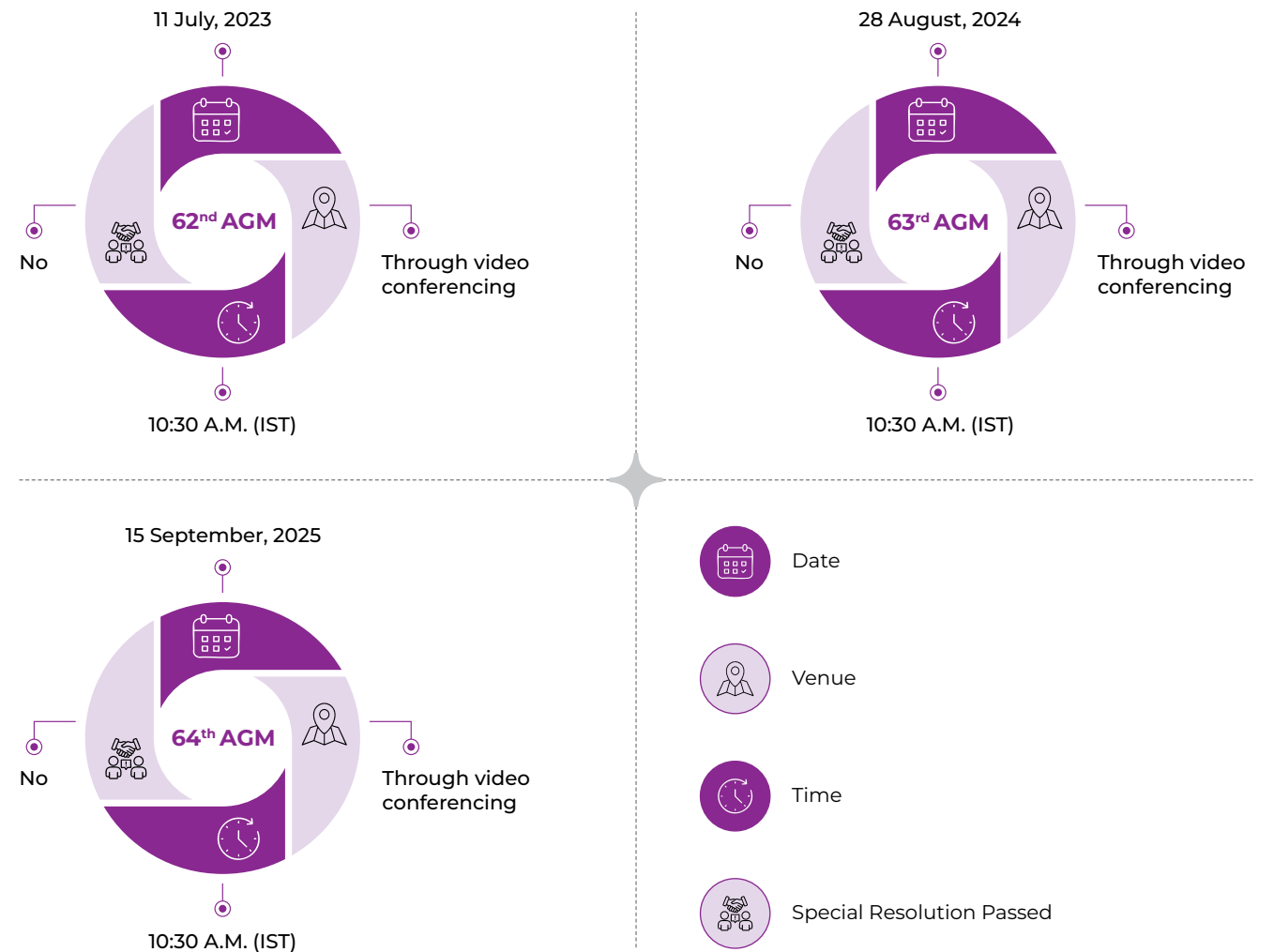
As on 31 March, 2026, the Company has 2 material subsidiaries, namely, PCBL (TN) Limited and Aquapharm Chemical Limited.

Note :

1. PCBL Chemical Limited has incorporated a wholly owned subsidiary PCBL Chemical USA Inc under the laws of the State of Delaware, United States of America as on 23 July, 2025.
2. Nanovace Technologies Limited (hereinafter referred to as the 'Company'), a subsidiary of PCBL Chemical Limited, has incorporated its wholly owned U.S. subsidiary, Nanovace Inc. in the state of Delaware as on 16 June, 2025.

V. GENERAL BODY MEETINGS

1. Location and time of the last 3 Annual General Meetings (AGMs) held and Special Resolutions Passed:



2. Details of Special Resolution passed last year through Postal Ballot :-

The Shareholders had passed the following Resolution as Special Resolution, as mentioned herein below, on 11 December, 2025 by requisite majority by way of Postal Ballot through e-voting:-

i. Appointment of Mr. Nilesh Koul as the Managing Director of the Company

Brief particulars of the Postal Ballot are provided below:-

- The Board of Directors of the Company appointed Mr. Manoj Prasad Shaw, FCS No: 5517, Practicing Company Secretaries as the Scrutiniser for scrutinising the postal ballot through e-voting;
- Dispatch of the Postal Ballot Notice dated 3 November, 2025 along with the Explanatory Statement, was completed on 11 November, 2025 through electronic mode to all those Members, whose email addresses are registered with the Company or with the Company's Registrar and Share Transfer Agent, namely, MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited ("RTA") or with their respective Depository Participants ("Depository"), in compliance with the MCA Circulars and SEBI Circulars.
- The Postal Ballot Notices were also posted on the website of the Company namely www.pcblltd.com.
- With regard to the Postal Ballot Notice of the Company dated 3 November, 2025, E-voting commenced on Wednesday, 12 November, 2025 at 9:00 A.M. (IST) and ended on Thursday, 11 December, 2025 at 5:00 P.M. (IST).
- The proposed Resolution was passed with requisite majority and the Voting Results were duly intimated to the Stock Exchanges pursuant to Regulation 44(3) of the SEBI Listing Regulations as well as displayed on the Company's website at www.pcblltd.com.

3. Disclosure regarding appointment or re-appointment of Directors in accordance with Regulation 36(3) of the SEBI Listing Regulations has been provided in the Notice convening the Annual General Meeting of the Company.

VI. DISCLOSURES

1. Disclosures on materially significant related party transactions that may have potential conflict with the interests of the Company at large:

No such transactions took place during the year ended 31 March, 2026. The Board has approved the policy on materiality of related party transactions and on dealing with related parties including clear threshold limits duly approved by the Board of Directors of the Company and such policy is reviewed by the Board of Directors once every year and updated accordingly. The Policy is posted on the Company's website at the following link: <https://www.pcblltd.com/investor-relation/general-policies>. Details of transactions with the related parties as specified in Indian Accounting Standard (IND AS – 24) issued by the Institute of Chartered Accountants of India are disclosed in Note No. - 27 to the standalone financial statements for the financial year 2025-26.

2. Disclosure by Senior Management in accordance with Regulation 26(5) of the SEBI Listing Regulations:

For the financial year ended 31 March, 2026, the Senior Management Personnel of the Company have confirmed to the Board of Directors that they do not have any personal interest relating to material, financial and commercial transactions entered into with the Company that may have a potential conflict with the interests of the Company at large.

3. Disclosures on Compliance of Law:

The Company has complied with the mandatory requirements of the Stock Exchanges, SEBI and other statutory authorities on all matters related to capital markets during the last three years. No penalties or strictures were imposed by SEBI, Stock Exchanges, or any statutory authorities on any matter related to capital markets during the last three years.

4. Vigil Mechanism / Whistle Blower Policy:

The Company has a Whistle Blower Policy / Vigil Mechanism which is posted on the website of the Company at the link: <https://www.pcblltd.com/responsibility/policies> for its Directors and Employees to report their concerns about the Company's working or about any violation of its policies. The vigil mechanism provides for adequate safeguards against victimisation of Director (s) or Employee (s) or any other person who avail the mechanism and also provide direct access to the Chairperson of the Audit Committee. No personnel have been denied

any access to the Audit Committee. Besides, as per the requirement of Clause 6 of Regulation 9A of SEBI (Prohibition of Insider Trading) Regulations, the Company ensures to make employees aware of such Whistle-Blower Policy to report instances of leak of unpublished price sensitive information.

5. Code for Prevention of Insider Trading Practices

In compliance with the SEBI Regulation on Prohibition of Insider Trading, the Company has in place a comprehensive Code of Conduct to Regulate, Monitor and Report Trading by Insiders, for its Directors and Senior Management Officers. The Code lays down guidelines, which advises them on procedures to be followed and disclosures to be made, while dealing with the shares of the Company. The Code clearly specifies, among other matters, that Directors and Designated Persons of the Company, as defined in the Code, can trade in the shares of the Company only during 'Trading Window Open Period'. The trading window is closed during the time of declaration of results, dividend and other material events as per the Code. The intimation of the closure of Trading Window, as per the SEBI Regulations on Prohibition of Insider Trading, is given to the Stock Exchanges before the end of every quarter with effect from the 1st day of the month immediately succeeding the end of every quarter till 48 hours after the declaration of financial results of the Company to the Stock Exchanges. The same is intimated to the Designated Persons as well. These aforementioned codes are posted on the website of the Company at the link: <https://www.pcblltd.com/investor-relation/general-policies>. Annual Declarations containing the annual disclosures of holding of securities have been obtained from all the Directors and the Designated Persons of the Company for the financial year ended 31 March, 2026. Besides, a declaration has also been obtained from the Managing Director of the Company ensuring compliance with Regulation 9 Sub Regulations 1 and 2 of the SEBI (Prohibition of Insider Trading) Regulations.

Besides, as per the SEBI (Prohibition of Insider Trading) Regulations, 2015, the board of directors of the organisation required to handle unpublished price sensitive information shall ensure that a Structured Digital Database is maintained containing the nature of unpublished price sensitive information and the names of such persons who have shared the information and with whom the information is shared under this regulation along with the Permanent Account Number (PAN) or any other identifier

authorised by law where PAN is not available. Such database shall not be outsourced and shall be maintained internally with adequate internal controls and checks such as time stamping and audit trails to ensure non-tampering of the database. With regard to the same, the Company has in place a Structured Digital Database (SDD) module maintained internally by the Company.

Mr. Kaushik Mukherjee, Company Secretary & Chief Legal Officer, is the Compliance Officer who also acts as the Nodal Officer of the Company.

6. Details of compliance with mandatory requirements and adoption of non mandatory requirements

All mandatory requirements have been complied with and the non-mandatory requirements are dealt with at the end of the Report.

7. Policy for determining 'material' subsidiaries

The Company has adopted a Policy on Material Subsidiary in line with the requirements of the SEBI Listing Regulations. The objective of this Policy is to lay down criteria for identification and dealing with material subsidiaries. The policy on Material Subsidiary is available on the website of the Company at the following link: <https://www.pcblltd.com/investor-relation/general-policies>.

8. Commodity price risk or foreign exchange risk and hedging activities

1. Risk Management Policy of the Company with respect to the Commodities and Forex:

Commodities form a major part of the raw materials required for the Company's products portfolio and hence commodity price risk is one of the important market risks for the Company. Commodity price risk results from changes in market prices for raw materials, mainly carbon black feedstock which forms the largest portion of company's cost of sales. The Company endeavours to reduce such risks by maintaining inventory at optimum level through a highly probable sales forecast on quarterly basis and also through worldwide purchasing activities. Raw materials are purchased exclusively to cover Company's own requirements. Further, a significant portion of Company's volume is sold based on formula driven price adjustment mechanism which allows for recovery of the changed raw material cost from customers. The Company also endeavours to offset the effects of increases in raw material costs through price increases in its non – contract sales, productivity improvement and other cost reduction efforts.

The Company has not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

The Company operates in International markets and therefore is exposed to foreign currency risk arising from foreign currency transactions. The exposure relates primarily to the Company's operating activities (when the revenue or expense is denominated in foreign currency), borrowings in foreign currencies and investment in overseas subsidiaries. Over ninety percent of Company's foreign currency transactions are in USD while the rest are in Euro, CNY, KRW, JPY, GBP and VND. The risk is measured through forecast of highly probable foreign currency cash flows. The Company's risk management policy is hedging of net foreign currency exposure at all points in time through foreign exchange forward contracts, vanilla option contract and cross currency interest rate swaps. The objective of the hedging is to eliminate the currency risk due to volatility in exchange rates. The details of foreign exchange exposures as on 31 March, 2026 are disclosed in Notes to the Standalone Financial Statements.

2. Exposure of the Listed Entity to commodity and commodity risks faced by the entity throughout the year:

The Company has not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

9. Certificate from the Managing Director and the Chief Financial Officer

Certificate from Mr. Nilesh Koul, Managing Director and Mr. Raj Kumar Gupta, Chief Financial Officer, in terms of Regulation 17(8) and the quarterly certificate from Mr. Nilesh Koul, Managing Director and Mr. Raj Kumar Gupta, Chief Financial Officer, in terms of Regulation 33(2A) of the SEBI Listing Regulations for the quarter and financial year ended 31 March, 2026 was placed before the Board of Directors of the Company in its Meeting held on 30 April, 2026.

10. Code of Conduct

A Code of Business Conduct and Ethics for Directors and the Senior Management Personnel of the organisation which suitably incorporates the duties of Independent Directors as laid down in the Companies Act, 2013, has been adopted by the Board. The Code of Conduct for Board Members and

Senior Management Personnel of the Company is posted on the Company's website at the following link: <https://www.pcblltd.com/investor-relation/share-information/code-of-conduct>.

All Board Members and Senior Management Personnel have affirmed compliance with the Code on an annual basis for the financial year ended 31 March, 2026. A declaration to this effect signed by the Managing Director in terms of SEBI Listing Regulations forms a part of this Integrated Report.

11. Declaration by Independent Directors under Section 149(6) of the Act and Regulation 16(1) (b) read with Regulation 25(8) of the SEBI Listing Regulations and Rule 6 Sub Rule 3 of the Companies (Appointment and Qualification of Directors) Fifth Amendment Rules, 2019

During the financial year ended 31 March, 2026, the Company received declarations in terms of the provisions of Section 149(6) of the Act and Regulation 16(1)(b) read with Regulation 25(8) of the SEBI Listing Regulations from the following Independent Directors namely, Mr. Umang Kanoria, Mrs. Rusha Mitra, Mr. R K Agarwal, Mr. T C Suseel Kumar, Mr. K Jairaj, Dr. Sethurathnam Ravi and Ms. Sneh Lata. Necessary confirmations were also taken from the afore-mentioned Independent Directors in compliance with Rule 6 Sub Rule 3 of the Companies (Appointment and Qualification of Directors) Fifth Amendment Rules, 2019 which has come into force with effect from 1 December, 2019.

12. Sexual Harassment Policy

The Company has in place Prevention of Sexual Harassment (POSH) Policy in line with the requirements of The Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013 covering all employees of the Company. The Internal Complaints Committee (ICC) is set up for the purpose of providing protection against the sexual harassment of women at workplace and for the prevention and redressal of complaints of sexual harassment and for matters connected therewith or incidental thereto. The status of complaints is as given below:

No. of complaints filed during the financial year	No. of complaints disposed of during the financial year	No. of complaints pending as on the end of the financial year	No. of complaints pending for more than 90 days
0	0	0	0

13. Dividend Distribution Policy

The Company has formulated a Dividend Distribution Policy in accordance with Regulation 43A of the SEBI Listing Regulations. The policy has been detailed in the Board's Report and is posted on the Company's website at the following link: <https://www.pcblltd.com/investor-relation/general-policies>.

14. Utilisation of funds raised through preferential allotment or qualified institutions placement

The Preferential Issue Committee of the Board of Directors of Company at its Meeting held on 7 May, 2024, had approved the allotment of warrants of the Company, on a preferential basis by way of a private placement and allotted 1,36,00,000 convertible warrants to Rainbow Investments Limited (Promoter) and 12,00,000 convertible warrants each to Quest Capital Markets Limited (Promoter Group) and STEL Holdings Limited (Promoter Group) on 7 May, 2024 for an issue price of Rs. 280 per warrant. Out of total issue price, Rs. 70 per warrant (25% of the issue price) amounting to Rs. 112 crores was received as the initial subscription amount at the time of allotment of the warrants.

During the year ended 31 March, 2026, the Company has received Rs. 336 crores (remaining 75% of the issue price). Upon receipt of such amount, the Preferential Issue Committee of the Board of Directors of the Company at its Meeting held on 3 November, 2025 has considered and approved the allotment of 1,60,00,000 Equity Shares of face value of Re. 1/- each, upon conversion of equal number of Warrants. The amount raised, has been used fully for the purposes for which the funds were raised.

This has been considered for calculating diluted earnings per equity share as per Ind AS 33-Earnings Per Share upto 3 November, 2025.

The Company has complied with provisions of Section 42 and Section 62 of the Companies Act, 2013 in respect of issue of equity shares in conversion of share warrants.

15. Certificate from a Company Secretary in practice

The Company has obtained a Certificate from M/s D. Dutt & Co. Company Secretaries, in practice, FCS 5401 C.P NO. 3824 dated 30 April, 2026 stating 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 the

Securities and Exchange Board of India, Ministry of Corporate Affairs or any other such statutory authority.

16. Acceptance of recommendations of any Committee of the Board

All the recommendations made by any Committee of the Board during the financial year 2025-26 have been duly accepted and taken on record by the Board of Directors of the Company.

17. Fees paid on a consolidated basis to the Statutory Auditor

The total fees for all services paid by the Company and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm / network entity in which the statutory auditor is a part for the financial year 2025-26 is ₹ 2.90 Crores.

18. Directors and Officers Liability Insurance ('D and O Insurance')

In line with the requirements of Regulation 25(10) of the SEBI Listing Regulations, the Company has in place a Directors and Officers liability insurance policy.

19. Anti-Bribery Policy

The Company has formulated an Anti-Bribery Policy which explains the Company's individual responsibility to comply with anti-bribery and anti-corruption laws around the world and to ensure that any third parties that the Company engages to act on its behalf, do the same. This policy also reflects the commitment of the Company and its management for high ethical standards and doing open and fair business for improving the organisational culture, following the best practices of corporate governance and enhancing the organisational reputation at appropriate levels. The policy has been detailed in the Board's Report and is posted on the Company's website at the following link: <https://www.pcblltd.com/responsibility/policy>.

20. Secretarial Audit Report

The Company has undertaken Secretarial Audit for the financial year 2025-26 which, inter-alia, includes audit of compliance with the Act, and the Rules made under the Act, Listing Regulations and applicable Regulations prescribed by SEBI, Secretarial Standards issued by the Institute of Company Secretaries of India and other allied laws. The Secretarial Audit Report forms a part of this Integrated Report.

Report on Corporate Governance (Contd.)

21. Annual Secretarial Compliance Report

The Company has undertaken an Annual Secretarial Compliance Audit for the financial year 2025-26 for all applicable compliances as per SEBI Regulations and Circulars/Guidelines/ Notices issued by the Stock Exchanges thereunder from time to time.

Accordingly, the Annual Secretarial Compliance Report, as per the revised format, for the financial year ended 31 March, 2026 will be submitted to the Stock Exchanges within the prescribed timeline.

22. Credit Ratings obtained by the Company

Rating Agency	Facility rated	Amount rated (Rs/crs)	Rating letter date	Rating
CRISIL Rating	Commercial paper	550	9 January,2026	CRISIL A1+
	Non Convertible Debentures	700	9 January,2026	CRISIL AA/Negative
	Bank Facilities	800	9 January, 2026	CRISIL AA/Negative (Rating reaffirmed)
ICRA Limited	Commercial paper	500	12 February,2026	[ICRA]A1+, Reaffirmed
	Non Convertible Debentures	700	12 February,2026	[ICRA]AA, Reaffirmed. Outlook Negative
	Bank Facilities	1200	12 February, 2026	[ICRA]AA, Reaffirmed. Outlook Negative
CARE Ratings	Long Term Bank Facilities	1325	9 September 2025	CARE AA; Stable, Reaffirmed
	Long Term/ Short Term Bank Facilities	3815	9 September 2025	CARE AA; Stable/ CARE A1+, Reaffirmed
	Short Term Bank Facilities	100	9 September 2025	CARE A1+, Reaffirmed
	Non Convertible Debentures	700	9 September 2025	CARE AA; Stable, Reaffirmed

23. Loans and advances in the nature of loans to firms/ companies in which directors are interested by name and amount.

Details of Loans and advances are given in the notes to the financial statements.

24. Details of material subsidiaries, including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries

PCBL(TN) Limited* was incorporated on 29 September, 2020 and the place of incorporation was Kolkata. M/s. L.B Jha & Co., Chartered Accountants (Firm Registration No. 301088E) were appointed as the Statutory Auditors of the Company at the 4th Annual General Meeting held on 26 August, 2024 for a period of first five (5) consecutive financial years to hold office from the conclusion of the 4th Annual General Meeting till the conclusion of the 9th Annual General Meeting to be held for the financial year ending 31 March, 2029.

Aquapharm Chemical Limited (Formerly known as Advaya Chemical Industries Limited)* was incorporated on 11th January, 2024 and the place of incorporation was Pune, Maharashtra. M/s. S. R. Batliboi & Co. LLP, Chartered Accountants (Firm Registration No. 301003E/E300005) were appointed as the Statutory Auditors of the Company on 15 May, 2025 to fill the casual vacancy caused by the resignation of M/s. L. B. Jha & Co., Chartered Accountants. The appointment of M/s. S. R. Batliboi & Co. LLP was approved by the members at the Annual General Meeting held on Wednesday, the 25th day of June, 2025 for a term of 5 (five) consecutive years, i.e., from the conclusion of the said Annual General Meeting till the conclusion of the Annual General Meeting to be held for the Financial Year 2029-30.

*** Note:-** As per Regulation 16 of the SEBI Listing Regulations, **“material subsidiary”** shall mean a subsidiary, whose turnover or net worth exceeds 10% of the consolidated turnover or net worth respectively, of the Company and its subsidiaries in the immediately preceding accounting year.

Report on Corporate Governance (Contd.)

PCBL(TN) Limited became a material subsidiary of PCBL Chemical Limited during the financial year 2022- 23, as afore-mentioned. Also, Aquapharm Chemical Limited became a material subsidiary of PCBL Chemical Limited during the financial year 2023-24. Hence, the disclosure has been given in this regard.

25. SEBI Complaints Redress System (SCORES):

The investor complaints are processed in a centralised web-based complaints redressal system through SCORES. The Action Taken Reports are uploaded online by the Company for any complaints received on SCORES platform, thereby making it convenient for the investors to view their status online.

26. Dispute Resolution Mechanism (SMART ODR):

In order to strengthen the dispute resolution mechanism for all disputes between a listed company and/or registrars & transfer agents and its shareholder(s)/investor(s), SEBI had issued a Standard Operating Procedure ('SOP') vide Circular dated 30 May, 2022. As per this Circular, shareholder(s)/ investor(s) can opt for Stock Exchange Arbitration Mechanism for resolution of their disputes against the Company or its RTA. Further, SEBI vide Circular dated 31 July, 2023 (updated as on 20 December, 2023), introduced the Online Dispute Resolution (ODR) Portal. Through this ODR portal, the aggrieved party can initiate the mechanism, after exercising the primary options to resolve its issue, directly with the Company and through the SEBI Complaint Redress System (SCORES) platform. The Company has complied with the above circulars and the same are available at the website of the Company at www.pcblltd.com.

VII. MEANS OF COMMUNICATION

WEBSITE:

The Company has dedicated “Investors Relation” section on its website viz. www.pcblltd.com, wherein any person can access the corporate policies, Board committee composition, Integrated Reports, financial results, investor presentations and shareholding details etc.

Announcement of material information:

All the material information, requisite announcements and periodical filings are being submitted by the

Company electronically through web portals of NSE and BSE, where the equity shares of the Company are listed and BSE where Debentures are listed.

Media Releases:

All official media releases are submitted to NSE and BSE and are also being uploaded on the website of the Company.

Quarterly financial results:

The financial results were published in prominent daily newspapers viz. Business Standard (All Editions), and in vernacular newspaper in Aajkaal (Kolkata) and were also uploaded on the website of the Company.

Earning Calls & presentations to Institutional Investors/ Analysts

The Company organises earnings call with analysts and investors on the same day or some other day after announcement of results. The audio recordings and transcript of these earning calls are posted on the Company's website. Presentations made to institutional investors and financial analysts on the financial results are submitted to the stock exchanges and also uploaded on the Company's website. The Company has maintained consistent communication with investors at various forums.

Integrated Report and AGM

Integrated Report containing audited standalone and consolidated financial statements together with Report of Board of Directors, Management Discussion and Analysis Report, Corporate Governance Report, Auditor's Report and other important information are circulated to the Members. In the AGM, the Shareholders also interact with the Board and the Management.

VIII. GENERAL SHAREHOLDER INFORMATION

Provided in the 'General Shareholder Information' Section of the Integrated Report and Accounts

IX. STATUS OF ADOPTION OF THE NON MANDATORY REQUIREMENTS

The Company has duly fulfilled the following discretionary requirements as prescribed in Sub – Regulation 1 of Regulation 27 read with Part E of Schedule II of the SEBI Listing Regulations as follows:

Report on Corporate Governance (Contd.)

Reporting of Internal Auditor: Internal Auditors of the Company make presentations to the Audit Committee on their Reports and has direct access to the Audit Committee.

Audit Qualifications: During the financial year 2025-26, there was no audit qualification in the financial statements of the Company. The Company continues to adopt appropriate best practices in order to ensure unqualified financial statements.

Separate Posts of the Chairman and Managing Director: The Company has maintained separate posts of the Chairman and the Managing Director. The Chairman of the Company is a Non-Executive Director whereas the Managing Director of the Company is an Executive Director. The Company has a vast business portfolio which demands the senior leadership to have an in-depth knowledge and understanding of the functioning of the Company, so as to enhance the value generating capacity of the organisation and contribute significantly to stakeholders' expectations and aspirations.

Disclosure of certain types of agreement binding Listed Entities: During the year under review, the Company has not disclosed any information under clause 5A of Paragraph A Part A of Schedule III of SEBI Listing Regulations. Accordingly, there was no requirement for disclosing the same.

Other Items

- The rest of the Non Mandatory Requirements will be implemented by the Company as and when required and/or deemed necessary by the Board.

X. CONFIRMATION OF COMPLIANCE

- The Statutory Auditors' Certificate states that the Company has complied with the conditions of Corporate Governance and the same is annexed hereto.

For and on behalf of the Board of Directors

Dr. Sanjiv Goenka

Chairman

DIN: (00074796)

Place: Kolkata

Date: 30 April, 2026

Report on Corporate Governance (Contd.)

Independent Auditor's Report on compliance with the conditions of Corporate Governance as per provisions of Chapter IV of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended

The Members of PCBL Chemical Limited

- The Corporate Governance Report prepared by PCBL Chemical Limited (hereinafter the "Company"), contains details as specified 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 the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended ("the Listing Regulations") ('Applicable criteria') for the year ended 31 March, 2026 as required by the Company for annual submission to the Stock exchange.

Management's Responsibility

- The preparation of the Corporate Governance Report is the responsibility of the Management of the Company including the preparation and maintenance of all relevant supporting records and documents. This responsibility also includes the design, implementation and maintenance of internal control relevant to the preparation and presentation of the Corporate Governance Report.
- The Management along with the Board of Directors are also responsible for ensuring that the Company complies with the conditions of Corporate Governance as stipulated in the Listing Regulations, issued by the Securities and Exchange Board of India.

Auditor's Responsibility

- Pursuant to the requirements of the Listing Regulations, our responsibility is to provide a reasonable assurance in the form of an opinion whether, the Company has complied with the conditions of Corporate Governance as specified in the Listing Regulations.
- We conducted our examination of the Corporate Governance Report in accordance with the Guidance Note on Reports or Certificates for Special Purposes and the Guidance Note on Certification of Corporate Governance, both issued by the Institute of Chartered Accountants of India ("ICAI"). The Guidance Note on Reports or Certificates for Special Purposes requires that we comply with the ethical requirements of the Code of Ethics issued by ICAI.
- We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits

and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

- The procedures selected depend on the auditor's judgement, including the assessment of the risks associated in compliance of the Corporate Governance Report with the applicable criteria. Summary of procedures performed include:
 - Read and understood the information prepared by the Company and included in its Corporate Governance Report;
 - Obtained and verified that the composition of the Board of Directors with respect to executive and non-executive directors has been met throughout the reporting period;
 - Obtained and read the Register of Directors as on 31 March, 2026 and verified that atleast one independent woman director was on the Board of Directors throughout the year;
 - Obtained and read the minutes of the following committee meetings / other meetings held 01 April, 2025 to 31 March, 2026:
 - Board of Directors;
 - Audit Committee;
 - Annual General Meeting (AGM);
 - Nomination and Remuneration Committee;
 - Stakeholders Relationship Committee;
 - Sustainability and Risk Management Committee
 - Corporate Social Responsibility Committee
 - Obtained necessary declarations from the directors of the Company.
 - Obtained and read the policy adopted by the Company for related party transactions.
 - Obtained the schedule of related party transactions during the year and balances at the year- end. Obtained and read the minutes of the audit committee meeting where in such related party transactions have been pre-approved prior by the audit committee.
 - Performed necessary inquiries with the management and also obtained necessary specific representations from management.

8. The above-mentioned procedures include examining evidence supporting the particulars in the Corporate Governance Report on a test basis. Further, our scope of work under this report did not involve us performing audit tests for the purposes of expressing an opinion on the fairness or accuracy of any of the financial information or the financial statements of the Company taken as a whole.

Opinion

9. Based on the procedures performed by us, as referred in paragraph 7 above, and according to the information and explanations given to us, we are of the opinion that the Company has complied with the conditions of Corporate Governance as specified in the Listing Regulations, as applicable for the year ended 31 March, 2026, referred to in paragraph 4 above.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

Place of Signature: Mumbai
Date: 30 April, 2026

Other matters and Restriction on Use

- 10. This report is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.
- 11. This report is addressed to and provided to the members of the Company solely for the purpose of enabling it to comply with its obligations under the Listing Regulations with reference to compliance with the relevant regulations of Corporate Governance and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care or for any other purpose or to any other party to whom it is shown or into whose hands it may come without our prior consent in writing. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

per **Jai Prakash Yadav**
Partner
Membership Number: 066943
UDIN: 26066943KIKXAM9461

General Shareholder Information

- Annual General Meeting:**
Date, Time and Venue: 22 September, 2026 at 11:30 A.M. (IST). The Company is conducting its Annual General Meeting through Video Conferencing (VC)/ Other Audio Visual Means (OAVM) pursuant to the MCA and SEBI Circulars as already elaborated in the Notice of the Annual General Meeting of the Company.
- Financial Year:** 1 April 2025 to 31 March, 2026
- Book Closure:** 16 September, 2026 to 22 September, 2026 (both days inclusive).
- Interim Dividend Payment Date:**
The Board of Directors of the Company at its Meeting held on Friday, 17 October, 2025 has declared an Interim Dividend @ 600 %, i.e. ₹ 6.00/- per equity share of Re. 1/- each, for the financial year ended 31 March, 2026 and fixation of Monday, 27 October, 2025 as the Record Date for the purpose of payment of the afore-mentioned Interim Dividend. The said Interim Dividend was paid on or before 10 November, 2025.
- Listing on Stock Exchanges and Stock Codes: (*)**
 - a) BSE Limited – 506590
Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001
 - b) National Stock Exchange of India Limited – PCBL
Exchange Plaza, Bandra Kurla Complex Bandra (E), Mumbai – 400051

*The non-convertible debentures issued by the Company and its subsidiary, Aquapharm Chemical Limited (formerly Advaya Chemical Industries Limited), continue to be listed on BSE Limited under Scrip Codes 975353 and 975354, respectively.

The aforesaid NCD's are secured in favour of Debenture Trustee in terms of the relevant transaction document. The details of the Debenture Trustee are given below:

Catalyst Trusteeship Limited
CIN: U74999PN1997PLC110262
Registered Office: GDA House, Plot No. 85, Bhusari Colony (Right), Paud Road, Kothrud, Pune, Maharashtra-411 038
Phone No: +91 22 4922 0555
Fax No - +91 (022) 49220505
Email address: ComplianceCTL-Mumbai@ctltrustee.com
Website address: https://catalysttrustee.com

- Listing Fees for all the above Stock Exchanges for FY 2026 – 27 have been paid.**
 - None of the Company's securities have been suspended from trading.
- Registrar and Share Transfer Agent:**
MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited),
Rasoi Court,
5th Floor, 20, Sir, R.N. Mukherjee Road,
Kolkata – 700001
Telephone No: (033) 6906 6200
Website: www.in.mpms.mufig.com
E-Mail: kolkata@in.mpms.mufig.com
- Share Transfer Process**
In terms of the SEBI Listing Regulations, transfer, transmission and transposition of equity shares of the Company shall be effected only in dematerialised form. Requests for dematerialisation of shares are processed, and confirmation thereof is given to the respective depositories i.e. NSDL and CDSL, within the statutory time limit from the date of receipt of share certificates/letter of confirmation after due verification.

As per the notifications/circulars/guidelines issued by SEBI from time to time, the Company shall issue the securities in dematerialized form only, for processing any service requests from shareholders viz., issue of duplicate share certificates, exchange/sub-division/ split/consolidation of securities, transmission/ transposition etc. After processing the service request, a letter of confirmation will be issued to the shareholders and shall be valid for a period of 120 days, within which the shareholder shall make a request to the Depository Participant for dematerializing those shares. If the shareholder fails to submit the dematerialisation request within 120 days, then the Company shall credit those shares in the Suspense Escrow Demat Account held by the Company. Shareholders can claim these shares transferred to Suspense Escrow Demat Account on submission of necessary documentation.
- Reconciliation of Share Capital Audit**
As stipulated by SEBI, a qualified Company Secretary in practice conducts the Reconciliation of Share Capital Audit of the Company for the purpose of reconciliation of total admitted capital with the depositories, i.e. NSDL and CDSL, and the total issued

General Shareholder Information (Contd.)

and listed capital of the Company. The Company Secretary in practice conducts the Audit every quarter and issues us the Report which, is then submitted to the Stock Exchanges within a period of 30 days from the end of each quarter.

• **Compliance Certificate certifying Compliance under Regulation 7(2) of the SEBI Listing Regulations**

Pursuant to Regulation 7(3) of the SEBI Listing Regulations, the Company obtains a Compliance Certificate duly signed by both the Compliance Officer of the Company and the Authorised representative of the share transfer agent, namely MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited) confirming that all the activities in relation to the share transfer facility are maintained by the Company's Registrar and Share Transfer Agent, which is a SEBI approved category-1 Registrar having Registration Number: INR000004058.

• **Statement on Investors' Complaints pursuant to Regulation 13(3) of the SEBI Listing Regulations**

Pursuant to Regulation 13(3) of the SEBI Listing Regulations, the Company obtains a Statement on Investors' Complaints on a quarterly basis from its Registrar and Share Transfer Agent, which, is then submitted to the Stock Exchanges within a period of 21 days from the end of each quarter.

• **Certificate in the matter of Regulation 74(5) of the SEBI (Depositories and Participants) Regulations, 2018**

Pursuant to Regulation 74(5) of the SEBI (Depositories and Participants) Regulations, 2018, the Company obtains a Certificate in compliance to the captioned subject on a monthly basis from its Registrar and Share Transfer Agent, stating that the securities

received from the depository participants for dematerialisation during the month, were confirmed to the depositories by the Registrar and the securities comprised in the said certificates have been listed on the Stock Exchanges where the earlier issued securities were listed. This certificate, so obtained by the Company, is then submitted to the Stock Exchanges within the stipulated time period from the end of every month.

• **Dematerialisation**

The process of conversion of shares from physical form to electronic form is known as dematerialisation. For dematerialising the shares, the shareholders should open a demat account with a Depository Participant (DP). He/She is required to submit a Demat Request Form duly filled up along with the share certificates to his/her DP. The DP will allocate a demat request number and shall forward the request physically as well as electronically, through NSDL/CDSL, to the Registrar and Share Transfer Agent. On receipt of the demat request both physically and electronically and after verification, the shares are dematerialised and an electronic credit of shares is given in the account of the shareholder.

• **Policy on Preservation and Utilisation of Stationery**

Pursuant to the requirement of SEBI Circular No. – SEBI/HO/MIRSD/DOP1/CIR/P2018/73 dated 20 April, 2018 relating to strengthening of guidelines and raising industry standards for RTA, Issuer Companies and Banker to an Issue, the Registrar and the Share Transfer Agent (RTA) of the Company has in place a written policy on the preservation and utilisation of stationery and both the Company and its RTA ensure strict control on the stationery including blank certificates and warrants and also ensure periodical check by physical verification.

Distribution of Shareholding as on 31 March, 2026:-

Shareholding Pattern – Size of Holdings	No. of Shares (Face Value of Re. 1/-)	Percentage (%) to share capital	No. of Shareholders	Percentage (%) to Total holders
1 – 500	2,33,78,391	5.9417	2,58,874	88.7473
501 – 1000	1,29,21,277	3.2840	16,928	5.8033
1001 – 2000	1,21,44,963	3.0867	8019	2.7491
2001 – 3000	69,02,971	1.7544	2699	0.9253
3001 – 4000	50,83,410	1.2920	1403	0.481
4001 – 5000	49,00,413	1.2455	1044	0.3579
5001 – 10000	1,14,49,748	2.9100	1577	0.5406
10001 & above	31,66,81,431	80.4857	1154	0.3955
Total	39,34,62,604	100	291698	100

General Shareholder Information (Contd.)

Shareholding Pattern as on 31 March, 2026:-

Nature of holdings	No. of Shares (Face Value of ₹ 1/-)	% of Holdings
Non Resident Indians	44,31,140	1.1261
Institutional Investors	6,46,80,659	16.4388
Promoters	21,00,36,210	53.3814
Bodies Corporate	2,47,37,028	6.2873
Resident Individuals	8,91,89,417	22.6678
Alternative Investment Fund	3,88,150	0.0986
Total	39,34,62,604	100

• **Dematerialisation of shares:**

	SHARES	%
NSDL -	34,55,72,280	87.83
CDSL -	4,63,85,084	11.79
Physical -	15,05,240	0.38
TOTAL	393462604	100

• **ISIN NO. For PCBL - INE602A01031 (Equity), INE602A07020 (Debt)**

For Aquapharm Chemical Limited (formerly known as Advaya Chemical Industries Limited, subsidiary of PCBL Chemical limited - INE05YQ07015 (Debt)

• **Outstanding GDRs/ADRs/Warrants or any convertible instruments, conversion date and likely impact on equity: Nil**

• **Plant Locations**

The Company's plants are located at Durgapur in West Bengal, Kochi in Kerala, and Palej and Mundra in Gujarat. The detailed addresses of the Company's plants have also been given separately in the Integrated Report.

• **Transfer of Unclaimed Dividend and Shares to Investor Education and Protection Fund (IEPF)**

A. Details of due dates:

The due dates on which unclaimed dividends lying in the unpaid dividend accounts of the Company would be credited to the IEPF are stated in the table given herein below. Investors are requested to claim their unclaimed dividends before these due dates.

Dates of Payment, the Due Dates for Credit to IEPF and the Amounts

Year	Date of Declaration	Due Date for Credit to IEPF	Amount lying Unpaid/ Unclaimed as on 31 March, 2026
FY 2019-20 (Interim)	13 February, 2020	20 March, 2027	96,85,249.00
FY 2020-21 (Interim)	20 January, 2021	26 February, 2028	69,33,112.00
FY 2021- 22 (Interim)	20 January, 2022	25 February, 2029	97,76,953.00
FY 2022-23 (Interim)	31 January, 2023	8 March, 2030	91,02,280.50
FY 2023-24 (Interim)	15 January, 2024	20 February, 2031	77,84,262.00
FY 2024-25 (Interim)	10 January, 2025	13 February, 2032	1,13,22,903.50
FY 2025-26 (Interim)	17 October, 2025	21 November, 2032	1,21,21,235.00

• **Address for correspondence :**

1) Registrar and Share Transfer Agent:

(For share and dividend related queries)

MUFG Intime India Private Limited (formerly known as Link Intime India Private Limited)

Rasoi Court,

5th Floor, 20, Sir, R.N. Mukherjee Road,

Kolkata – 700001

Telephone No: (033) 6906 6200

Website: www.in.mpms.mufg.com

E-Mail: kolkata@in.mpms.mufg.com

2) Company

(For any other matter and unresolved complaints)

Mr. Kaushik Mukherjee

Company Secretary

PCBL Chemical Limited (formerly known as PCBL Limited)

Registered Office: 31, Netaji Subhas Road

Kolkata – 700 001

Phone No.: (033) 6625 1443

Fax : (033) 2230 6844

Corporate Office: RPSG House, 2/4 Judges Court Road, 4th Floor,

Kolkata – 700027

Phone No.: (033) 4087 0500 / 0600

E – Mail : kaushik.mukherjee@rpsg.in

B. Transfer of Unpaid Dividend to IEPF:

Particulars	Amount (in ₹)	Date of Transfer
Unclaimed Dividend for FY 2017-18 (Final)	24,48,664.00	31 August, 2025
Unclaimed Dividend for FY 2018-19 (Interim)	60,44,672.00	20 February, 2026

C. Transfer of shares to IEPF:

Particulars	No. of Equity Shares	Date of Transfer
Equity Shares relating to Unclaimed Dividend for the FY 2017-18 (Final)	2,50,043	31 August, 2025
Equity Shares relating to Unclaimed Dividend for the FY 2018-19 (Interim)	71,706	20 February, 2026

• Unclaimed Shares

The Company has opened the 'Unclaimed Suspense Account' and the 'Suspense Escrow Demat Account' with ICICI Bank Limited in accordance with due compliance of the provisions of Reg 39(4) of the SEBI Listing Regulations dated 2 September, 2015 and SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated 25 January, 2022 for the purpose of issuance of securities in dematerialised form in case of 'Investor Service Requests'. In terms of the SEBI Listing Regulations, 2,75,432 equity shares of the Company are lying unclaimed in "PCBL CHEMICAL LTD UNCLAIMED SUSPENSE ACCOUNT". These shares may be claimed back by the concerned shareholders on compliance of necessary formalities and as such some of these shares have been claimed back by the concerned shareholder.

The status of equity shares lying in PCBL Chemical Ltd Unclaimed Suspense Account is given below:

Sl. No	Particulars	No. of Shareholders	No. of equity shares held
1	Aggregate number of shareholders and the O/S shares transferred in the Suspense Account as on 1 April, 2025	461	3,44,592
2	Aggregate number of shareholders and the O/S shares transferred to the Suspense Account (Opening Balance as on 1 April, 2025)	461	3,44,592
3	No. of shareholders who approached the Company for transfer of shares from the Suspense Account	16	16,510
4	No. of shareholders to whom shares were transferred from the suspense account	16	16,510
5	Transfer to IEPF	91	55,160
6	Aggregate number of shareholders and the O/S shares lying in the suspense account at on 31 March, 2026	351	2,75,432

*It may also be noted that all the corporate benefits accruing to the above shares shall also be credited to the said "PCBL Chemical Ltd Unclaimed Suspense Account" and the voting rights of these shares shall remain frozen until the rightful owner of these shares claims the shares.

NB:- Subsequent to the financial year ended 31 March, 2026, 2,75,432 equity shares, held in physical form, which have remained unclaimed from the shareholders, have been transferred to PCBL CHEMICAL LIMITED – UNCLAIMED SUSPENSE ACCOUNT bearing DP ID IN301348 Client ID 20304738, by operation of law, after following the applicable procedure in this regard.

For and on behalf of the Board of Directors

Dr. Sanjiv Goenka

Chairman
(DIN: 00074796)

Place: Kolkata
Date: 30 April, 2026

DECLARATION BY THE MANAGING DIRECTOR REGARDING COMPLIANCE WITH THE COMPANY'S CODE OF CONDUCT UNDER REGULATION 26(3) OF THE SEBI LISTING REGULATIONS

I, Nilesh Koul, Managing Director of PCBL Chemical Limited declare that all the Members of the Board of Directors and Senior Management Personnel have complied with the Company's Code of Conduct for Board Members and Senior Management Personnel for the year ended 31 March, 2026 in terms of the SEBI Listing Regulations.

For and on behalf of the Board of Directors

Nilesh Koul

Managing Director
(DIN: 10963815)

Place: Kolkata
Date: 30 April, 2026

Business Responsibility and Sustainability Report

Pursuant to Regulation 34(2)(f) of the SEBI Listing Regulations

The Directors present the Business Responsibility and Sustainability Report of the Company for the financial year ended on 31 March, 2026.

SECTION A GENERAL DISCLOSURES

I. Details of the Company:

1	Corporate Identity Number (CIN) of the Listed Company	L23109WB1960PLC024602
2	Name of the Listed Company	PCBL CHEMICAL LIMITED
3	Year of incorporation	31 March, 1960
4	Registered office address	31, N. S. Road, Kolkata-700001
5	Corporate office address	RPSG House, 4th Floor, 2/4 Judges Court Road, Kolkata-700027
6	E-mail	pcbl.investor@rpsg.in
7	Telephone	033-40870500/0600
8	Website	www.pcblttd.com
9	Financial year for which reporting is being done	2025-26
10	Name of the Stock Exchange(s) where shares are listed	BSE-506590 NSE-PCBL
11	Paid-up Capital	₹ 39,34,62,604/-
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	Mr. Kaushik Mukherjee Company Secretary and Chief Legal Officer Email: - kaushik.mukherjee@rpsg.in Telephone: 033-40870500/0600
13	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the Company) or on a consolidated basis (i.e. for the Company and all the entities which form a part of its consolidated financial statements, taken together).	The disclosures made under this report are on a Standalone Basis.
14	Name of assurance provider	M/S Forvis Mazars
15	Type of assurance obtained	Reasonable Assurance

II. Products/services

16. Details of business activities: (Accounting for 90% of the turnover)

Description of Main Activity	Description of Business Activity	% of Turnover of the Company
Manufacturing	Manufacturing and sale of Carbon Black and Specialty chemicals	96.37%

17. Products/Services sold by the Company: (accounting for 90% of the entity's Turnover).

Product/Service	NIC Code	% of total Turnover contributed
Carbon Black and Specialty Chemicals	1920	96.37%

III. Operations

18. Number of locations where plants and/or operations/offices of the Company are situated:

National		
	Number of plants	4
	Number of offices	5
	Total	9

International		
	Number of plants	0
	Number of offices	7
	Total	7

19. Markets served by the Company:

a. Number of locations

Locations	Number	Locations	Number
National (No. of States)	24	International (No. of Countries)	50+

b) Contribution of exports as a percentage of the total turnover of the entity:-

Revenue from Operations – ₹ **5,576.05** Crores

Contribution of exports as a percentage of the total turnover of the entity – **33.98%**



c. A brief on types of customers

PCBL has built enduring partnerships with leading manufacturers of tyres, technical rubber goods, and producers of paints, inks, coatings, plastics, and fibre products in India and across global markets. Through these strategic relationships, we not only deliver customised solutions but also collaborate closely with our customers to co-develop innovative products tailored to their evolving needs.

Customer centricity lies at the heart of our business culture. By continuously engaging with our customers and understanding their expectations, we have been able to drive growth and success year after year. Our commitment to excellence is reflected in our ability to consistently deliver value, enhance product performance, and ensure complete satisfaction.

Our diverse product portfolio includes: Carbon black for tyre manufacturing, Performance chemicals for technical rubber goods, Specialty chemicals for paints, inks, coatings, plastics, and fibre products

By staying aligned with customer expectations and relentlessly improving our offerings, PCBL continues to strengthen its reputation as a trusted partner in delivering world-class solutions.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled)

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)



Employees

1.	Permanent (D)	1107	1027	92.8%	80	7.2%
2.	Other than Permanent (E)	-	-	-	-	-
3.	Total employees (D + E)	1107	1027	92.8%	80	7.2%

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)



Workers

4.	Permanent (F)	243	243	100	0	0
5.	Other than Permanent (G)	699	683	98	16	2
6.	Total workers (F + G)	942	926	98	16	2

Note : Definition of employee clustering is as under:

- Permanent employees include white collar employees.
- Other than permanent employees include temporary.
- Permanent workers include technicians, associates and staff.

- Other than permanent workers include contractual workers and labours, temporary fixed term contractual workers, third party employees.

b. Differently abled employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)



Differently abled employees

1.	Permanent (D)	3	1	33.3%	2	66.7%
2.	Other than Permanent (E)	0	0	0	0	0
3.	Total differently abled employees (D + E)	3	1	33.3%	2	66.7%

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)



Differently abled workers

4.	Permanent (F)					
5.	Other than permanent (G)					
6.	Total differently abled workers (F + G)			NIL		

21. Participation/Inclusion/Representation of women

		No. and percentage of Females		
		Total (A)	No. (B)	% (B/A)
	Board of Directors	11	3	27
	Key Management Personnel (KMP)*	2	0	0

Mrs. Rusha Mitra (DIN: 08402204), non -executive independent woman director completed her first term on 7 April, 2026. Ms. Sneha Lata (DIN: 11628402) was appointed as an Additional and Non Executive & Independent Woman Director of the Company w.e.f 26 March, 2026 for a 1st term of 5 consecutive years, subject to approval of the shareholders of the Company.

* KMP other than Managing Director

22. Turnover rate for permanent employees and workers

		FY 2025-26 (Turnover rate in current FY)	FY 2024-25 (Turnover rate in previous FY)	FY 2023-24 (Turnover rate in the year prior to the previous FY)
	Male	15	15	18
	Female	9	21	15
	Total	15	20	17
	Male	6	8	5
	Female	0	0	0
	Total	6	8	5

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

23. (a) Names of holding/subsidiary/associate companies/joint ventures *

S. No.	Name of the holding/subsidiary/associate companies/joint ventures (A)	Indicate whether holding/Subsidiary/Associate/Joint Venture	% of shares held by listed Company	Does the Company indicated at column A, participate in the Business Responsibility initiatives of the listed Company? (Yes/No)
1.	PCBL(TN) Limited	Wholly Owned Subsidiary	100	No
2.	PCBL Chemical Europe SRL	Wholly Owned Subsidiary	100	No
3.	Phillips Carbon Black Cyprus Holdings Limited	Wholly Owned Subsidiary	100	No
4.	Aquapharm Chemical Limited(formerly known as Advaya Chemical Industries Limited)	Subsidiary	80	No
5.	Nanovace Technologies Limited	Subsidiary	51	No
6.	Phillips Carbon Black Vietnam Joint Stock Company	Subsidiary Company of Phillips Carbon Black Cyprus Holdings Limited	80	No
7.	Aquapharm Europe B.V	Step-down subsidiary of ACL	100	No
8.	Unique Solutions for Chemical Industries Company (USCIC)	Step-down subsidiary of ACL	95	No
9.	Aquapharm Chemicals LLC (AC LLC)	Step-down subsidiary of ACL	100	No
10.	USCI LLC	Step-down subsidiary of AC LLC	95	No
11.	Aquapharm PChem LLC	Step-down subsidiary of AC LLC	100	No
12.	Aquapharm Specialty Chemicals LLC	Step-down subsidiary of AC LLC	100	No
13.	Enersil Pty Limited	Step-down subsidiary of NTL	51	No
14.	PCBL Chemical USA Inc.*	Wholly Owned Subsidiary	100	No
15.	Nanovace Inc., USA#	Step-down subsidiary of NTL	51	No

Note :

*PCBL Chemical Limited has incorporated a wholly owned subsidiary PCBL Chemical USA Inc under the laws of the State of Delaware, United States of America on 23 July, 2025.

#Nanovace Technologies Limited (hereinafter referred to as the 'Company'), a subsidiary of PCBL Chemical Limited, has incorporated its wholly owned U.S. subsidiary, Nanovace Inc. in the state of Delaware on 16 June, 2025.

VI. CSR Details

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

(ii) Turnover (in Rs):- ₹ **5,576.05** Crores

(iii) Net worth (in Rs): ₹ **3,692.15** Crores

VII. 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 web-link for grievance redressal policy)	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year*		
		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 Grievances are captured through quarterly meetings with representative of communities	0	0	-	0	0	-
 Investors (Other than shareholders)	Yes Through Whistle Blower Mechanism. Link may be accessed at https://www.pcblltd.com/responsibility/policies	0	0	-	0	0	-
 Shareholders	Yes through Stakeholders Relationship Committee, SEBI Complaints Redressal System – 'SCORES' as well as the 'SMART ODR' Portal	10	0	All complaints are resolved	9*	0	All complaints are resolved
 Employees and workers	Yes Sampark (Quarterly employee engagement programme)	82	0	All complaints are resolved	98**	0	All complaints are resolved
 Customers	Yes. (Reported through SAP Portal)***	13	0	All complaints are resolved	21	0	All complaints are resolved

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If yes, then Provide web-link for grievance redressal policy)	FY 2025-26 Current Financial Year			FY 2024-25 Previous Financial Year*		
		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
 Value Chain Partners	Yes- Grievances are addressed through dedicated E-mail Id	0	0	-	0	0	-

*Reported Shareholder Complaints were relating to non-receipt of unclaimed dividend, reclaim and procedure for claiming the securities from IEPF Account, IEPF Entitlement letter, correction/change in name and dematerialisation of securities, procedure for settlement of claim from unclaimed suspense accounts and non-receipt of Entitlement letter.

**Reported employee complaints are mostly related to administrative concerns.

***Reported customer complaints are related to product processing and application

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

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications:

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk or opportunity, approach to adapt or mitigate	Financial implication of the risk or opportunity (indicate positive or negative implication)
1.	 GHG emissions and energy management		Effective management of GHG emissions and energy presents an opportunity to improve energy efficiency, reduce carbon emissions, optimize operating costs, increase the use of cleaner and renewable energy sources, and reduce exposure to energy price volatility. It also enhances regulatory preparedness, strengthens climate resilience, and reinforces the Company's long-term competitiveness and stakeholder confidence.	Monitor and report Scope 1, Scope 2, and all material Scope 3 GHG emissions to identify emission reduction opportunities, enhance transparency, and track climate performance. Implement short- and long-term energy efficiency initiatives, including the use of heat exchangers across downstream processes, to optimize energy consumption and reduce fossil fuel use. At PCBL, we utilize tail gas generated during the carbon black production process to generate electricity, improving resource efficiency, producing cleaner energy, and reducing overall GHG emissions by displacing conventional fossil fuel-based power generation. Export surplus electricity to the grid after meeting operational requirements, contributing to avoided GHG emissions and supporting the transition to a low-carbon economy.	Positive – Reduced energy consumption and greenhouse gas emissions lead to lower operating costs, improved resource efficiency, and enhanced long-term value creation.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk or opportunity, approach to adapt or mitigate	Financial implication of the risk or opportunity (indicate positive or negative implication)
				Continuously evaluate opportunities to improve energy performance, adopt cleaner technologies, and reduce exposure to fossil fuel price volatility.	
2.	 Water Management		Effective water management presents an opportunity to improve water-use efficiency, enhance water recycling and reuse, reduce freshwater withdrawal, and strengthen operational resilience. Sustainable water management practices also support regulatory compliance, reduce environmental impacts, optimize resource costs, and reinforce the Company's commitment to responsible resource stewardship.	Monitor and optimize water consumption across operations to improve water-use efficiency. Enhance water recycling and reuse to reduce freshwater withdrawal. Maintain Zero Liquid Discharge (ZLD) practices across all plants to maximize water recovery and minimize environmental impact. Continuously identify and implement water conservation initiatives to strengthen long-term water stewardship and operational resilience.	Positive – Improved water efficiency reduces water procurement and treatment costs, enhances resource security, and improves operational efficiency.
3.	 Solid Waste Management		Effective solid waste management provides an opportunity to maximize resource recovery, increase recycling and reuse, and improve operational efficiency. Responsible waste management also strengthens regulatory compliance, reduces environmental impacts, and supports the Company's circular economy and sustainability objectives.	Monitor and track the generation of different waste streams across operations. Minimize waste generation at source through process optimization and resource-efficient practices. Enhance waste segregation and maximize opportunities for recycling, reuse, and recovery. Ensure environmentally sound handling, treatment, and disposal of waste in compliance with applicable regulations. Increase diversion of waste from landfill through recycling, co-processing, and other recovery initiatives.	Positive – Improved waste management reduces disposal costs, enhances resource efficiency, and creates value through recycling and resource recovery.
4.	 Circularity		Linear take-make-dispose can increase the pressure on finite resources and increase the amount of waste to landfill. Adoption of circular economy which aims to move economic and production process from linear to more circular and regenerative processes and thereby contributing to sustainable development and reducing the pressure on finite resources.	Promote resource efficiency through waste reduction, recycling, reuse, recovered feedstock utilization, heat recovery initiatives, water recycling, and responsible waste management practices.	Positive – Circularity initiatives reduce material costs, improve resource efficiency, and create long-term value through reuse and recycling.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk or opportunity, approach to adapt or mitigate	Financial implication of the risk or opportunity (indicate positive or negative implication)
5.	 Product Stewardship		Inadequate management of product life cycles including raw material sourcing, manufacturing, use, and disposal, can result in environmental pollution and regulatory noncompliance. Failure to assess and mitigate potential health and safety risks associated with products can lead to harm to users and consumers. Increasing public awareness and regulatory scrutiny on product safety and sustainability intensify these risks.	Initiative for Life cycle assessment of the product and taking action to reduce the impact of its product on the environment. - Adherence to applicable national and international regulations (e.g., REACH, ROHS), emphasising continuously on updating domain knowledge through R&D, analysing and highlighting implications and staying ahead of the compliance curve.	Positive – Effective product stewardship strengthens customer confidence, improves market access, and reduces product lifecycle and compliance costs.
6.	 Health and Safety		Health and safety pose significant risks for PCBL. Failure to ensure a safe working environment can lead to accidents, injuries, and potential harm to employees ultimately leading to disruption in operations. Non-compliance with health and safety regulations can lead to legal penalties, reputational damage, and workforce dissatisfaction.	- Emphasis on Hazard Identification and Risk Assessment, HAZOP (Hazard and Operability Study), and JSA (Job Safety Analysis), incident investigation and training - Occupational health and safety management programme across all plants. - Plants certified with ISO 45001:2018 standard. - Established Safety Committee across all plants, which consists of Unit Head (Chairperson), Safety Head (Secretary), all department heads and contract worker representatives representing each contractor. - Strict adherence to SOPs for following the highest level of health and hygiene.	Negative – Poor health and safety performance may result in workplace incidents, regulatory penalties, compensation claims, operational disruptions, and reputational damage, adversely impacting financial performance.
7.	 Human rights and employee wellbeing		Human rights and employee wellbeing present opportunities for PCBL. By respecting and promoting human rights within its operations and supply chain, PCBL can enhance its reputation, build trust with stakeholders, and attract socially responsible investors.	- Non-acceptance of (Zero tolerance approach towards) human rights violations such as discrimination, forced/coercive labour, and child labour within and beyond PCBL's boundaries. - Implementation of a well-defined Human Rights Policy, with awareness training provided to the entire workforce. - The Human Rights Policy outlines PCBL's approach and expectations for human rights compliance throughout the value chain. - Adherence to the human rights policy is closely monitored, and a whistleblower process is in place for stakeholders to raise concerns.	Positive – Strong human rights and employee well-being practices improve employee productivity, retention, and organisational performance while reducing workforce-related costs.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk or opportunity, approach to adapt or mitigate	Financial implication of the risk or opportunity (indicate positive or negative implication)
8.	Community engagement		Engaging with local communities through collaborative initiatives, such as employment opportunities, skill development programmes, and community development projects, can foster positive relationships and contribute to sustainable development.	Community engagement and infrastructure development as key concepts - Improving living conditions, focusing on health, poverty eradication, quality education, equal opportunities, biodiversity preservation, sustainable livelihoods, and community infrastructure.	Positive – Strong community engagement enhances stakeholder trust, strengthens the social licence to operate, and supports long-term business continuity.
9.	Leadership and Governance		Strong leadership and effective governance practices can enhance transparency, accountability, and ethical conduct within the organisation. This fosters trust among stakeholders, including investors, employees, customers, and the community. Effective governance structures provide clear direction, strategic decision making, and risk management, enabling PCBL to navigate challenges and seize opportunities. By promoting diversity in leadership and embracing innovative ideas, PCBL can drive organisational growth and resilience. Furthermore, a robust governance framework can attract socially responsible investors and enhance the Company's reputation, positioning PCBL as a responsible and trusted business entity in the market.	Appointment of a Lead Independent Director to ensure a strong governance structure. - Highly experienced and active Board of Directors committed to upholding the highest level of corporate governance. - Individuals from diverse backgrounds with expertise, in the BoD providing valuable guidance to senior management. - Composition of the Board includes executive directors, non-executive directors, and non-executive independent non-executive directors. - Six board committees constituted to review and address specific concerns and impact areas, playing a crucial role in the organisation. - These committees contribute to effective decision-making and oversight in areas such as audit, sustainability and risk management, corporate social responsibility, evaluate the performance of the Board of Directors, look into various aspects of shareholders' complainants and review the performance of the Board as a whole.	Positive – Robust governance strengthens stakeholder confidence, improves operational efficiency, and supports sustainable long-term business growth.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk or opportunity, approach to adapt or mitigate	Financial implication of the risk or opportunity (indicate positive or negative implication)
10.	Sustainable Procurement		Sustainability performance of our organisation can be improved by the sustainability performance of the key suppliers. Sustainable procurement has the potential to ensure significant reduction in the impact of the product bought on the environment.	Sustainable procurement is ensured by sourcing from local suppliers, screening of new suppliers and assessment of existing suppliers through ESG criteria, improving awareness of the suppliers on ESG issues, collaboration with the suppliers to innovate sustainable packaging materials.	Positive – Sustainable procurement enhances supply chain resilience, reduces procurement risks, and improves long-term cost efficiency.

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.

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes										
1.	a. Whether your Company'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	Refer pages 146-147 of the Integrated Report.								
2.	Whether the Company 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)	Y	Y	Y	Y	Y	Y	Y	Y	Y
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 Company and mapped to each principle.	Please refer to page no. 17 of PCBL Integrated Report FY 2025-26.								
		ISO 9001:2015, IATF 16949:2016, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 14001:2015, ISO 45001:2018, ISO 27001:2022	ISO 45001:2018, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 14001:2015, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 45001:2018, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 14001:2015, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 14001:2015, ISO 45001:2018, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 27001:2022	ISO 9001:2015, IATF 16949:2016, ISO 27001:2022

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
5.	Specific commitments, goals and targets set by the Company with defined timelines, if any.	PCBL is deeply committed to sustainability and responsible business practices across environmental, social, and governance dimensions, while aligning its efforts with the broader sustainability vision of the RPSG Group. On the environmental front, the Company strives to minimize its environmental footprint by reducing resource consumption, improving energy efficiency, lowering greenhouse gas emissions, conserving water, managing waste responsibly, and embedding sustainable practices throughout its operations. In line with the Group's sustainability commitments, PCBL supports the RPSG Group aspiration of achieving carbon neutrality by 2070, planting one million trees by 2040, and achieving zero waste to landfill across all Group companies by 2040. However PCBL is Targeting to achieve Carbon Neutrality by 2050. Equally important are PCBL's social commitments, which prioritize the well-being and safety of employees while fostering diversity, inclusion, and respect for human rights. The Company actively supports community development, upholds ethical labour practices, and provides a safe and healthy work environment, thereby contributing to broader social progress. Strong governance underpins all of PCBL's activities. The Company emphasizes transparency, accountability, and compliance with applicable laws and regulations. It maintains high standards of integrity, promotes responsible business conduct, and ensures fair treatment of stakeholders. By fostering a culture of ethics and compliance, PCBL continues to strengthen stakeholder trust and reinforce its position as a responsible corporate citizen. For further details, please refer to pages 250-289 of the Integrated Report								
6.	Performance of the Company against the specific commitments, goals and targets along with reasons in case the same are not met.	PCBL is committed to achieve all the targets taken under each of the ten key material topics identified through "Double Materiality" approach. PCBL's ESG commitments are closely monitored and evaluated by various committees led by the Management and Board of Directors. These committees play a vital role in assessing the effectiveness of each principle and ensuring their implementation throughout the organisation. They regularly review the Company's ESG performance, identify areas for improvement, and develop strategies to enhance sustainability, social responsibility, and corporate governance practices. Through these evaluations, PCBL aims to maintain transparency, accountability and continual improvement in its ESG initiatives. The active involvement of committees helps to drive the Company's commitment to responsible business practices and achieve its long-term ESG goals. However, there is a change from the target due to increased power generation and commissioning activities of our brown field project For further details, please refer to page 60 of the Integrated Report.								
Governance, leadership, and oversight										
7.	Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed company has flexibility regarding the placement of this disclosure)	We are pleased to present PCBL's Business Responsibility and Sustainability Report for FY 2025–26, a testament to the trust and support of our stakeholders. Our sustainability journey this year has been marked by significant progress, reflecting our commitment to responsible business practices and our participation in the UN Global Compact network, which aligns us with its ten guiding principles for a better tomorrow. In FY 2025–26, we made considerable strides in advancing our ESG objectives, with a strong focus on environmental stewardship. We enhanced energy efficiency, reduced emissions, minimised water consumption, embraced circularity, and managed waste responsibly. A comprehensive carbon footprint assessment was conducted across all plants and offices, verified by third-party auditors. Additionally, a climate-related risk assessment aligned with TCFD recommendations was undertaken to identify risks and opportunities, leading to actionable mitigation plans. Building on our SBTi-aligned targets, we achieved a 6.3% reduction in absolute GHG emissions (Scope-1, 2 & 3) compared to the FY 2024-25 baseline. This achievement was driven by initiatives such as stringent emission control through Focused Improvement Projects, process optimisation for energy efficiency, waste reduction, adoption of sustainable feedstock, and transportation optimisation. Organisation-wide awareness and training further reinforced our emissions reduction strategy. We also conducted Life Cycle Assessments across product grades to evaluate environmental footprints, underscoring our customer-centric approach and responsible product stewardship. Our sustainability approach extends across the value chain, where we support partners in mitigating environmental impacts through supplier audits based on QMS and ESG criteria, as well as awareness training to strengthen sustainable practices. These efforts help reduce the footprint of our products and enable customers to decarbonise their businesses. On the social front, our CSR strategy emphasised community engagement and infrastructure development, focusing on good health, poverty eradication, quality education, equal opportunity, biodiversity preservation, sustainable livelihoods, and community infrastructure. We also prioritised employee welfare, recognising our workforce as our most valuable asset. By fostering a safe, hygienic, and stimulating workplace, and addressing both physical and mental well-being, we continued to strengthen employee development and satisfaction. PCBL takes pride in its unwavering commitment to sustainable development, demonstrated through consistent actions and responsible practices. With a focus on continual improvement, we are confident of setting new benchmarks in sustainability performance and reinforcing our role as a trusted partner in building a sustainable future.								

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9
8.	Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	At the highest level, the Sustainability and Risk Management Committee, headed by the Managing Director, who is the Chairman of the Committee holds the key responsibility of safeguarding and evaluating the Business Responsibility (BR) performance of the Company. The Corporate Social Responsibility (CSR) Committee, under the purview of the Board of Directors, supervises various aspects related to corporate social responsibility and other relevant matters. This committee develops an Annual Action Plan in accordance with the CSR Rules and the Company's CSR Policy, which is periodically revised. All CSR projects and programs are undertaken, monitored, evaluated, and reported as per the CSR Rules. To ensure a comprehensive assessment of the Company's sustainability objectives, the Board of Directors expanded the scope of the Sustainability and Risk Management Committee (SRM) and subsequently renamed it to reflect its enhanced focus. The SRM Committee is responsible for reviewing the Company's sustainability agenda, including measures that uphold its commitment to sustainability and align its long-term strategy with the creation of shared value. Among its responsibilities, the SRM Committee evaluates the Company's initiatives and strategies related to climate change, water management, and responsible sourcing. It also oversees the implementation of human rights due diligence, promotes diversity, inclusion, and employee health and well-being. Furthermore, the SRM Committee ensures compliance with all policies and regulatory reporting requirements stipulated under the SEBI Listing Regulations.								
9.	Does the Company have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? If yes, provide details.	The oversight of sustainability initiatives within your Company has been assigned to the SRM Committee by the Board of Directors. The Committee convenes a minimum of two times annually and consists of four Directors, including one Executive Director and three Non-Executive Independent Directors. Mr. Nilesh Koul assumes the overall responsibility for Business Responsibility (BR) activities. DIN: 10963815 Name: Nilesh Koul Designation: Managing Director, Chairman of the Sustainability and Risk Management Committee and Corporate Social Responsibility Committee Telephone No: 033 – 4087 0500/0600 Email ID – pcbl.investor@rpsg.in								

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	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9									
Performance against above policies and follow up action										Committee of the Board									Annually								
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances										Committee of the Board									Annually								

- 11. Has the Company carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.**
- An independent third-party assessment of the principles of BRSR was done by M/s. Forvis Mazars.

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 Company does not consider the principles material to its business (Yes/No)									
The Company is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The Company 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)									

Not Applicable, since all principles are covered by the existing policies of PCBL.

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	% age of persons in respective category covered by the awareness Programmes
 Board of Directors	4	Ethics, transparency, human rights, ESG, POSH, Digitalisation, Health, Safety, Environment, and Sustainability (HSES) practices. Impact: Adherence to Good Governance practices and insights	100%
 Key Managerial Personnel	4	Ethics, transparency, human rights, ESG, POSH, Digitalisation, Health, Safety, Environment, and Sustainability (HSES) practices. Impact: Adherence to Good Governance practices, behaviour and insights into ESG domain.	100%

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	% age of persons in respective category covered by the awareness Programmes
 Employees other than BoD and KMPs	Total number of trainings: 567 Man hours: 81,061	The organisation implemented a structured training framework comprising 70% technical-based training, 20% safety-based training, and 10% behavioural-based training. This comprehensive approach focused on strengthening functional expertise, reinforcing safety consciousness, and enhancing behavioural competencies Impact: Bringing overall improvement in employee performance and contributing to enhanced organisational efficiency	100%
 Workers	Total number of trainings programmes: 719 Workforce involved: 27337	Programs related to: i. Human Rights & Child Labour ii. POSH awareness iii. Safety Trainings iv. Quality tools & functional equipment related training Impact: Insights and awareness w.r.t productivity, safe and secured working conditions.	100%

2. Details of fines/penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the Company or by directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year: (Note: These disclosures are on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and as disclosed on the Company’s website).

During FY 2025-26, there were no material fines/penalties/punishments/awards/compounding fees/settlements as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 imposed on the Company or its Directors/KMPs.

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.

Not Applicable



4. Does the Company have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Code of Business Ethics & Conduct: The Company has laid down two separate Codes of Business Ethics & Conduct: one for Board Members and Senior Management Personnel (including those deputed in Subsidiaries/Joint Ventures) and another for the employees, in alignment with the Company's vision & mission and aims at enhancing ethical and transparent processes in managing the affairs of the Company and the other employees.

Code of Ethics and Compliance Standards define the desirable and non-desirable acts and conduct for the employees and extend to all employees working with it (including those deputed in Subsidiaries/Joint Ventures). There is a laid down procedure for action in the case of non-compliance with the defined terms as well as for any misconduct.

Whistle Blower Policy: Whistle Blower policy provides a system for disclosures made by employees or complaint of any fraud or suspected fraud involving employees of the Company (all full time, part-time or employees appointed on adhoc/temporary/contract basis) as well as representative of vendors, suppliers, contractors, service providers or any outside agency(ies) doing any type of business with the Company.

The Company has an Anti-Bribery policy and Code of Ethics and Compliance Standard in which anti-corruption has been addressed. These policies can be accessed through the web-link provided: <https://www.pcbltd.com/responsibility/policies>.

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 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Directors	None	None
KMPs		
Employees		
Workers		

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

	FY 2025-26 (Current Financial Year)		FY 2024-25 (Previous Financial Year)	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	Not applicable	Nil	Not applicable
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 as no cases of corruption and conflicts of interest were notified in the reporting period.

8. Number of days of accounts payables ((Accounts payable *365)/Cost of goods/services procured) in the following format:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Number of days of accounts payable	91	91

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 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Concentration of purchases	a. Purchases from trading houses as % of total purchases	8%*	N.A.
	b. Number of trading houses where purchases are made from	1*	N.A.
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	100%*	N.A.
Concentration of Sales	a. Sales to dealers/distributors as % of total sales	N.A	0.01%
	b. Number of dealers/distributors to whom sales are made	N.A	4
	c. Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	N.A	100%
Share of RPTs in	a. Purchases(Purchases with related parties/Total Purchases)	0.99%	0.85%
	b. Sales (Sales to related parties/Total Sales)	2.26%	2.41%
	c. Loans & advances (Loans & advances given to related parties/Total loans & advances)	100%	100%
	d. Investments (Investments in related parties/Total Investments made)	99.98%	99.98%

*For Trading House, only the major raw material consumption is considered which is contributing to more than 85% of the procurement. This reporting is initiated from this financial year. Going forward data entire procurement will be considered.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the principles during the financial year:

Total number of awareness held	Topics/principles covered under the training	Percentage of value chain programmes partners covered (by value of business done with such partners) under the awareness programmes
27	All critical suppliers (raw material, packaging, refractory suppliers) were made aware of ESG and QMS requirements in sustainable procurement as envisaged by PCBL and their role in the same during one-on-one meetings.	92.4% of Critical Suppliers

2. Does the Company have processes in place to avoid/manage conflict of interests involving members of the Board? If yes, provide details of the same.

Yes, we have laid down guidelines to manage or avoid conflict of interest involving members of the Board.

These guidelines are incorporated in the organisation's 'Code of Conduct' [CoC] for Board of Directors and Senior Management. All applicable members are expected to dedicate their best efforts and decisions to advance the Company's interests. Any situation that involves or reasonably expected to involve in a conflict of interest shall be promptly reported.

The COC covers the following aspects of Conflict of Interest:

- Corporate Business Opportunity
- Payment or gift from others
- Company property
- Confidential Information

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 Company, respectively.**

	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year	Details of improvements in environmental and social impacts
R&D	34%	23.25%	PCBL pioneers innovative carbon black technologies to optimise fuel and energy efficiency. Through sustainable product development, PCBL proactively align with global regulations and champion a robust circular economy. PCBL R&D team is leveraging advanced carbonaceous and non-carbonaceous materials to drive the future of sustainable mobility and energy storage.
Capex	19%	63.09%	

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

Yes, PCBL has a well-defined Sustainable Procurement Policy and Supplier Code of Conduct for sustainable sourcing.

The Company adopts standardised procurement processes which integrates ethical, environmental and social criteria. The Company also engages with its suppliers to sensitise them on sustainability issues which can pose a threat to its business operations and in turn can impact on its business continuity. The 'Supplier Code of Conduct' sets standards aligned with the SDGs Principles, which are expected to be followed by suppliers engaged in business with the Company.

PCBL has partnered with EcoVadis to share the best sustainability practices, and assess sustainability performance of its key suppliers as a part of PCBL's Sustainable Procurement program.

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

92.4%

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.**

Our product, carbon black, serves as a critical input in the manufacturing of tyres, technical rubber goods, plastics, fibres, inks, paints, and coatings. As part of our sustainability efforts, we have initiated collaborations with select manufacturing partners to recover carbon black from end-of-life tyres. In parallel, we are actively exploring future opportunities to enhance circularity, including the reclamation of recovered carbon and the utilisation of tyre pyrolysis oil.

Additionally, we have partnered with customers to implement a circular approach for plastic pallets used in the handling and transportation of our products. These pallets are collected, reclaimed, and returned to the same customers with subsequent consignments. This initiative reduces the reliance on virgin plastic, lowers greenhouse gas emissions, and minimises waste disposal.

We are also procuring recycled plastics for our packaging material.

We are also evaluating opportunities to reuse packaging materials, further strengthening our commitment to resource efficiency and sustainable practices.

4. **Whether Extended Producer Responsibility (EPR) is applicable to the Company's activities. 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.**

Yes. Extended Producer Responsibility (EPR) is applicable to the Company's activities for Plastic. The waste collection plan is in line with the EPR plan submitted to Pollution Control Boards and the Company received EPR certification during the reporting year.

The Company has obtained EPR authorisation from the Central Pollution Control Board (CPCB) under Registration No. BO-22-000-12-AABCP5762E-25.

Leadership Indicators

1. **Has the Company conducted Life Cycle Perspective/Assessments (LCA) for any of its products?**

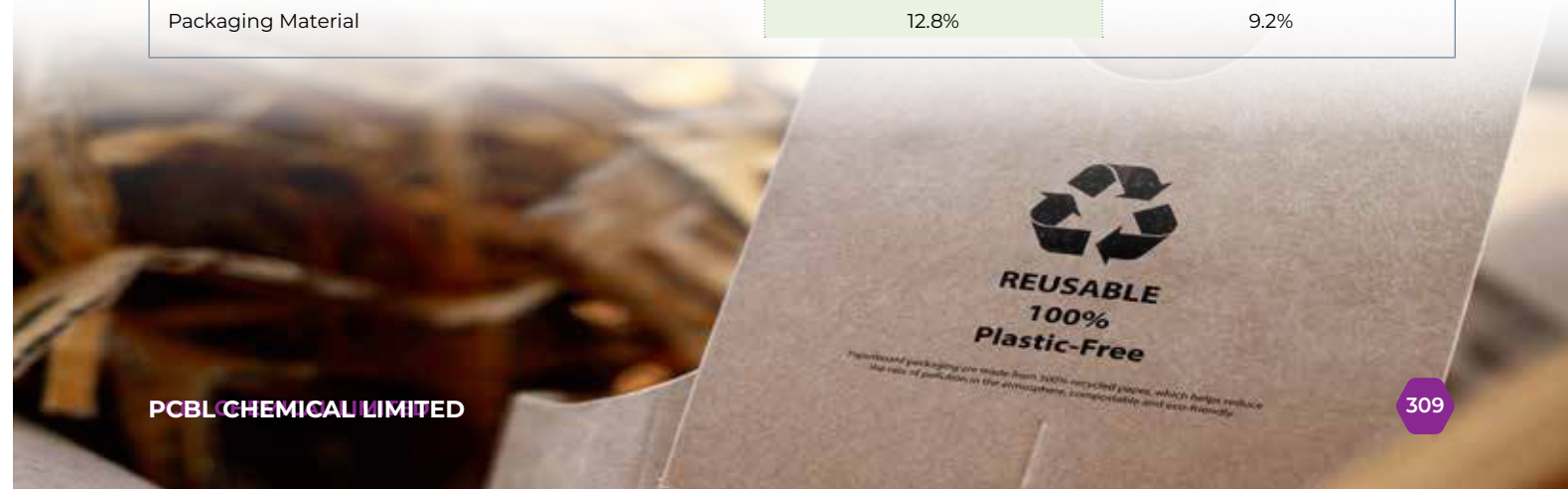
NIC Code	Name of product/service	% of total turnover contributed	Boundary for which the life cycle perspective/assessment was conducted	Whether conducted by independent external agency (Y/N)	Results communicated in public domain (Y/N). If yes, please provide the web link
1920	Carbon black	85.5%	Cradle to Gate. It includes the impact associated with raw materials production, upstream transportation, manufacturing process, electricity & steam generation, packaging	Yes	No

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
Carbon Black	No detrimental risk found	N.A.

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 re-used input material to total material	
	FY 2025-26 Current Financial Year	FY 2024-25 Previous Financial Year
Raw Material	0.004%	0.004%
Packaging Material	12.8%	9.2%



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 Current Financial Year			FY 2024-25 Previous Financial Year		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (Including packaging)*	58.14MT**	661.79	844.33	63.04 MT**	383.96	753.08
E-waste	NIL	NIL	NIL	NIL	NIL	NIL
Hazardous waste	NIL	NIL	NIL	NIL	NIL	NIL
Other Waste	NIL	NIL	NIL	NIL	NIL	NIL

*EPR Target for Plastic for FY25 and FY26 is included for this financial year and last financial year data

** Reused Plastic-taken back from customer

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

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Packaging Material	1%*

*Includes the total packaging material reclaimed as a percentage of the total packaging material used for supplying finished products.

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	% of employees covered by										
	Total (A)	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	1,027	1,027	100%	1,027	100%	0	NA	1,027	100%	-	-
Female	80	80	100%	80	100%	80	100%	NA	NA	-	-
Total	1,107	1,107	100%	1,107	100%	80	100%	1,027	100%	-	-
Other than Permanent employees*											
Male	0	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0

*The well-being of other than permanent employees are managed through contractual terms and conditions.

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

Category	% of workers covered by										
	Total (A)	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	243	243	100	243	100	NA	NA	243	100	-	-
Female	-	-	-	-	-	-	-	-	-	-	-
Total	243	243	100	243	100	-	-	243	100	-	-
Other than Permanent workers											
Male	683	683	100	683	100	NA	NA	-	-	-	-
Female	16	16	100	16	100	16	100	-	-	-	-
Total	699	699	100	699	100	16	100	-	-	-	-

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

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Cost incurred on well- being measures as a % of total revenue of the Company	5.22%	4.15%

2. Details of retirement benefits, for FY 2025-26 and FY 2024-25:

Benefits	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	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 employee 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.)
 Provident Fund	100	100	Yes	100	100	Yes
 Gratuity	100	100	Yes	100	100	Yes
 EESI/Similar benefit (Eligible employees as per law)	-	100	Yes	-	100	Yes

Benefits	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	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 employee 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.)
Others –	Not applicable					



3. Accessibility of workplaces

Are the premises/offices of the Company 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 Company in this regard.

In conformance with our Equal Employment Opportunity Policy as well as the employee Code of Conduct, we are an employer providing equal opportunity to all the employees and ensure that the Company fulfils the requirements of the Rights of Persons with Disabilities Act, 2016. All PCBL offices are equipped with necessary infrastructure so as to ensure easy access to persons with disabilities. We have dedicated ramps at the office entrances. Special toilets have been designed for persons with disabilities. Elevators are available in our multi-storey office buildings to ensure that no inconvenience is faced by our physically challenged employees. We take special care in assigning the jobs to them so that their physical limitations do not come in the way of their performance and career aspirations.



4. Does the Company 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, our 'Equal Employment Opportunity Policy' showcases our commitment to equal opportunity. Our unwavering commitment to delivering value while nurturing and promoting diversity across our operation aids in promoting an environment of trust, empathy and mutual respect.

The policy can be accessed at <https://pcbltld.com/responsibility/policies>

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

All the employees who took parental leave during the reporting year, returned to work and have been retained till present.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	100%	70%	100%	100%
Female	50%*	75%	100%	100%
Total	98.72%*	71%	100%	100%

*Total 2 People availed and one person is on leave and yet to join

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.

Yes/No (If yes, then give details of the mechanism in brief)	
 Permanent Workers	Workers can raise their issues through sectional head, HOD, and Unit Head in the respective order who resolve the issues. Grievance/Suggestion box have been placed in conspicuous places to drop their concerns, and it is addressed by plant HR. The Union also brings the issues direct to HR/IR Head for resolution. Quarterly Townhall meetings chaired by Plant Head are conducted to redress issues, if any.
 Other than Permanent Workers	Contractual workers can also raise their issues through sectional head, HOD, and Unit Head in the respective order who resolve the issues.
 Permanent Employees	'Sampark', a virtual interactive session, is conducted once in a quarter for teams to connect with our MD and senior leadership team in which employee grievances are addressed.
 Other than Permanent Employees	NA

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

Category	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of association(s) or Union (B)	% (B/A)	Total employees/workers in respective category (C)	No. of employees/workers in respective category, who are part of association(s) or Union (D)	% (D/C)
Total Permanent Employees	Nil	Nil	Nil	Nil	Nil	Nil
- Male	Nil	Nil	Nil	Nil	Nil	Nil
- Female	Nil	Nil	Nil	Nil	Nil	Nil
Total Permanent Workers	243	243	100	255	255	100
- Male	243	243	100	255	255	100
- Female	0	0	NA	0	0	NA

8. Details of training given to employees and workers:

Category	FY 2025-26 (Current Financial Year)					FY 2024-25 (Previous Financial Year)				
	Total (A)	On Health and safety measures		On Skill upgradation		Total (D)	On Health and safety measures		On Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)

 Employees										
Male	1027	1027	100	987	96	999	999	100	943	94.4
Female	80	80	100	69	86	66	66	100	58	87.9
Total	1107	1107	100	1056	95	1065	1065	100	1001	94.0

 Workers*										
Male	243	243	100	243	100	255	255	100	255	100
Female	0	0	0	0	0	0	0	0	0	0
Total	243	243	100	243	100	255	255	100	255	100

*Permanent workers

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

Category	FY 2025-26 (Current Financial year)			FY 2024-25 (Previous Financial Year)		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)

 Employees						
Male	1027	1027	100	999	999	100
Female	80	80	100	66	66	100
Total	1107	1107	100	1065	1065	100

 Workers*						
Male	Nil	Nil	Nil	Nil	Nil	Nil
Female	Nil	Nil	Nil	Nil	Nil	Nil
Total	Nil	Nil	Nil	Nil	Nil	Nil

*There is no internal review of performance and career development for workers.

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the Company? If yes, the coverage such system?

PCBL maintains a robust Occupational Health and Safety Management System across all its manufacturing units, each certified under ISO 45001:2018. This system is a critical component of our commitment to operational excellence and employee well-being.

Our Safety, Health and Environment (SHE) Policy outlines the framework for creating a secure and hazard-free workplace. Under this policy, a structured occupational health and safety programme has been implemented at every plant, emphasising safety awareness for employees, contractors, and vendors. The objective is clear — to achieve zero incidents and injuries.

Daily 'Toolbox Talks' are conducted before the commencement of any task to reinforce safety protocols and build a safety-first culture. Safety signage and caution boards are strategically positioned throughout the plant premises to communicate potential hazards and promote best practices. In addition, all visitors, customers, and business associates must complete a mandatory safety induction through digital training kiosks/Induction video prior to entering the facility.

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

PCBL follows a structured and proactive approach to identifying and mitigating workplace hazards using industry-recognised methodologies such as Hazard Identification and Risk Assessment (HIRA), Hazard and Operability Study (HAZOP), and Job Safety Analysis (JSA). HIRA is applied to routine operations, while HAZOP and JSA are utilised for new projects and critical activities to systematically evaluate and control risks.

A robust Learning Event (LE) reporting system ensures timely identification, documentation, and resolution of potential hazards. The Permit to Work (PTW) system is rigorously implemented across all facilities for non-routine activities, ensuring that appropriate precautions are taken before and during task execution.

Every new project undergoes a Pre-Start-up Safety Review (PSSR) to confirm compliance with safety requirements prior to commissioning. Regular audits, including targeted flash audits focused on the PTW system, are conducted by trained safety committee members. In addition, ISO 45001:2018-certified internal auditors perform periodic assessments to identify risks and drive timely corrective actions.

Competent Safety, Health, and Environment (SHE) teams at all manufacturing sites oversee the implementation of HIRA, PTW systems, and continuous improvement initiatives, ensuring a strong and effective occupational health and safety management culture across the organisation.

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks.

Yes, PCBL has implemented the Learning Events (LE) system across all its facilities to promote a proactive safety culture. In the last year, we integrated the reporting system in digital platform to encourage and ease the process of reporting. This platform enables employees to report unsafe conditions, unsafe acts, and near-miss incidents in a structured and timely manner.

The primary objective of the LE system is to identify job-related hazards early and initiate preventive or corrective actions. By addressing risks at the source, PCBL ensures a safer, more responsive workplace for employees and workers across all operations.

We have safety committee with worker representatives at all our manufacturing sites to actively report work related hazards to the management

d. Do the employees/worker of the Company have access to non-occupational medical and healthcare services?

PCBL prioritises the health and well-being of its workforce by providing access to Occupational Health Centres (OHCs) at all plant locations. These centres offer non-occupational medical consultations and primary healthcare services to employees and workers on-site.

To strengthen health safety, the Company offers group medical insurance coverage to all employees. Additionally, Memoranda of Understanding (MoUs) have been signed with nearby hospitals to ensure immediate medical support in case of emergencies.

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



Safety Incident/Number	Category *	FY 2025-26 Current Financial Year		FY 2024-25 Previous Financial Year	
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)		0		0	
		0		0.70	
Total recordable work-related injuries*		4		10	
		23		25	
No. of fatalities		0		0	
		0		1	
High consequence work-related injury or ill-health (excluding fatalities) (Lost Time Injuries)		0		0	
		0		2	

* The reported cases includes first aid cases

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

PCBL has constituted Safety Committees at all its manufacturing facilities, comprising the Unit Head as Chairperson, the Safety Head as Secretary, departmental heads, and representatives of contract workers. These committees regularly review safety performance at the plant level and initiate corrective actions with management approval.

Workers actively participate in these committees, providing a platform to voice their concerns and suggestions related to workplace safety. This collaborative approach fosters open dialogue between employees and management, enabling informed decisions on health and safety matters.

Comprehensive training is provided to employees on key occupational safety topics such as working in confined spaces, Firefighting, First aid, work at height, Lock Out Tag Out (LOTO), forklift operations, material handling, behaviour-based safety (BBS), use of personal protective equipment, and general safety awareness. We have launched several online modules on safety for the employees in the last year through our learning platform

Annual medical check-ups are conducted for employees and contract workers, with necessary preventive actions taken based on findings. Each plant is equipped with an Occupational Health Centre (OHC) to provide prompt medical assistance when required.

We have robust risk assessment system to identify the risk for routine and non routine activities.

Regular Internal and external safety inspections are carried out to identify and rectify unsafe conditions and practices. Emergency preparedness is ensured through periodic mock drills and awareness programmes. A cross-functional Daily Management Team discusses safety precautions and permit requirements for the next day's planned jobs. These precautions are documented and shared with relevant personnel to ensure safe execution.

Certified first aid responders are available at every plant to handle incidents requiring immediate medical attention. Additionally, safety audits are conducted at least once every quarter by the Safety Committee to identify deviations and ensure timely implementation of corrective actions.

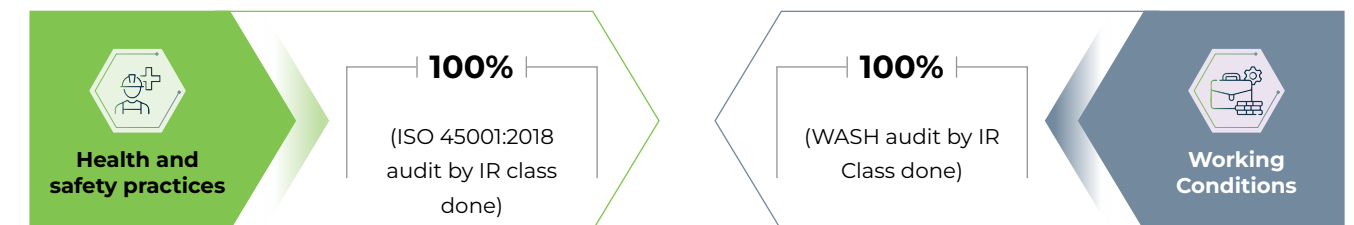
13. Number of Complaints on the following made by employees and workers:

	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	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		44 (Pending Zero)				
Health & Safety		4 (Pending Zero)			Nil*	

*Initiated categorization of grievances on working condition and Health and Safety from FY 2025-26

14. Assessments for the year:

% of your plants and offices that were assessed (by Company or statutory authorities or third parties)



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.

A robust accident investigation system based on the 8D methodology is followed, ensuring thorough, fact-based analysis and identification of root causes. Corrective and preventive actions are implemented through a structured approval process, and key learnings are shared across all units to strengthen organisational safety practices. Based on assessments, both engineering and administrative controls have been enhanced, supported by increased monitoring of critical parameters and strict adherence to safety systems such as the Permit to Work framework.

Key interventions include strengthening or replacing vulnerable structures, re-routing pipelines for safer access, and upgrading access systems by replacing straight and monkey ladders with safer alternatives like A-type ladders and staircases. Additional measures such as washroom floor renovations, anti-slip provisions, and targeted safety training programs and awareness modules have been implemented to address identified risks and continuously improve workplace safety conditions

Leadership Indicators

1. Does the Company extend any life insurance or any compensatory package in the event of death of (A) Employees (B) Workers?

Yes, the Company has a Term Life Insurance Policy in place covering all its Employees and Workers in the event of their death.

2. Provide the measures undertaken by the Company to ensure that statutory dues have been deducted and deposited by the value chain partners.

PCBL closely tracks and monitors whether statutory dues deducted or collected by its value chain partners have been deposited properly and timely with government and credit of same is flowing to PCBL.

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 are 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 (Current Financial Year)	FY 2024-25 (Previous Financial Year)	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Employees	Nil			
Workers				

4. Does the Company provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment?

PCBL currently does not offer any such programs.

5. Details on assessment of value chain partners:



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.

Not applicable. No significant risks/concerns were observed from assessments of selected suppliers with respect to health and safety practices and working conditions.

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 Company.

PCBL recognises the role of stakeholder partnerships in company's sustainability as reflected in the vision statement. Key stakeholders, affected most by the Company's business are identified based on their involvement in making strategic decisions, minimising risk, providing resources, running the operations smoothly, helping the organisation to reach its goals and in growing the business. We are committed to engaging openly and authentically with our stakeholders to enhance co-operation and mutual support for a sustainable relationship.

Following steps are followed to identify and prioritise the key stakeholders.

- Understanding and identifying key stakeholders, both general key stakeholders and project-specific, is essential.
- Determining their impact on Business (Direct or Indirect)
- Knowing their needs in relation to the business
- Prioritisation of stakeholders should be based on an evaluation of their influence on the business, as well as the extent to which they are affected by the business.

2. List stakeholder groups identified as key for your Company and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group (Y/N)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board Website),	Frequency of engagement (Annually/ Half Yearly/Quarterly/ others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
-------------------	---	--	--	---

-Refer Stakeholder engagement section on page 56 of PCBL Integrated Report FY 2025-26.

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.

PCBL actively engages with stakeholders to understand their expectations and gather insights for identifying focus areas in environmental, social, and governance (ESG) interventions. The Company incorporates stakeholders' views and suggestions into its business strategies and addresses their concerns to strengthen internal systems. The responsibility for sustainability discussions lies with the board-level CSR Committee and Sustainability and Risk Management Committee. Consultations occur through various functions connecting with different stakeholder groups, and feedback is presented quarterly at Business Review Board meetings attended by the Chairman and leadership team. Decisions are then communicated to stakeholders through relevant functions.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics. 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 Company.

PCBL maintains regular engagement with a wide range of stakeholders, including investors, shareholders, lenders, suppliers, business partners, the community, employees, and customers. The Company provides essential data and insights to global investors through regular investor presentations, enabling them to make informed decisions. A formal stakeholder engagement process involves direct and detailed consultations with various stakeholder groups to identify critical issues that require immediate attention. Inputs received through stakeholder consultations are presented to the board-level Management Committee to integrate relevant inputs in developing strategies, policies, and goals related to economic, environmental, and social aspects.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.

During the reporting period, no material concerns or grievances were raised by vulnerable or marginalized stakeholder groups. The Company continued to engage with local communities, employees, contract workers, and other stakeholders

through regular interactions, CSR initiatives, and established feedback mechanisms. The Company remains committed to maintaining accessible grievance redressal channels and addressing any concerns in a timely, transparent, and responsible manner. Continuous stakeholder engagement helps the Company understand expectations, build trust, and promote inclusive and sustainable growth.

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 Company:

Category	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Total (A)	No. of employees/workers covered (B)	% (B/A)	Total (C)	No. of employees/workers covered (D)	% (D/C)

Employees						
Permanent	1107	1107	100	1065	1065	100
Other than Permanent	-	-	-	-	-	-
Total Employees	1107	1107	100	1065	1065	100

Workers						
Permanent	243	243	100	255	255	100
Other Permanent	699	699	100	742	742	100
Total Workers	942	942	100	997	997	100

2. Details of minimum wages paid to employees and workers:

Category	FY 2025-26 (Current Financial Year)					FY 2024-25 (Previous Financial Year)				
	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)

Employees									
Permanent	1107	Nil	1107	100	1065	Nil	1065	100	
Male	1027		1027	100	999		999	100	
Female	80		80	100	66		66	100	
Other than Permanent									
Male									
Female									

Workers								
Permanent	243	Nil	243	100	255	Nil	255	100
Male	243		243	100	255		255	100
Female	0		0	0	0		0	0
Other than Permanent	699		699	100	742		742	100
Male	683		683	100	726		726	100
Female	16		16	100	16		16	100

3. Details of remuneration/salary/wages paid:

a) Median remuneration/wages:

	Male		Female	
	Number	Median remuneration/salary/wages of respective category	Number	Median remuneration/salary/wages of respective category
Board of Directors (BoD)– Total salary	7	19,55,25,000	3	33,95,000
Key Managerial Personnel – Total Salary	3	2,87,74,514	-	-
Employees other than BOD and KMP– median remuneration	1024	1007502	80	1064450
Workers- median remuneration	243	457008	-	-

b) Gross wages paid to females as % of total wages paid by the Company :

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Gross wages paid to females as % of total wages	13.7	12.1%

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, Human Resource department headed by Chief HR is responsible for addressing human rights impacts or issues caused or contributed to by the business.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

PCBL is committed to fostering an open, inclusive, and respectful workplace where employees are encouraged to voice their concerns, provide feedback, and participate in continuous improvement initiatives. The Company has established “Sampark”, a quarterly virtual interactive platform that enables direct engagement between employees, the Managing Director, and the senior leadership team.

As part of this mechanism, employees are invited to submit suggestions, concerns, and grievances, including those related to workplace practices, employee welfare, and human rights, prior to each session. To promote transparency and encourage open participation, inputs may be shared anonymously, enabling employees to raise concerns without hesitation.

All submissions are reviewed by the leadership team and addressed during the interaction, ensuring that concerns are heard, discussed, and acted upon in a timely and transparent manner. The platform serves as an important channel for two-way communication, strengthening trust between employees and management while creating opportunities for meaningful dialogue on matters affecting the workplace.

Through Sampark, the Company seeks to create a culture of accountability, openness, and mutual respect, where employee feedback contributes to informed decision-making and organizational development. The mechanism also helps identify emerging issues, drive corrective actions where required, and enhance employee experience across the organization.

By providing employees with direct access to senior leadership and a structured forum for grievance redressal, PCBL reinforces its commitment to protecting employee rights, maintaining a positive work environment, and promoting a culture where every individual feels valued, respected, and empowered to speak up.

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

	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	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	NIL	NIL	Not applicable	1*	NIL	Not applicable
Discrimination at workplace	NIL	NIL		NIL	NIL	
Child Labour	NIL	NIL		NIL	NIL	
Forced Labour/ Involuntary Labour	NIL	NIL		NIL	NIL	
Wages	NIL	NIL		NIL	NIL	
Other human rights related issues	NIL	NIL		NIL	NIL	

* One complaint of sexual harassment was received during FY 2024-25. The Internal Complaints Committee (ICC) initiated an inquiry in accordance with the POSH Act. The respondent resigned during the pendency of the inquiry, and the complainant thereafter provided written consent to close the matter. The case was accordingly disposed of with no pending complaints as on 31 March, 2026.

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	0	1
Complaints on POSH as a % of female employees/workers	0	1.5%
Complaints on POSH upheld	0	0

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

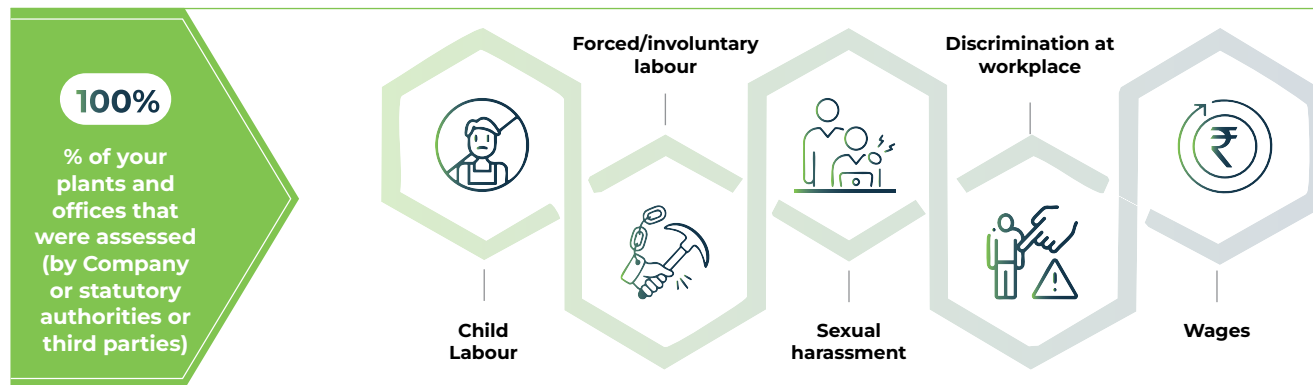
PCBL Vigil mechanism (Whistle Blower Policy) and POSH (Prevention of Sexual Harassment) policy have provisions for addressing complaints pertaining to discrimination, unethical behaviour, actual or suspected fraud or violation of the code of conduct. All complaints are taken up by the Internal Complaint Committees (ICCs), which are governed under strict confidentiality. There are defined procedures to protect the complainant from any retaliatory actions. The policies have ample provisions that provide adequate safeguards against victimisation of employees and Directors and provide direct access to the Chairperson of the Audit Committee in exceptional cases. An employee can also raise any other grievances to the Ethics Committee of the Company. The system is designed to redress the grievance within a defined timeline. The grievances are resolved in a fair and time bound manner maintaining utmost confidentiality. All the pertinent information is maintained by the POSH Committee or Ethics Committee in a secure manner. Moreover, identity of the aggrieved is protected until final investigation is completed.

9. Do human rights requirements form part of your business agreements and contracts?

Yes, all the human rights related requirements are explicitly mentioned in the agreements and contracts entered into with the value chain partners and are mentioned in the Human rights policy.

10. Assessments for the year:

We have defined systems for ensuring compliance with regulatory requirements. There is a Code of Conduct for employees and Suppliers' Code of Conduct to ensure conformity with business ethics and human rights requirements. Also, the human rights criteria are screened during vendor onboarding process. In addition, we review compliance with these requirements during contract execution. In all our business units, it is mandatory to check the age proof documents at the time of recruitment to prevent employment of child labour and during the induction session essential business ethics and human rights related aspects are covered for creating awareness among employees.



Note: All the plants and offices have been internally assessed during the year.

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

Not applicable since there were no significant risks/concerns identified arising from the assessments.

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

None of the Company's business process required any modification introduced as a result of addressing human rights grievances/complaints. We are 100% compliant with human rights related concerns.

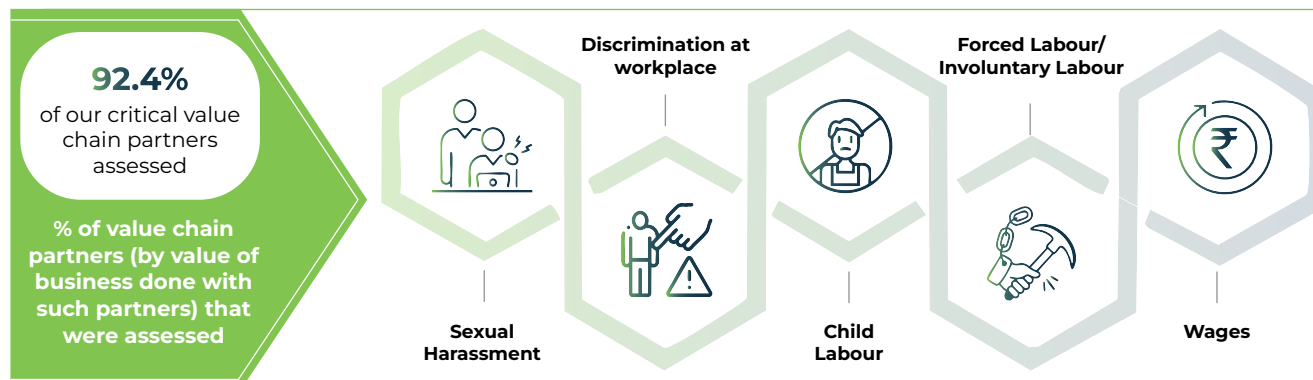
2. Details of the scope and coverage of any Human rights due diligence conducted.

Investigation, internal audit and review are conducted to confirm compliance to Human rights policy. Due diligence covers direct operations and supply chain. The human rights policy, formulated in line with internationally recognised frameworks including the Social Accountability 8000 International Standard and its associated international instruments, is applicable to all its value chain partners. The policy covers different components as compliance to labour laws, continuous engagement with stakeholders on human rights and related matters, diversity at workplace, harassment free workplace, and grievance mechanisms. While the policy highlights the key points of what it intends to achieve, it also mentions that HR department shall be reviewing and updating standards on social policies, and for providing guidance and support to all concerned. We also conduct training sessions for our on-roll and off- roll employees across all units and offices. This enables us to create awareness among our workforce about human rights and their associated impacts.

3. Is the premise/office of the Company accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, PCBL offices have infrastructure for easy and equal access for persons with disabilities, including ramps and special toilets.

4. Details on assessment of value chain partners:



Note : Value chain partners have been assessed through second-party audits during the year.

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 4 above.

No significant risks or concerns were observed while assessing above points during second-party audit at supplier end.

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 (Current Financial Year)*	FY 2024-25 (Previous Financial Year)*
From renewable sources		
Total electricity consumption (A)	0.06	0
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	0.06	0
From non-renewable sources		
Total electricity consumption (D) (import)	5550.44	39582.80
Total fuel consumption (E)	27995.66	24996.65
Energy consumption through other sources (F)	37281008.76	36770713.33
Total energy consumed from non-renewable sources (D+E+F)	37314554.86	36835292.78
Total energy consumed (A+B+C+D+E+F)	37314554.91	36835292.78
Energy intensity per rupee of turnover (Total energy consumed/Revenue from operations)	669.19 GJ/Million ₹	623.84 GJ/Million ₹
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed/Revenue from operations adjusted for PPP) Conversion for PPP has been considered as per Industry Standards Note on BRSR with Annexure.pdf	13611.39 GJ/Million US\$	13973.96 GJ/Million US\$
Energy intensity in terms of physical output	75.30 GJ/MT	74.12 GJ/MT
Energy intensity (optional) – the relevant metric may be selected by the entity.	-	-

*The calculation methodology was revised for FY 2024-25 and FY 2025-26 to include all fuel and energy inputs, including fuels used as raw materials, resulting in higher reported energy intensity.

Total energy consumption increased during the year, primarily due to changes in the product grade mix and higher production volumes of specialty chemical grades. Additionally, energy usage was elevated as a result of brown-field commissioning activities.

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. Independent assurance has been carried out by an external third party Forvis Mazars

2. Does the Company 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 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)*
Water withdrawal by source (in kilolitres)		
(i) Surface water	363649	381506
(ii) Groundwater	1224747	1104959
(iii) Third party water	1653098	1485626
(iv) Seawater/desalinated water	0	0
(v) Others	0	0
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	3241494	2972090.6
Total volume of water consumption (in kilolitres)	3241494	2906257.3
Water intensity per rupee of turnover (Total water consumption/Revenue from operations)	58.13 KL/million ₹	49.22 KL/Million ₹
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption/Revenue from operations adjusted for PPP) Conversion for PPP has been considered as per Industry Standards Note on BRSR with Annexure.pdf	1182.4 KL/Million US\$	1102.5 KL/Million US\$
Water intensity in terms of physical output	6.54 KL/MT	5.98 KL/MT
Water intensity (optional) – the relevant metric may be selected by the Company.		

*Surface water includes rainwater collected/harvested inside the plant premises for FY 2024-25 and FY 2025-26.

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

-Yes, independent assessment/evaluation/assurance has been carried out by Forvis mazars

4. Provide the following details related to water discharged:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	0	0
- No treatment		
- with treatment – please specify level of treatment		
(ii) To Groundwater	0	0
- No treatment		
- with treatment – please specify level of treatment		
(iii) To Seawater	0	0
- No treatment		
- With treatment - please specify level of treatment		
(iv) Sent to third -parties	0	0
- No treatment		
- with treatment - please specify level of treatment		
(v) Others	0	0
- No treatment		
- 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? If yes, name of the external agency.

-Independent assurance has been carried out by an external agency Forvis mazars



5. Has the Company implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

- PCBL has taken significant steps to ensure sustainable water management practices across its manufacturing plants. All PCBL plants are Zero Liquid Discharge (ZLD) compliant and are equipped with effluent treatment plant (ETP) facilities. Two of PCBL's plants are equipped with sewage treatment plant (STP) facilities. Wastewater generated during the manufacturing processes is treated and reused, promoting water conservation within the business.
- At the Palej plant, a water treatment plant (WTP) with a capacity of 1650 kilolitres per day (KLPD), an ETP with a capacity of 125 KLPD, and a sewage treatment plant (STP) with a capacity of 107.5 KLPD have been installed. The recycled water from the STP is utilised for gardening purposes, while the recycled water from the ETP is fed back into the water treatment plant for further reuse in operations.
- The Mundra plant features an ETP with a capacity of 268 KLPD, a WTP with a capacity of 2,800 KLPD, and an STP with a capacity of 74 KLPD. To replenish groundwater levels, the plant utilises injection-well technology to recharge filtered rainwater. Monitoring groundwater conditions is facilitated through the installation of piezometers to measure pressure at specific depths.
- In Durgapur, the plant operates an ETP with a capacity of 500 KLPD. To minimise blowdown water for the cooling tower, a side stream filter has been installed. Additionally, the plant has improved water efficiency by replacing existing reverse cooling water (RCW) pumps with undersized pumps, reducing water wastage and enhancing overall efficiency.
- The Kochi plant has an ETP capacity of 130 KLPD. PCBL has implemented a chlorine dioxide (ClO₂) generator and improved the quality of raw water, resulting in a 10% reduction in total water consumption. The reject water from the ultra-filtration process is reused within the system, further optimising water usage.

6. Please provide details of air emissions (other than GHG emissions) by the Company:

Parameter	Please specify unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)*
NOx	MT/Year	372.7	180.6
SOx	MT/Year	1175.3	863.1
Particulate matter (PM)	MT/Year	465.3	384.9
Persistent organic pollutants (POP)		Not measured	
Volatile organic compounds (VOC)			
Hazardous air pollutants (HAP)			
Others – please specify			

*The increase is primarily attributable to enhanced stack coverage, resulting in improved data availability and verification

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? If yes, name of the external agency.

-Yes, independent assurance has been carried out by an external third party Forvis Mazars LLP.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity:

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1013362.39	9,40,056
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1011.51	7998

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations)	tCO ₂ e/Million ₹	17.18	16.06
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power parity (PPP) (Total Scope 1 and Scope 2 GHG emissions/Revenue from operations adjusted for PPP) Conversion for PPP has been considered as per Industry Standards Note on BRSR with Annexure.pdf	tCO ₂ e/Million US\$	370.02	359.66
Total Scope 1 and Scope 2 emission intensity in terms of physical output.	tCO ₂ e/MT	2.05	1.91
Total Scope 1 and Scope 2 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? If yes, name of the external agency.

-Yes, independent assurance has been carried out by an external third party Forvis Mazers



8. Does the Company have any project related to reducing Green House Gas emission? If Yes, then provide details.

- PCBL has taken SBTi aligned GHG emission reduction targets during FY 2023-24 Focused improvement projects have been started across all the manufacturing facilities to reduce GHG emission. Several action points including the following have been identified and implementation has been started to reduce our GHG emissions and the progress against each action is being closely monitored.

- We are focused to improve the conversion efficiency of our process by optimizing the existing process condition and upgrading the technology in our process
- Reducing the consumption of fossil based feedstock by replacing it with sustainable raw materials (recovered/renewable) and thereby reducing our indirect emissions
- Improving the Heat recovery in our process to reduce the input material
- Procuring from local suppliers to reduce emission from upstream transportation
- Delivery of products to our customers from our nearby plants to reduce emission from downstream transportation
- Encouraging virtual meetings to minimise indirect emissions from business travel
- Generation of electricity from the waste gases produced in our operations and utilising the self-generated electricity in our own operations and exporting rest to the grid leading to reduction in Scope-2 emissions and significant GHG offset. In FY 2025-26, PCBL exported 4,11,499 MWH of electricity generated from waste gas through heat recovery to the grid, resulting in the GHG offset of approximately 2,92,165 tCO₂e
- Identifying opportunity for improvement and implementing action plan to make the process more energy efficient.

We have been providing awareness training to our employees to inform them about their roles in GHG emission reduction.

9. Provide details related to waste management by the Company:

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)**
Total Waste generated (in metric tonnes)		
Plastic waste (A)	240.56	213.57
E-waste (B)	1.04	0.16
Bio-medical waste (C)	0.03	0.03
Construction and demolition waste (D)	0.00	0.00
Battery waste (E)	1.51	7.97
Radioactive waste (F)	0.00	0.00
Other Hazardous waste. Please specify, if any. (G)	1982.19	2697.52*
Other Non-hazardous waste generated (H) . Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	3243.46	2334.09
Total (A+B + C + D + E + F + G + H)	5468.78	5,253.34
Waste intensity per rupee of turnover (Total waste generated/Revenue from operations)	0.10 MT/Million ₹	0.09 MT/Million ₹
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated/Revenue from operations adjusted for PPP)	1.99 MT/Million US\$	1.99 MT/Million US\$
Waste intensity in terms of physical output	0.01 MT/MT of Carbon Black produced	0.01 MT/MT of Carbon Black produced
Waste intensity (optional) - the relevant metric may be selected by the Company (MT of waste per MT of carbon black produced)		
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	2889.87	2717.34
(ii) Re-used	621.03	130.60
(iii) Other recovery operations ((Co Process/Incinerated with Heat recovery)	13.68	
Total	3524.58	2847.97
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration	0.92	3.63
(ii) Landfilling	1943.28	2388.80
(iii) Other disposal operations	-	
Total	1,944.20	2392.43

* We have reduced landfill quantity considerably by taking several measures in all our manufacturing facility. Here by reduced 18.65 % of diversion to landfill in FY 2025-26 from last financial year.

** FY 2024-25 Disposal and Recovery data restated as per reporting standard and there is No change in the total

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency?

-Yes, independent assurance has been carried out by an external agency Forvis Mazars LLP.

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.

PCBL follows a structured and compliant approach to waste management by categorising waste into hazardous and non-hazardous types, with further classification into specific categories. Disposal methods are selected based on waste type, strictly adhering to the guidelines prescribed by Pollution Control Boards and other regulatory authorities.

To minimise waste generation and landfill dependency, the Company implements Focused Improvement Projects (FIPs) that target reduction at the source. A centralised scrapyard is maintained at each plant to enable efficient segregation and responsible disposal of waste materials.

A dedicated team is responsible for overseeing scrap management and regularly conducts awareness programmes for employees. Standard operating procedures (SOPs) have been developed to streamline the waste management process across all facilities.

PCBL ensures that employees are well-informed through both virtual and classroom training sessions focussed on waste generation, safe handling, and environmental impact. The Company also maintains detailed records of waste sold to authorised third parties. These initiatives reflect PCBL's commitment to sustainable operations and responsible environmental stewardship.

11. If the Company 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:

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.
Nil			

12. Details of environmental impact assessments of projects undertaken by the Company 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
Nil					

13. Is the Company 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. If not, provide details of all such non-compliances:

Sl. No	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
Nil	Nil	Nil	Nil	Nil

The Company is totally 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.

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres)

For each facility/plant in areas of water stress, provide the following information:

- Name of the area : NA
- Nature of operations : NA

(iii) Water withdrawal, consumption and discharge in the following format :

Parameter	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Water withdrawal by source (in kilolitres)		
i) Surface water		
ii) Ground water		
iii) Third party water		
iv) Seawater/desalinated water		
v) Others		
Total volume of water withdrawal (in kilolitres)		
Total volume of water consumption (in kilolitres)		
Water intensity per rupee of turnover (Water consumed/turnover)		
Water intensity (optional)- the relevant metric may be selected by the Company		
Water discharge by destination and level of treatment (in kilolitres)		Nil
(i) Into Surface water		All the units of PCBL are Zero Liquid (ZLD) Discharge compliant.
- No treatment		
- With treatment – please specify level of treatment		None of our site is located in water stress area as per CGWA
(ii) Into Groundwater		
- No treatment		
- With treatment – please specify level of treatment		
(iii) Into Seawater		
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third-parties		
- No treatment		
- With treatment – please specify level of treatment		
(v) Others		
- No treatment		
- With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		

Note: Data is restated for FY25. The water stress area is been classified and corrected based on BRSR guidelines

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, Independent assurance has been carried out by an external third party named Forvis Mazars LLP.

2. Please provide details of total Scope 3 emissions & its intensity:

Parameter	Unit	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	1062583	1063197
Total Scope 3 emissions per rupee of turnover	tCO ₂ e/Million ₹	18.00	18.01
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the Company	tCO ₂ e/MT	2.14	2.14

Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N).

Yes, independent assurance has been carried out by an external third party M/S Forvis mazars

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 Company on biodiversity in such areas along-with prevention and remediation activities.

Not applicable

4. If the Company 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:

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Infrastructure: Co-generated electricity	Co-generated steam and electricity is produced by utilising the heat & chemical energy of tail gas generated in the manufacturing process of carbon black. Electricity thus produced is exported to the power grid after meeting our own power requirements.	By doing so, we offset the GHG emissions that would have been caused by using fossil fuels to produce the same amount of electricity. Power generation and export from our co-generation facilities increased due to efficiency improvement initiatives over the last year, contributing to the offset of emissions that would otherwise have been produced from fossil fuel-based energy sources.
2	Infrastructure: Rain water harvesting	Installation of rain water harvesting system	Reduction in raw water consumption and reducing consumption of natural resources
3	Technology: High Pressure PFS System	Increasing the Pressure of Reactor nozzle to increase leading edge penetration and hence higher utilisation of energy in the reaction zone.	Improvement in conversion ratio and GHG reduction
4	Technology: EV Vehicle	We are converting Diesel vehicle into EV vehicle	GHG reduction
5	Technology: VFD for Equipment	Added VFD for the equipment to reduce energy consumption	Reduced GHG emission
6	Technology: Energy efficient equipment	Upgraded old inefficient equipment and motor with efficient motors	Reduced GHG emission
7	Technology: Improving efficiency of filter bags	Installation of PTFE coated filter bags	Reduction in Particulate Matter (PM) emissions and reducing impact on environment
8	Waste Reduction	Installed dryer for drying sludge	Reduced landfill rate
9	Variable frequency drives	Installed VFD drives for Pin mixer, RAL	Reduced power consumption
10	Screw Compressor	Upgradation of system with Screw compressor by replacing in efficient screw compressors to improve the efficiency	Improvement in energy efficiency
11	Silencer for PAB	Silencer installed to reduce the noise pollution	Reduction in Noise Pollution

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
12	Sewage Treatment	Installed 7KLD sewage treatment plant	Improving water quality
13	Advanced Process Material and Equipment Enhancement	Developed and implemented enhanced high-temperature process materials and equipment solutions across key production units, improving operational stability and supporting higher production efficiency.	Reduced GHG emission, enhanced productivity, improved process reliability, and more efficient utilization of raw materials and energy resources.
14	Capacity De-bottlenecking Initiatives	Undertook targeted De-bottlenecking projects across major production lines to optimize asset utilization and unlock additional production capacity from existing infrastructure.	Higher productivity, improved asset utilization, and more efficient use of resources, supporting sustainable operations
15	Process Automation and Smart Manufacturing	Advanced the digital transformation journey through Industry 4.0 initiatives, including automation of critical operational sequences, resulting in greater process standardization, efficiency, and operational reliability.	Enhanced process efficiency, reduced manual intervention, optimized resource utilization, and strengthened data-driven decision-making.
16	Production Line Design Optimization	Executed strategic modifications to critical process equipment and production line configurations, resulting in improved operational performance and enhanced manufacturing throughput	Reduced GHG emission, Increased productivity, improved resource efficiency, and reduced process losses

5. Does the Company have a business continuity and disaster management plan?

Yes, PCBL has a business continuity and disaster management plan in place. The same is available on the website of the Company and can be accessed at the link: <https://www.pcbltd.com/responsibility/policies>.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the Company. What mitigation or adaptation measures have been taken by the Company in this regard?

PCBL recognises that its value chain can have negative environmental effects, including increased GHG emissions, air and water pollution, solid waste generation, and high energy consumption. To address these concerns, the Company has implemented a procurement process that integrates ethical, environmental, and social considerations. PCBL actively collaborates with its suppliers and customers to raise awareness about environmental and social issues and encourages the adoption of sustainable practices.

The Company takes specific actions to reduce greenhouse gas emissions, pollutants, and water consumption within the entity and across its value chain, while promoting the use of renewable energy sources.

The Company has identified eleven categories of scope-3 GHG emissions that are relevant to the Company's operations and has included them in the Company's GHG inventory of FY 2025-26. The Company, thus, continues to take substantial measures to reduce its GHG emissions across its value chain.

PCBL also conducts second party audits to ensure suppliers adhere to the principles of sustainable practices. PCBL also advocates for the use of substitutes for hazardous materials and emphasises proper waste management practices. Efforts are made to minimise waste sent to landfills by means of reuse, recycle and recover. Digital processes are encouraged to reduce paper usage and streamline operations.

Additionally, PCBL promotes optimised packaging materials and loadability to minimise environmental impact. The Company opts for coastal movement of materials instead of road transport, wherever possible, to decrease greenhouse gas emissions. Furthermore, PCBL engages with major raw material suppliers for sustainable supply chain management and supports the growth of small and medium-sized local suppliers. These initiatives demonstrate PCBL's dedication to responsible and sustainable practices across its value chain.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts

During FY 2025-26, 92.4% of our total suppliers (by value) of PCBL were assessed.

8. How many Green Credits have been generated or procured:

- By the listed entity – Nil
- By the top ten (in terms of value of purchases and sales, respectively) value chain partners - Nil

PCBL Chemical Limited has taken a target of 5000 number of plantations in FY 2025-26 and has been able to plant 6,000+ trees across all its sites in FY 2025-26.

Though registration, verification of plantation related activities and trading any green credits has not yet started, PCBL Chemical Limited is committed to align with the Green Credit Program of Ministry of Environment, Forest and Climate Change (MoEFCC) and to support green credit initiatives in near future.

7

PRINCIPLE
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.

During the year, PCBL had active affiliations with 11 such trade and industry chambers/associations.

b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the Company is a member of/affiliated to :

	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/National)
1	Indian Chamber of Commerce (ICC)	National
2	Federation of Indian Chambers of Commerce & Industry (FICCI)	
3	The Associated Chambers of Commerce & Industry of India (ASSOCHAM)	
4	All India Management Association (AIMA)	
5	Federation of Indian Export Organisations (FIEO)	
6	Basic Chemicals, Cosmetics & Dyes Export Promotion Council (CHEMEXCIL)	
7	All India Rubber Industries Association (AIRIA)	
8	National Safety Council	
9	India Energy Storage Alliance (IESA)	
10	Volta Foundation	
11	Bengal Chamber of Commerce and Industry (BCC&I)	International
		State

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the Company, based on adverse orders from regulatory authorities.

Name of authority	Brief of the case	Corrective action taken
Not Applicable		

The Company has not engaged in any anti-competitive conduct.

Leadership Indicators

1. Details of public policy positions advocated by the Company:

S. 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
No such positions advocated					

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the Company based on applicable laws, in the current financial year.

Yes, we have done the impact assessment. For further details, please refer to 'Annexure - C' to the Board's Report - Report on Corporate Social Responsibility (CSR) activities.

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your Company:

S. 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 ₹)
Not applicable						



3. Describe the mechanisms to receive and redress grievances of the community.

PCBL's CSR Committee at the Board level oversees CSR activities, along with the corporate CSR team. Plant-level CSR teams handle stakeholder grievances and engage with the community directly or through implementing agencies. Grievances received are communicated to the CSR team and discussed with the board-level committee in quarterly meetings. Resolutions are then conveyed back to the community members or their representatives.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Directly sourced from MSMEs/small producers	12.28%	10.05%
Directly from within India	34.9%	30.97%

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 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Rural	12%	12%
Semi-urban	21%	23%
Urban	15%	16%
Metropolitan	52%	49%

*The India reporting boundary has been considered and the FY25 data has been corrected accordingly

(Place to be categorised as per RBI Classification System – rural/semi-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):

Not Applicable.

2. Provide the following information on CSR projects undertaken by your Company in designated aspirational districts as identified by government bodies:

*The Company has not undertaken any CSR projects in the aspirational districts identified by government bodies during the reporting period

* For further details, please refer to 'Annexure - C' to the Board's Report - Report on Corporate Social Responsibility (CSR) activities.

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/vulnerable groups?

PCBL recognises the importance of small and medium-sized suppliers (SME) and has implemented mechanisms and policies to support their growth. SME in the carbon black industry face challenges due to limited infrastructure and capabilities. To address this, PCBL has established a strategic development roadmap for local manufacturing, specifically for packaging, machineries, and spares. The Company now procures paper bags locally for automatic packaging machines instead of importing them. They have also developed local manufacturers for various machineries and spares through knowledge sharing and technology transfer. The goal is to meet international standards and reduce dependence on imports. PCBL is actively working on developing APH locally, a crucial equipment in the carbon black manufacturing process. These initiatives contribute to the growth and development of local suppliers while ensuring quality and reliability in the supply chain.

(b) From which marginalised/vulnerable groups do you procure?

As part of its procurement practices, the Company actively identifies and develops diverse supplier groups.

The Company takes a proactive approach in procuring from these vulnerable suppliers, reinforcing its commitment to supporting and empowering diverse businesses within its supply chain.

(c) What percentage of total procurement (by value) does it constitute?

The Company shall strive to establish mechanisms for capturing the required data in the coming years.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your Company (in the current financial year), based on traditional knowledge:

Not applicable

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.

Not applicable

6. Details of beneficiaries of CSR Projects:

Sl. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalised groups
1.	Education support: Smart boards, digital learning tools, scholarships, school supplies, and inclusive programs for Anganwadi and specially abled children.	83,858	100%
2.	Infrastructure development: Renovation of schools, Anganwadi centres, safe drinking water, sanitation, and civic facilities like roads, sheds, and pathways.		
3.	Healthcare assistance: Aid for medical treatment, support to hospitals, ambulances, and strengthening health institutions.		
4.	Women empowerment: Providing sewing machines to women in the unorganised sector.		
5.	Animal welfare: Supplying fodder and supporting Gaushalas.		
6.	Environmental sustainability: Tree plantation, dust suppression, greenbelt development, and beautification drives.		
7.	Public safety & amenities: Traffic mirrors, handrails, waiting sheds, and shelters.		
8.	Youth & child development: Sports equipment, athletic meets, nutrition support, and holistic child welfare.		
9.	Community & institutional support: Assistance to NGOs, cultural centres, police stations, and local authorities.		

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.

Customer complaints are logged in the SAP system with relevant details and forwarded to the Technical Services (TS) coordinator. The complaint is reviewed by the functional head of the plant, and if justified, immediate containment actions are taken. Root cause analysis is conducted by a Cross Functional Team (CFT), and an action plan is sent for approval. The RCA/CAPA report is reviewed and shared with the TS coordinator. Once closed in SAP, a system-generated email with the RCA report is sent to the marketing team for customer submission. Timely resolution is targeted within 15 days, and feedback is collected post-resolution to address customer concerns and improve satisfaction.

2. Turnover of products and/services as a percentage of turnover from all products/service that carry information about:

As a percentage to total turnover



3. Number of consumer complaints in respect of the following:

	FY 2025-26 (Current Financial Year)		Remarks	FY 2024-25 (Previous Financial Year)		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	Nil	Nil	No Complaint received	Nil	Nil	No Complaint received
Advertising						
Cyber-security						
Delivery of essential services						
Restrictive Trade Practices						
Unfair Trade Practices						
Others	13	0	Reported customer complaints are related to product processing and application	21	0	Reported customer complaints are related to product processing and application

4. Details of instances of product recalls on account of safety issues:

There were no product recalls during the reporting year.

	Number	Reasons for recall
Voluntary recalls	None	
Forced recalls	None	



5. Does the Company have a framework/policy on cyber security and risks related to data privacy? If available, provide a web-link of the policy.

All sites of PCBL are certified with ISO 27001:2022 on Information Security Management Systems (ISMS). PCBL has implemented an End User Mobility & Data Security Policy available on their internal employee portal. They follow ISMS guidelines and utilise the SAP Document Management System to store critical documents securely. The Sapphire IMS platform is used for IT incident logging and asset management, improving support and governance. They have successfully completed a SAP DR Drill in Amazon Singapore Server, enhancing IT team confidence in data security and availability during disasters, while saving costs. The initiatives ensure data confidentiality, integrity, availability, and efficient IT management.

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.

Not applicable as no such issue and incident has been reported during the reporting period.

7. Provide the following information relating to data breaches :

- Number of instances of data breaches -Nil
- Percentage of data breaches involving personally identifiable information of customers -Nil
- Impact, if any, of the data breaches-Nil

Leadership Indicators

1. Channels/platforms where information on products and services of the Company can be accessed (provide web link, if available).

The product related information can be accessed at Company's website at -<https://www.pcblltd.com>

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

Safety Data Sheet (SDS) containing all the relevant information is available on Safety Data Sheet (SDS) - PCBL Chemical Limited ([pcblltd.com](https://www.pcblltd.com)) and also communicated to customers separately.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

The information related to any risk of disruption/discontinuation of essential services is communicated to consumers through e-mails.

4. Does the Company display product information on the product over and above what is mandated as per local laws? If yes, provide details in brief. Did your Company carry out any survey with regard to consumer satisfaction relating to the major products/services of the Company, significant locations of operation of the Company as a whole?

PCBL places a high priority on customer satisfaction and goes the extra mile to provide additional product information. They issue Certificates of Analysis (COA) to customers, capturing details of material quality and manufacturing information. The product packaging includes essential information such as grade, manufacturing unit, quantity, date of manufacturing, batch number, bag number, company name, and handling instructions.

To ensure customer engagement and address queries or concerns, PCBL conducts virtual meetings using platforms like Microsoft Teams, Google Meet, and Zoom. They also make courtesy visits to customers and channel partners, attend trade shows, conferences, and maintain regular telephonic discussions. Major customers in the international market are visited quarterly, while tyre customers are visited weekly, non-tyre customers monthly or bi-monthly, and retail customers every 3 to 6 months.

PCBL has established a robust complaint handling system and customer-specific requirement management system through SAP. They utilise assigned web portals to effectively address and mitigate customer grievances, risks, and disagreements. Regular participation in market-specific trade shows and national and international conferences further strengthens their customer engagement efforts.

For and on behalf of the Board of Directors

Dr. Sanjiv Goenka
Chairman
(DIN 00074796)

Place: Kolkata
Date: 30 April, 2026

Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in

**forvis
mazars**

Independent Assurance Statement

To the Management of PCBL Chemical Limited

PCBL Chemical Limited (Corporate Identity Number: L23109WB1960PLC024602, hereafter also referred to as 'PCBL' or 'the Company') has engaged Forvis Mazars LLP ('Forvis Mazars', 'us' or 'we' or 'our') to undertake independent assurance of the Company's disclosures in its Business Responsibility and Sustainability Report (hereafter referred to as 'BRSR') for the Financial Year (FY) 2025-26. The disclosures include BRSR Core as per Annexure 17A and the non-financial disclosures as per Annexure 16 of the Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/0155, dated November 11, 2024.

Our Conclusion:

Reasonable level of Assurance- BRSR Core

Based on the review performed and the procedures undertaken to obtain a reasonable level of assurance, Forvis Mazars concludes that, in all material respects, the BRSR Core Key Performance Indicators (KPIs) across the nine ESG attributes (as detailed in Annexure I of this statement) for FY 2025-26 have been reported in accordance with the requirements specified in the Industry Standard on Reporting of BRSR Core.

Limited Level of Assurance- BRSR Disclosures other than core

Based on the assessment undertaken, nothing has come to our attention to suggest that the non-financial disclosures (as listed in Annexure II of this statement) in BRSR do not properly adhere to the reporting requirements as per BRSR reporting guidelines in Annexure 16 of SEBI's Master Circular.

Scope of Work

The scope of our engagement includes a reasonable level of assurance for the 'BRSR Core' attributes and a limited level of assurance for 'BRSR Disclosures other than core', for the FY 2025-26, in accordance with the identified sustainability information and criteria listed below.

We have performed an assurance engagement on the Identified Sustainability Information (ISI) for the Reporting Boundary as disclosed under Question No. 13 of Section A: General Disclosures of the BRSR on a standalone basis. The boundary includes the following locations and offices inclusive of owned and leased workplaces:

SL No.	Location Type	Address
1	Registered Office	Duncan House, 31 Netaji Subhas Road, Kolkata – 700001, West Bengal
2	Corporate Office	RPSG House, 4th Floor, 2/4 Judges Court Road, Kolkata – 700027, West Bengal
3	Manufacturing Plant	27, R.N. Mukherjee Road, Dist. Paschim Burdwan, Durgapur – 713201, West Bengal
4	Manufacturing Plant	National Highway No. 8, Palej – 392220, Gujarat
5	Manufacturing Plant	Survey No. 47, SH-46, Village Mokha (Near Vadala), Mundra – 370421, Gujarat
6	Manufacturing Plant	Brahmapuram, Karimugal, Kochi – 682303, Kerala
7	Sushila Goenka Research & Development Centre	National Highway No. 8, Palej – 392220, Gujarat
8	Sushila Goenka Innovation Centre	7822 Ghislenghien, Rue des Foudriers 1, Belgium
9	Regional Office	315, Third Floor, MGF Metropolis, M.G. Road, Gurugram – 122002, Haryana
10	Regional Office	Zenia Building, Hiranandani Circle, Hiranandani Business Park, Thane – 400607, Maharashtra
11	Regional Office	Level 5, Prestige Palladium Bayan, No. 129–140, Greams Road, Chennai – 600006, Tamil Nadu

Forvis Mazars LLP

Regd. Office: 106, 107 Mercantile House, 15, Kasturba Gandhi Marg, New Delhi 110001, India Tel: +91 11 4368 4444

Identified Sustainability Information and Criteria

Identified Sustainability Information (ISI) and Criteria are detailed in the table below:

Identified Sustainability Information subject to assurance	Period subject to Assurance	Level of Assurance	Reporting criteria used by the Company to prepare Identified Sustainability Information
BRSR Core	April 1, 2025- March 31, 2026	Reasonable	i. Regulation 34(2)(f) of the Securities and Exchange Board of India (the "SEBI") (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended. ii. Business Responsibility and Sustainability Reporting Requirements for listed entities per Master Circular No. HO/49/14/14(7)2025-CFD- POD2/I/3762/2026 dated January 30, 2026, and Industry Standard on Reporting of BRSR Core per SEBI Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated December 20, 2024.
BRSR Disclosures other than core	April 1, 2025- March 31, 2026	Limited	iii. Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. iv. ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.

Basis of our conclusion

As part of the assurance process, a multidisciplinary team of assurance specialists conducted assurance procedures across the sites of PCBL. Assessment was conducted through on- site visits at 27, R.N. Mukherjee Road, Dist. Paschim Burdwan, Durgapur – 713201, West Bengal and Survey No. 47, SH-46, Village Mokha (Near Vadala), Mundra – 370421, Gujarat and remote verification of other locations. The following activities were undertaken:

BRSR Core – Reasonable level of assurance	BRSR Disclosures other than core – Limited level of assurance
Reviewed the disclosures under the BRSR Core framework, which comprises a set of Key Performance Indicators (KPIs) across nine ESG attributes. These disclosures were evaluated in accordance with the Industry Standard on Reporting of BRSR Core, applying a reasonable level of assurance.	Reviewed the disclosures in line with BRSR reporting guidelines, covering general disclosures, management processes, principle-wise performance (including essential and leadership indicators), and other key metrics specified within the framework. These disclosures were assessed using a limited level of assurance.
Assessed the design and implementation of key systems, processes, and controls established for the collection, management, and reporting of BRSR Core indicators, including an evaluation of operational controls and reporting boundaries.	Gained an understanding of the key systems, processes, and controls established for the collection, management, and reporting of Disclosures other than BRSR Core, and performed sample-based testing to assess adherence to the reporting principles.
Obtained comprehensive evidence across all relevant areas to enable a thorough review of the BRSR Core indicators and engaged directly with stakeholders to gather insights and supporting evidence for each disclosed indicator.	Collected and assessed documentary evidence and management representations to support compliance with the reporting principles. A risk-based approach was applied, focusing assurance efforts on areas of high material significance to the Company's operations and its key stakeholders.
The audit team conducted an on-site audit to perform data testing, assess consistency in reporting processes, and carry out quality checks at selected sites and offices. Sites selected for data testing and evaluation of reporting systems were determined based on their contribution to the reported indicators, and the nature of reporting systems in place.	The audit team conducted on-site audit at selected sites and offices, carrying out sample-based assessments of site-specific data disclosures.

Management's Responsibility

PCBL has the sole responsibility for the preparation of the BRSR and is responsible for all information disclosed in the BRSR Core and BRSR Disclosures other than core. The company is responsible for maintaining processes and procedures for collecting, analysing and reporting the information and also, ensuring the quality and consistency of the information presented in the BRSR. PCBL is also responsible for ensuring the maintenance and integrity of its website and any referenced BRSR disclosures on their website. The Management and the Board of Directors of the Company are also responsible for overseeing the Company's compliance with the requirements of LODR Regulations and the SEBI Circular in relation to the BRSR.

Inherent limitations

The assurance engagements are conducted on the assumption that the data and information provided by the Company for our review have been supplied in good faith and are accurate, complete, adequate, authentic, and free from any material misstatements.

- 1) Forvis Mazars has not participated in the evaluation or assessment of the Company's financial data or performance. Its opinion on specific BRSR Core Attribute 8 ("Number of days of accounts payable"), Attribute 9 ("Openness of business"), and all BRSR indicators expressed in currency or INR is based on the audit performed by the Company's statutory auditors. Accordingly, Forvis Mazars assumes no responsibility for the financial data presented in the Company's audited financial statements.
- 2) Data relating to operations outside the defined assurance boundary is excluded from this engagement, unless explicitly stated otherwise in this report.
- 3) This assurance does not cover statements made by the Company that reflect opinions, claims, beliefs, aspirations, expectations, objectives, or forward-looking intentions. Furthermore, any assertions concerning Intellectual Property Rights or other competitively sensitive matters are outside the scope of this engagement.
- 4) The assessment does not extend to evaluating the Company's strategy or any related linkages presented in BRSR, as these elements fall beyond the assurance scope.
- 5) Additionally, this engagement does not include mapping BRSR against reporting frameworks other than those specifically referenced. Any evaluation or comparison with other frameworks is excluded from the scope.
- 6) Content within the BRSR that lies outside the defined scope and boundary has not been subjected to assurance, as the review is confined to the specified parameters.
- 7) Finally, this assurance engagement does not include an assessment of legal compliance. Ensuring adherence to applicable laws and regulations remains the responsibility of the Company.

Our Independence and Quality Control

- 1) We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India and the SEBI Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023, and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.
- 2) Our firm applies International Standard on Quality Management ('ISQM') 1, "Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements" and accordingly maintains a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

In performing this assurance work, Forvis Mazars' responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. Forvis Mazars disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. Our responsibility is solely to the Company in accordance with the terms of our engagement. We do not accept or assume responsibility to any party other than the Company for our work, this assurance statement, or the conclusions we have reached, except where expressly agreed in writing or as required by law.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements (ISAE) 3000 (Revised)*, "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we plan and perform our engagement to obtain reasonable or limited assurance, as applicable, about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria and to issue a report.

Exclusions

Our assurance scope excludes the following and therefore we do not express an opinion on the same:

- Operations of the Company other than the Identified Sustainability Information.
- Data and information outside the defined reporting period i.e., April 01, 2025 - March 31, 2026.
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Restriction on use

Our Reasonable and Limited Assurance report has been prepared and addressed to the Management of "PCBL Chemical Limited" at the request of the Company solely, to assist the Company in reporting on its sustainability performance and activities.

Our Reasonable and Limited Assurance Report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **FORVIS MAZARS LLP**

Firm Registration No.: AAI-2887



Suddhwasattwa Mukherjee
Partner

Gurugram, India
27-07-2026

Annexure I

BRSR Core Disclosures– Reasonable level of assurance

BRSR Core KPIs			
S. No.	Attribute	Principles and Indicator reference	Parameter
1.	Green-house gas (GHG) footprint	Principle 6, E-7	1. Total Scope 1 and Scope 2 emissions 2. GHG Emission Intensity (Scope 1+2)
2.	Water Footprint	Principle 6, E-3 Principle 6, E-4	1. Total water consumption 2. Water consumption intensity 3. Water Discharge by destination and levels of Treatment
3.	Energy footprint	Principle 6, E-1	1. Total energy consumed 2. Percentage of energy consumed from renewable sources 3. Energy Intensity
4.	Embracing circularity- details related to waste management by the entity	Principle 6, E-9	1. Total waste generated 2. Waste Intensity
5.	Enhancing Employee Wellbeing and Safety	Principle 3 – E1 (c) Principle 3 – E11	1. Spending on measures towards well-being of employees and workers 2. Details of safety related incidents for employees and workers
6.	Enabling Gender Diversity in Business	Principle 5 - E3 (b) Principle 5 – E7	1. Gross wages paid to females as percentage of wages paid 2. Complaints on POSH
7.	Enabling Inclusive Development	Principle 8 – E4 Principle 8 – E5	1. Input material sourced from following sources as percentage of total purchases – Directly sourced from MSMEs/ small producers and from within India 2. Job creation in smaller towns
8.	Fairness in Engaging with Customers and Suppliers	Principle 9 – E7 Principle 1 – E8	1. Instances involving loss/ breach of data of customers as percentage of total data breaches or cyber security events 2. Number of days of accounts payable
9.	Open-ness of business	Principle 1 – E9	1. Concentration of purchases & sales done with trading houses, dealers, and related parties 2. Loans and advances & investments with related parties

Annexure II

BRSR Disclosures other than Core - Limited level of assurance

BRSR section / principle	Fully non-Core disclosures to be covered
Section A: General Disclosures	Indicators 1–26, including all applicable sub-parts: 19(a)–(c), 20(a)–(b), 23(a) and 24(i)–(iii)
Section B: Management and Process Disclosures	Disclosure Questions 1(a)–(c), 2–12, across Principles 1–9
Principle 1	Essential Indicators: 1, 2, 3, 4, 5, 6 and 7 Leadership Indicators: 1 and 2
Principle 2	Essential Indicators: 1, 2, 3 and 4 Leadership Indicators: 1, 2, 3, 4 and 5
Principle 3	Essential Indicators: 1(a), 1(b), 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14 and 15 Leadership Indicators: 1, 2, 3, 4, 5 and 6
Principle 4	Essential Indicators: 1 and 2 Leadership Indicators: 1, 2 and 3
Principle 5	Essential Indicators: 1, 2, 3(a), 4, 5, 6, 8, 9, 10 and 11 Leadership Indicators: 1, 2, 3, 4 and 5
Principle 6	Essential Indicators: 2, 5, 6, 8, 10, 11, 12 and 13 Leadership Indicators: 1, 2, 3, 4, 5, 6 and 7
Principle 7	Essential Indicators: 1 and 2 Leadership Indicator: 1
Principle 8	Essential Indicators: 1, 2 and 3 Leadership Indicators: 1, 2, 3, 4, 5 and 6
Principle 9	Essential Indicators: 1, 2, 3, 4, 5 and 6 Leadership Indicators: 1, 2, 3 and 4

Financial Statements

Independent Auditor’s Report

To the Members of PCBL Chemical Limited

Report on the Audit of the Standalone Financial Statements

OPINION

We have audited the accompanying standalone financial statements of PCBL Chemical Limited (“the Company”), which comprise the Balance sheet as at March 31, 2026, the Statement of Profit and Loss, including the statement of Other Comprehensive Income, the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and notes to the standalone financial statements, including a summary of 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, the aforesaid standalone financial statements give the information required by the Companies Act, 2013, as amended (“the 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 March 31, 2026, its profit including other comprehensive loss, its cash flows and the changes in equity for the year ended on that date.

BASIS FOR OPINION

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards 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 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 we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the standalone 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 standalone financial statements for the financial year ended March 31, 2026. 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor’s responsibilities for the audit of the standalone financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the standalone financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying standalone financial statements.

Independent Auditor’s Report (Contd.)

Key audit matters	How our audit addressed the key audit matter
Revenue Recognition (as described in Note 14 of the standalone financial statements)	
The Company’s revenue is derived primarily from sale of products and power. Revenue is recognised net of taxes and return at an amount that reflects the consideration, which the Company is entitled to receive for those goods from customers when the Company satisfies the performance obligation by transferring the goods or service to a customer. The Company uses different types of delivery terms across its operating markets and this has an impact on the timing of revenue recognition. The performance obligations in the contracts may be fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on contract terms. Timing of revenue recognition has been identified as a key audit matter considering there is involvement of judgement in determining of timing of recognising the revenue / transfer of control.	Our audit procedures include the following: • We read and evaluated the Company’s policy for revenue recognition and assessed its compliance with “Ind AS 115- Revenue from contracts with customers”. • We assessed the design and tested the operating effectiveness of internal controls related to revenue. • We verified on test check basis, sales transactions and inspected the underlying sales orders, invoice copies, terms of delivery, lorry receipts, bill of lading as per the terms of the contract with customers. • We verified on test check basis, sales transactions made close to year-end date. Agreed the period of revenue recognition to underlying documents such as sales orders, invoice copies, terms of delivery, lorry receipts, bill of lading as per the terms of the contract with customers. • We also assessed the adequacy of disclosures in accordance with requirements of Ind AS 115.
Provisions for claims & litigations and disclosure of contingent liabilities (as described in Note 11.1 and 23 of the standalone financial statements)	
The Company is involved in litigations, both for and against the Company, comprising of tax matters, legal compliances and other disputes. The Company assesses the need to make a provision or disclose a contingency on a case-to-case basis considering the underlying facts of each matter, in consultation with its advisors and lawyers. This involves a high level of management judgement and assumptions which impact the risk assessment and consequential provisioning and disclosure of contingencies in the financial statements. This area is significant to our audit, since the completeness and accuracy of accounting and disclosures for contingencies is dependent on such management judgement and assumptions.	Our audit procedures included the following: • We evaluated and tested the Company’s processes and controls for monitoring of such claims, litigations, disputes, compliances and assessment thereof for determining the likely outcome. We read the summary of the litigations prepared by the management and discussed the material cases to determine the Company’s assessment of the likelihood and magnitude of any liability that may arise. • We obtained independent legal confirmations from the concerned lawyers, where applicable, to seek their opinion on the status of such litigations and checked the management judgement and assumptions. • We discussed with the management, including the Company’s internal tax experts and head of legal matters to understand the basis of management’s judgements and estimates. • We obtained risk assessment of tax litigations from our tax specialists to assess management’s judgements and assumptions on such matters. • We read the minutes of the board meetings and tested the Company’s legal expenses on sample basis to determine the completeness of claims, disputes and litigations. • We tested the adequacy of disclosures in the standalone financial statements. • We also obtained necessary representation from the management in regard to provisioning and disclosure in respect of the claims and litigation.

We have determined that there are no other key audit matters to communicate in our report.

Information Other than the Financial Statements and Auditor’s Report Thereon

The Company’s Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board’s Report including Annexures to Board’s

Report, Business Responsibility and Sustainability Report, Corporate Governance and Shareholder’s Information, but does not include the standalone financial statements and our auditor’s report thereon.

Our opinion on the standalone financial statements does not cover the other information and we do not express

Independent Auditor's Report (Contd.)

any form of assurance conclusion thereon. In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether such other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Standalone Financial Statements

The Company's Board of Directors is 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 financial position, financial performance including other comprehensive loss, cash flows and changes in equity 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 read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company 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 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 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, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

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 management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting 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

Independent Auditor's Report (Contd.)

are required to draw attention in our auditor's report to the related disclosures in the 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.

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 for the financial year ended March 31, 2026 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.

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 sub-section (11) of section 143 of the Act, we give in the "Annexure 1" a statement on the matters specified in paragraphs 3 and 4 of the Order.
2. 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;
- (c) The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity 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 Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;
- (e) On the basis of the written representations received from the directors as on March 31, 2026 taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;
- (f) With respect to the adequacy of the internal financial controls with reference to these standalone financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure 2" to this report;
- (g) In our opinion, the managerial remuneration for the year ended March 31, 2026 has been paid / provided by the Company to its directors in accordance with the provisions of section 197 read with Schedule V to the Act;
- (h) 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, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements – Refer Note 11.1 and Note 23 to the standalone financial statements;
 - ii. The Company has made provision, as required under the applicable law or accounting standards, for material

Independent Auditor's Report (Contd.)

- foreseeable losses, if any, on long-term contracts including derivative contracts;
- iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company
- iv. a) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 31 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 or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, 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;
- b) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 31 to the standalone financial statements, no funds have been received by the Company from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether, 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 provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- c) Based on such audit procedures performed 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 (a) and (b) contain any material misstatement.
- v. The interim dividend declared and paid by the Company during the year and until the date of this audit report is in accordance with section 123 of the Act.
- vi. Based on our examination which included test checks, the Company has used 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 software (refer Note 31 to the standalone financial statements). Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with in respect of accounting software. Additionally, the audit trail of prior years has been preserved by the Company as per the statutory requirements for record retention.

For **S.R. Batliboi & Co. LLP**
Chartered Accountants
ICAI Firm Registration Number: 301003E/E300005

per **Jai Prakash Yadav**
Partner
Membership Number: 066943
UDIN: 26066943BBEDJZ2125

Place of Signature: Mumbai
Date: April 30, 2026

Independent Auditor's Report (Contd.)

Annexure 'I' referred to in paragraph under the heading "Report on Other Legal and Regulatory Requirements" of our report of even date

Re: PCBL Chemical Limited ("the Company")

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that:

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
- (i) (a) (B) The Company has maintained proper records showing full particulars of intangible assets.
- (i) (b) All the Property, Plant and Equipment have not been physically verified by the management during the year but there is a regular programme of verifying them once in three years which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.
- (i) (c) The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) are held in the name of the Company.
- (i) (d) The Company has not revalued its Property, Plant and Equipment (including Right of use assets) or intangible assets during the year ended March 31, 2026.
- (i) (e) As represented to us by the management, there are no proceedings initiated or are 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 has been physically verified by the management during the year. In our opinion, the frequency of verification by the management is reasonable and the coverage and procedure for such verification is appropriate. Discrepancies of 10% or more in aggregate for each class of inventory were not noticed.

- (ii) (b) As disclosed in note 10(a) to the financial statements, the Company has been sanctioned working capital limits in excess of Rs. five crores in aggregate from banks during the year on the basis of security of current assets of the Company. Based on the records examined by us in the normal course of audit of the financial statements, the quarterly returns/statements filed by the Company with such banks are in agreement with the unaudited books of accounts of the Company. The Company do not have sanctioned working capital limits in excess of Rs. five crores in aggregate from financial institutions (other than Banks) during the year on the basis of security of current assets of the Company.

- (iii) (a) During the year the Company has provided loans or advances in the nature of loans, to other parties as follows:

Particulars	Amount (Rs in Crores)
Aggregate amount granted / provided during the year	0.93
- Others – Employees	
Balance outstanding as at balance sheet date in respect of above cases	1.72
- Others – Employees	

During the year the Company has not provided loans, advance in the nature of loans, stood guarantees or provided security to companies, firms, Limited Liability Partnerships or any other parties other than as mentioned above.

- (iii) (b) During the year the investments made, loans or advances in the nature of loans provided and the terms and conditions of the investments, loans and advances in the nature of loans to Companies are not prejudicial to the Companies interest. The Company has not provided security and given guarantee to companies, firms, Limited Liability Partnerships or any other parties during the year.
- (iii) (c) The Company has not granted loans and advances in the nature of loans to companies, firms, Limited Liability Partnerships or any other parties.
- (iii) (d) There are no amounts of loans and advances in the nature of loans granted to companies, firms, Limited Liability Partnerships or any other parties which are overdue for more than ninety days.

Independent Auditor's Report (Contd.)

(iii) (e) There were no loans or advances in the nature of loan granted to companies, firms, Limited Liability Partnerships or any other parties which was fallen due during the year, that have been renewed or extended or fresh loans granted to settle the overdue of existing loans given to the same parties. Accordingly, the requirement to report on clause 3(iii)(e) of the Order is not applicable to the Company.

(iii) (f) The Company has not granted any advances in the nature of loans, either repayable on demand or without specifying any terms or period of repayment to companies, firms, Limited Liability Partnerships or any other parties. As disclosed in note 4 (e) to the financial statements, the Company has granted loans repayable on demand to a Company. Of these following are the details of the aggregate amount of loans granted to promoters or related parties as defined in clause (76) of Section 2 of the Companies Act, 2013, as amended ("the Act"):

Particular	All Parties – Related Parties (Rs in Crores)
Aggregate amount of loans/ advances in nature of loans	3.67
- Repayable on demand	
Percentage of loans/advances in nature of loans to the total loans	100%

(iv) There are no loans, investments, guarantees, and security in respect of which provisions of sections 185 and 186 of the Act are applicable and accordingly, the requirement to report on clause 3(iv) of the Order is not applicable to the Company.

(v) The Company has neither accepted any deposits from the public nor accepted any amounts which are deemed to be deposits within the meaning of Sections 73 to 76 of the Act and the rules made thereunder, to the extent applicable. Accordingly, the requirement to report on clause 3(v) of the Order is not applicable to the Company.

(vi) We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records under section 148(l) of the Act, related to the manufacture and sale of carbon black and sale of power, and are of the opinion that prima facie, the specified accounts and records have been made and maintained. We have not, however, made a detailed examination of the same.

(vii) (a) The Company is regular in depositing with appropriate authorities undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, duty of customs, duty of excise, value added tax, cess and other statutory dues applicable to it. According to the information and explanations given to us and based on audit procedures performed by us, no undisputed amounts payable in respect of these statutory dues were outstanding, at the year end, for a period of more than six months from the date they became payable.

(vii) (b) The dues of goods and services tax, provident fund, employees' state insurance, income-tax, sales-tax, duty of custom, duty of excise, value added tax, cess, and other statutory dues have not been deposited on account of any dispute, are as follows:

Independent Auditor's Report (Contd.)

Name of the Statute	Nature of the Dues	Amount (Rs in crores)	Period to which the amount relates	Forum where the dispute is pending
Income tax Act, 1961	Income tax	1.43	F.Y. 2016-17 to F.Y. 2021-22	Commissioner of Income-Tax (Appeals)
		17.67	F.Y. 2021-22	Commissioner of Income-Tax (Appeals)
Central Excise Act, 1944	Excise Duty	1.23	1997-98 to 1998-99 2003-04 to 2008-09 2012-13 to 2015-16	Commissioner (Appeals)
		14.69	2004-05 to 2009-10 2011-12 to 2016-17	Customs Excise and Service Tax Appellate Tribunal
Central Excise Act, 1944 read with Cenvat Credit rules, 2004	Excise Duty	13.60	2011-12 2014-18	Customs and Service Tax Appellate Tribunal
		0.49	2011-12	Commissioner (Appeals)
Central Sales Tax Act, 1956	Central Sales Tax	1.91	1994-95,1995-96, 1999-00	High Court at Calcutta
		1.39	2007-08	Senior Joint Commissioner Commercial Taxes.
		4.48	2003-04,2004-05	West Bengal Commercial Taxes Appellate & Revisional Board
Customs Act, 1962	Customs Duty	0.38	2006-07 to 2010-11	Deputy Commissioner of Custom
Gujarat Value Added Tax Act, 2006	Value Added Tax	0.23	2006-07	Gujarat Value Added Tax Tribunal
West Bengal Sales Tax Act, 1994	Sales Tax	0.67	2003-04	West Bengal Commercial Taxes Appellate & Revisional Board
		0.41	1994-95,1995-96,1999-00	West Bengal Taxation Tribunal
West Bengal Value Added Tax Act, 2003	Value Added Tax	2.62	2015-16	West Bengal Taxation Tribunal
		0.78	2007-08	Senior Joint Commissioner Commercial Taxes.
CGST Act 2017 read with IGST	Goods & Service Tax	0.01	2017-18	Joint Commissioner (Appeals)
		0.05	2017-18	Appellate Authority

(viii) As represented to us by the management, the Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year. Accordingly, the requirement to report on clause 3(viii) of the Order is not applicable to the Company.

(ix) (a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender.

(ix) (b) As represented to us by the management, the Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(ix) (c) Term loans were applied for the purpose for which the loans were obtained.

(ix) (d) On an overall examination of the financial statements of the Company, no funds raised on short-term basis have been used for long-term purposes by the Company.

(ix) (e) On an overall examination of the financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint ventures.

(ix) (f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries, joint ventures or associate companies. Hence, the requirement to report on clause (ix)(f) of the Order is not applicable to the Company.

Independent Auditor's Report (Contd.)

- (x) (a) The Company has not raised any money during the year by way of initial public offer / further public offer (including debt instruments) and hence, the requirement to report on clause 3(x) (a) of the Order is not applicable to the Company.
- (x) (b) The Company has complied with provisions of sections 42 and 62 of the Companies Act, 2013 in respect of issue of equity shares in conversion of share warrants. The funds raised, have been used for the purposes for which the funds were raised. The Company has not made any other preferential allotment of shares/ fully or partially or optionally convertible debentures respectively during the year.
- (xi) (a) As represented to us by the management, no fraud/material fraud by the Company or no fraud/material fraud on the Company has been noticed or reported during the year.
- (xi) (b) During the year, no report under sub-section (12) of section 143 of the Act has been filed by cost auditor/ secretarial auditor or by us in Form ADT – 4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (xi) (c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.
- (xii) The Company is not a nidhi Company as per the provisions of the Act. Therefore, the requirement to report on clause 3(xii)(a), (b) & (c) of the Order is not applicable to the Company.
- (xiii) Transactions with the related parties are in compliance with sections 177 and 188 of the Act where applicable and the details have been disclosed in the notes to the financial statements, as required by the applicable accounting standards.
- (xiv) (a) The Company has an internal audit system commensurate with the size and nature of its business.
- (xiv) (b) The internal audit reports of the Company issued till the date of the audit report, for the period under audit have been considered by us.
- (xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence requirement to report on clause 3(xv) of the Order is not applicable to the Company.

- (xvi) (a) The provisions of section 45-IA of the Reserve Bank of India Act, 1934 (2 of 1934) are not applicable to the Company. Accordingly, the requirement to report on clause (xvi)(a) of the Order is not applicable to the Company.
- (xvi) (b) The Company is not engaged in any Non-Banking Financial or Housing Finance activities. Accordingly, the requirement to report on clause (xvi)(b) of the Order is not applicable to the Company.
- (xvi) (c) The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. Accordingly, the requirement to report on clause 3(xvi) of the Order is not applicable to the Company.
- (xvi) (d) As represented to us by the management, the Group has 4 Core Investment Companies as a part of the Group.
- (xvii) The Company has not incurred cash losses in the current financial year and immediate preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year and accordingly requirement to report on Clause 3(xviii) of the Order is not applicable to the Company.
- (xix) On the basis of the financial ratios disclosed in note 35 to the standalone financial statements, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, 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 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.

Independent Auditor's Report (Contd.)

- (xx) (a) In respect of other than ongoing projects, there are no unspent amounts that are required to be transferred to a fund specified in Schedule VII of the Act, in compliance with second proviso to sub section 5 of section 135 of the Act. This matter has been disclosed in note 20(a) to the standalone financial statements.
- (xx) (b) All the amounts that are unspent under section (5) of section 135 of the Act, pursuant to any ongoing project, has been transferred to special account in compliance of with provisions of sub

section (6) of section 135 of the said Act. This matter has been disclosed in note 20(a) to the standalone financial statements.

For **S.R. Batliboi & Co. LLP**

Chartered Accountants

ICAI Firm Registration Number: 301003E/E300005

per **Jai Prakash Yadav**

Partner

Membership Number: 066943

UDIN: 26066943BBEDJZ2125

Place of Signature: Mumbai

Date: April 30, 2026

Independent Auditor's Report (Contd.)

"Annexure 2" to the Independent Auditor's Report of even date on the Standalone Financial Statements of PCBL Chemical Limited

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls with reference to standalone financial statements of PCBL Chemical Limited ("the Company") as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management's Responsibility for Internal Financial Controls

The Company's Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India ("ICAI"). 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 these standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, as specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both issued by ICAI. 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 these standalone financial statements was 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 these standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to these standalone 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 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 these standalone financial statements.

Meaning of Internal Financial Controls With Reference to these Standalone Financial Statements

A company's internal financial controls with reference to standalone 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 standalone financial statements includes 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 Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to standalone 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 standalone financial statements to future periods are subject to the risk that the internal

Independent Auditor's Report (Contd.)

financial control with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria

established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **S.R. Batliboi & Co. LLP**

Chartered Accountants

ICAI Firm Registration Number: 301003E/E300005

per **Jai Prakash Yadav**

Partner

Membership Number: 066943

UDIN: 26066943BBEDJZ2125

Place of Signature: Mumbai

Date: April 30, 2026

Standalone Balance Sheet

as at 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Notes	As at 31 March, 2026	As at 31 March, 2025
ASSETS			
Non-current assets			
Property, plant and equipment	3(a)	2,209.00	2,138.15
Capital work-in-progress	3(b)	249.86	205.90
Investment property	3(c)	4.48	4.48
Intangible assets	3(d)	1.65	1.45
Right of use assets	3(e)	79.92	95.82
Intangible assets under development	3(f)	17.22	2.05
Financial assets			
(i) Investments	4(a)	3,976.31	3,992.25
(ii) Loans	4(e)	4.89	7.79
(iii) Other financial assets	4(f)	22.05	32.15
Non current tax assets (net)	7	2.17	25.81
Other non-current assets	5	22.65	30.32
Total Non-current assets		6,590.20	6,536.17
Current assets			
Inventories	6	642.06	769.05
Financial assets			
(i) Trade receivables	4(b)	800.12	1,267.97
(ii) Cash and cash equivalents	4(c)	47.29	208.95
(iii) Other bank balances	4(d)	6.67	6.29
(iv) Loans	4(e)	0.50	0.54
(v) Other financial assets	4(f)	40.76	39.98
Other current assets	5	93.62	83.39
Total Current assets		1,631.02	2,376.17
TOTAL ASSETS		8,221.22	8,912.34
EQUITY AND LIABILITIES			
EQUITY			
Equity Share Capital	8	39.35	37.75
Other Equity	9	4,011.84	3,705.40
TOTAL EQUITY		4,051.19	3,743.15
LIABILITIES			
Non-current liabilities			
Financial Liabilities			
(i) Borrowings	10(a)(i)	1,707.57	2,269.32
(ii) Lease liabilities	10(c)	68.65	85.39
(iii) Other financial liabilities	10(d)	4.31	1.43
Provisions	11	25.10	16.53
Deferred tax liabilities (net)	12	281.10	285.19
Total Non-current liabilities		2,086.73	2,657.86
Current liabilities			
Financial Liabilities			
(i) Borrowings	10(a)(ii)	818.91	985.71
(ii) Lease liabilities	10(c)	23.72	22.40
(iii) Trade payables	10(b)		
a) Total outstanding dues of micro enterprises and small enterprises		39.41	52.00
b) Total outstanding dues of creditors other than micro enterprises and small enterprises		949.12	1,167.77
(iv) Other financial liabilities	10(d)	108.04	163.20
Provisions	11	112.32	92.17
Other current liabilities	13	31.78	28.08
Total Current liabilities		2,083.30	2,511.33
TOTAL LIABILITIES		4,170.03	5,169.19
TOTAL EQUITY AND LIABILITIES		8,221.22	8,912.34
The accompanying notes form an integral part of the Standalone Financial Statements.			

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

per Jai Prakash Yadav
Partner
Membership Number: 066943

Place: Mumbai
Date: 30 April, 2026

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

Nilesh Koul
Managing Director
(DIN: 10963815)

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Umang Kanoria
Director
(DIN: 00081108)

Raj Kumar Gupta
Chief Financial Officer

Standalone Statement of Profit and Loss

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Notes	Year ended 31 March, 2026	Year ended 31 March, 2025
Revenue from operations	14	5,576.05	5,904.63
Other income	15	38.77	39.82
Total Income		5,614.82	5,944.45
Expenses			
Cost of materials consumed	16(a)	3,906.05	4,107.91
Purchases of stock-in-trade	16(b)	16.32	36.62
Changes in inventories of finished goods	16(c)	11.77	(51.94)
Employee benefits expense	17	278.84	244.86
Finance costs	18	253.23	278.16
Depreciation and amortisation expense	19	165.32	156.98
Other expenses	20	648.98	567.59
Total Expenses		5,280.51	5,340.18
Profit before tax and exceptional items		334.31	604.27
Exceptional Items			
Statutory impact of new Labour Codes	34	12.45	-
Total exceptional items		12.45	-
Profit before tax		321.86	604.27
Income-tax expense	21		
Current tax		86.78	161.35
Deferred tax charge/(credit)	12	1.94	(8.52)
Tax relating to earlier years charge/(credit)		(2.68)	0.38
Total tax expense		86.04	153.21
Profit for the year		235.82	451.06
Other Comprehensive Income/(Loss) [OCI]			
Items that will not be reclassified to profit or loss, net of taxes			
Remeasurements loss on post-employment defined benefit plans		(1.58)	(2.56)
(Loss)/Gain in fair value of equity instruments through OCI		(42.15)	119.75
Income Tax relating to items that will not be reclassified to Profit or Loss	21	6.43	(8.71)
Other Comprehensive Income/(Loss) for the year, net of tax		(37.30)	108.48
Total Comprehensive Income for the year, net of tax		198.52	559.54
Earnings per equity share:			
Nominal Value per share (₹ 1/-)	26		
Basic (₹)		6.14	11.95
Diluted (₹)	8(i)	6.12	11.92
The accompanying notes form an integral part of the Standalone Financial Statements.			

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

per Jai Prakash Yadav
Partner
Membership Number: 066943

Place: Mumbai
Date: 30 April, 2026

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

Nilesh Koul
Managing Director
(DIN: 10963815)

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Umang Kanoria
Director
(DIN: 00081108)

Raj Kumar Gupta
Chief Financial Officer

Standalone Statement of Changes in Equity

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

A. Equity share capital

Particulars	Notes	As at 31 March, 2026		As at 31 March, 2025	
		Number of Shares	Amount	Number of Shares	Amount
Equity shares of Re. 1/- (31 March, 2025 Re. 1/-) each issued, subscribed and paid up					
Opening balance	8	37,74,62,604	37.75	37,74,62,604	37.75
Add: Issue of equity shares against conversion of share warrants	8(i)	1,60,00,000	1.60	-	-
Closing balance		39,34,62,604	39.35	37,74,62,604	37.75

B. Other equity

Particulars	Notes	Reserves and Surplus					Equity Instruments through Other comprehensive income	Money received against share warrants	Total other equity
		Capital reserve	Securities premium	General reserve	Statutory Reserve	Retained earnings			
As at 01 April, 2025	9	1.53	610.95	73.38	0.60	2,513.88	393.06	112.00	3,705.40
Profit for the year	-	-	-	-	-	235.82	-	-	235.82
Other comprehensive income/(loss) for the year (net of tax)	-	-	-	-	-	(1.18)	(36.12)	-	(37.30)
Money received against share warrants	9(iii)	-	-	-	-	-	-	336.00	336.00
Issue of equity shares against conversion of share warrants	8(i)	-	-	-	-	-	-	(448.00)	(448.00)
Premium on issue of equity shares against conversion of share warrants	9(b)	-	446.40	-	-	-	-	-	446.40
Interim Dividend	25	-	-	-	-	(226.48)	-	-	(226.48)
Transfer on account for profit on sale of investment	-	-	-	-	-	0.03	(0.03)	-	-
As at 31 March, 2026		1.53	1,057.35	73.38	0.60	2,522.07	356.91	-	4,011.84

Standalone Statement of Changes in Equity

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Notes	Reserves and Surplus					Equity Instruments through Other comprehensive income	Money received against share warrants	Total other equity
		Capital reserve	Securities premium	General reserve	Statutory Reserve	Retained earnings			
As at 01 April, 2024	9	1.53	610.95	73.38	0.60	2,272.33	282.67	-	3,241.46
Profit for the year	-	-	-	-	-	451.06	-	-	451.06
Other comprehensive income/(loss) for the year (net of tax)	-	-	-	-	-	(1.91)	110.39	-	108.48
Money received against share warrants	9(iii)	-	-	-	-	-	-	112.00	112.00
Interim Dividend	25	-	-	-	-	(207.60)	-	-	(207.60)
As at 31 March, 2025		1.53	610.95	73.38	0.60	2,513.88	393.06	112.00	3,705.40

The accompanying notes form an integral part of the Standalone financial statements.

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

per Jai Prakash Yadav
Partner
Membership Number: 066943

Nilesh Koul
Managing Director
(DIN: 10963815)

Umang Kanoria
Director
(DIN: 00081108)

Place: Mumbai
Date: 30 April, 2026

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Raj Kumar Gupta
Chief Financial Officer

Standalone Statement of Cash Flows

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Notes	Year ended 31 March, 2026	Year ended 31 March, 2025
A. Cash Flows from/(used in) Operating Activities			
Profit before Tax		321.86	604.27
Adjustments to reconcile profit before tax to net cash flows:			
Depreciation and amortisation expense	19	165.32	156.98
Net movement in exceptional items	34	12.45	-
Finance costs	18	253.23	278.16
Bad Debt	20	-	0.11
Allowance for doubtful debts/expected credit losses - trade receivables	20	0.25	-
Interest income from certain financial assets	15	(3.78)	(6.41)
Dividend income from equity instruments designated at FVTOCI	15	(10.15)	(8.67)
Gain on sale of investments carried at FVTPL	15	(7.86)	(9.68)
Provisions/Liabilities no longer required written back	15	(1.00)	(2.14)
Loss/(Profit) on disposal/discard of property, plant and equipment	15,20	0.34	(3.05)
Provisions for claims and litigations (net)	11.1	8.82	3.72
Unrealised Foreign exchange differences (net)		39.79	(5.25)
		457.41	403.77
Operating profit before changes in operating assets and liabilities		779.27	1,008.04
Working capital adjustments			
(Increase)/Decrease in inventories		126.99	(205.61)
(Increase)/Decrease in trade receivables		477.86	19.41
(Increase)/Decrease in other financial and non-financial assets		11.11	15.09
Increase/(Decrease) in trade payables		(269.17)	(206.32)
Increase/(Decrease) in other financial and non-financial liabilities		(13.43)	89.67
		333.36	(287.76)
Cash generated from operations		1,112.63	720.28
Income taxes paid (net of refunds)		(60.06)	(155.17)
NET CASH FLOWS GENERATED FROM OPERATING ACTIVITIES		1,052.57	565.11
B. Cash Flows from/(used in) Investing Activities			
Purchase of property, plant and equipment, capital work-in-progress, Intangible assets, Intangible assets under development, capital advances and capital creditors		(266.05)	(321.65)
Proceeds from disposal of property, plant and equipment		0.15	7.53
Proceeds from sale of equity shares (non current investments)		10.53	-
Investment in Equity shares of subsidiary		-	(2.55)
Investment in Optionally Convertible Debenture (OCD) of subsidiary		(33.52)	(194.80)
Purchase of mutual fund (current investments)		(5,602.22)	(4,712.76)
Proceeds from sale/redemption of mutual fund (current investments)		5,610.08	4,722.44
Interest received		3.53	-
Dividend received from equity instruments designated at FVTOCI		10.15	8.67
NET CASH FLOWS USED IN INVESTING ACTIVITIES		(267.35)	(493.12)
C. Cash Flows from/(used in) Financing Activities			
Proceeds from issue of share warrants		336.00	112.00
Proceeds from non-current borrowings		399.12	400.00
Repayment of non-current borrowings		(1,014.77)	(403.60)
Payment of lease liabilities, including interest thereon*		(31.94)	(29.34)
Proceeds from current borrowings		3,383.01	2,026.14
Repayment of current borrowings		(3,529.99)	(1,637.44)
Dividends paid		(226.48)	(207.60)
Finance cost paid		(261.83)	(286.26)
NET CASH FLOWS USED IN FINANCING ACTIVITIES		(946.88)	(26.10)
Net (decrease)/increase in Cash and Cash Equivalents		(161.66)	45.89
Opening Cash and Cash Equivalents		208.95	163.06
Closing Cash and Cash Equivalents		47.29	208.95

* includes interest of ₹ 8.51 Crores (31 March, 2025- ₹ 7.45 Crores)

Standalone Statement of Cash Flows

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Changes in liabilities arising from financing activities

Particulars	01 April, 2025	Cash Flows	Others*	31 March, 2026
Current borrowings (excluding current maturities of long term debts)	691.02	(146.98)	26.06	570.10
Lease Liabilities [Refer Note 10(c)]	107.79	(31.94)	16.52	92.37
Non-current borrowings (including current maturities of long term debts)	2,564.01	(615.65)	8.02	1,956.38
Total liabilities from financing activities	3,362.82	(794.57)	50.60	2,618.85

Particulars	01 April, 2024	Cash Flows	Others*	31 March, 2025
Current borrowings (excluding current maturities of long term debts)	300.00	388.70	2.32	691.02
Lease Liabilities [Refer Note 10(c)]	71.42	(29.34)	65.71	107.79
Non-current borrowings (including current maturities of long term debts)	2,567.59	(3.60)	0.02	2,564.01
Total liabilities from financing activities	2,939.01	355.76	68.05	3,362.82

*The 'Others' column includes the impact of foreign exchange reinstatement on foreign currency borrowings and changes in fair value of borrowings measured at amortised cost using the effective interest rate method and effect of addition, renewal and accretion of interest of lease liabilities.

Accounting Policy

For the purpose of presentation in the Statement of Cash Flows, cash and cash equivalents comprise cash at bank, cash on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

The accompanying notes form an integral part of the Standalone financial statements.

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

per Jai Prakash Yadav
Partner
Membership Number: 066943

Nilesh Koul
Managing Director
(DIN: 10963815)

Umang Kanoria
Director
(DIN: 00081108)

Place: Mumbai
Date: 30 April, 2026

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Raj Kumar Gupta
Chief Financial Officer

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

CORPORATE INFORMATION

PCBL Chemical Limited (Formerly PCBL Limited) (the "Company") (CIN: L23109WB1960PLC024602) is a public company limited by shares domiciled in India and is incorporated under the provisions of the Companies Act applicable in India. The Company is primarily engaged in the business of manufacturing & sale of carbon black and sale of power. Equity shares of the Company are listed on BSE Limited and National Stock Exchange of India Limited.

The registered office of the Company is located at Duncan House, 31, Netaji Subhas Road, Kolkata 700001, West Bengal, India.

These standalone financials statements were approved for issue in accordance with resolution of the Board of Directors on 30 April, 2026.

I. Basis of Preparation and Material Accounting Policy Information

1.1.1. Compliance with Ind AS

These standalone financial statements comply in all material respects with the Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the 'Act') [Companies (Indian Accounting Standards) Rules, 2015] (as amended from time to time) and other relevant provisions of the Act. These standalone financial statements has also been prepared in compliance with presentation requirement of Division II of Schedule III of the Companies Act, 2013 (IND AS Compliant Schedule III) (as amended from time to time) as applicable to the standalone financial statements.

These standards and policies have been consistently applied to all the years presented, unless otherwise stated. The standalone financial statements are presented in Indian Rupee (₹), which is the Company's functional and presentation currency. The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

1.1.2. Historical cost convention

These standalone financial statements have been prepared on a historical cost basis, except the following, which are measured at fair values:-

- Certain financial assets and liabilities (including derivative instruments);
- Plan assets of defined benefit employee benefit plans

1.1.3. Current versus Non-current Classification

The Company segregates assets and liabilities into current and non-current categories for presentation in the balance sheet after considering its normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively.

Deferred tax assets and liabilities are always classified as non-current.

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 period up to twelve months as its operating cycle.

1.2. Impairment of non-financial assets

Assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal 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 assessment of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

1.3. Other financial assets (other than Investments)

1.3.1. Classification

The Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost.

The classification depends on the Company's business model for managing the financial assets and the contractual terms of cash flows.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

For assets measured at fair value, gains and losses is either recorded in the statement of profit and loss or other comprehensive income.

1.3.2. Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the statement of profit and loss. However, trade receivables that does not contain a significant financing component are measured at transaction price.

(a) Debt instruments

Subsequent measurement of debts instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. There are two measurement categories into which the Company classifies its debt instruments:

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. 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 Effective Interest Rate (EIR). The EIR amortisation is included in finance income in the profit or loss.

Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or Fair value through Other comprehensive income (FVTOCI) are measured at fair value through profit or loss.

1.3.3. Impairment of financial assets

The Company assesses on a forward looking basis, the expected credit losses associated with its assets carried at amortised cost and FVTOCI debt instruments. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 29 details how the Company determines whether there has been a significant increase in credit risk.

1.3.4. Derecognition of financial assets

A financial asset is derecognised only when

- The rights to receive cash flows from the asset have expired
- The Company has transferred the rights to receive cash flows from the financial asset or
- retains the contractual rights to receive the cash flows of the financial asset but assumes a contractual obligation to pay the cash flows to one or more recipients.

Where the Company has transferred an asset, the Company evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the Company has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

The financial asset is derecognised if the Company has not retained control of the financial asset. Where the Company retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset.

1.3.5. Fair value of Financial Instruments

In determining the fair value of financial instruments, the Company uses a variety of methods and assumptions that are based on market conditions and risks existing at each reporting date. The methods used to determine fair values includes discounted cash flow analysis and available quoted market prices. All methods of assessing fair values result in general approximation of fair values and such value may never actually be realised.

1.4. Derivatives Instruments

The Company enters into certain derivative contracts to hedge risks, which are not designated as hedges. Derivatives are recognised at fair values on the date a derivative contract is entered into and subsequent fair value changes are recognised in the statement of profit and loss at the end of each reporting period.

1.5. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counterparty.

1.6. Foreign currency transactions and translation

Foreign currency transactions are translated into the functional currency using the exchange rates at the date of the transactions. At the year end, monetary assets and liabilities denominated in foreign currencies are restated at the year-end exchanges rates. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in the statement of profit and loss.

Foreign exchange differences regarded as an adjustment to borrowing costs are presented in the statement of profit and loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit and loss on a net basis within other income/ other expense.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss.

1.7. Rounding of amounts

All amounts disclosed in the standalone Financial Statements and notes have been rounded off to the nearest Crores (with two places of decimal) as per the requirement of Schedule III, unless otherwise stated.

1.8. Standard issued but not effective

There are no standards issued but not effective up to the date of issuance of the Company's financial statements.

1.9. New and amended standards

The Ministry of Corporate Affairs (MCA) has notified Companies (Indian Accounting Standards) Rules, 2024 to amend the following Ind AS which are effective for annual periods beginning on or after 1 April, 2025. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

(i) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, The Effects of Changes in Foreign Exchange Rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after 1 April, 2025. When applying the amendments, an entity cannot restate comparative information.

(ii) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

reporting date, and the lender agrees—after the reporting period but before the financial statements are approved for issue—not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after 1 April, 2025 retrospectively in accordance with Ind AS 8.

(iii) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 Statement of Cash Flows and Ind AS 107 Financial Instruments: Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

(iv) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 Income Taxes in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after 1 April, 2025, but not for any interim periods ending on or before 31 March, 2026.

The above amendments do not have any impact on the Company's standalone financial statements.

NOTE 2 : SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of standalone financial statements in conformity with the Ind AS requires management to make judgments, estimates and assumptions, that affect the application of accounting policies and reported amounts of assets, liabilities, income, expense and disclosure of contingent assets and liabilities at the date of these standalone financial statements and the reported amount of revenues and expenses for the years presented. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed at each Balance Sheet date. Revision to accounting estimates is recognised in the period in which the estimates are revised and future periods are impacted.

The areas involving critical estimates and judgments are:

Contingent Liabilities and Provisions for claims and litigations

Legal proceedings covering a range of matters are pending against the Company. Due to the uncertainty inherent in such matters, it is often difficult to predict the final outcomes. The cases and claims against the Company often raise difficult and complex factual and legal issues that are subject to many uncertainties and complexities, including but not limited to the facts and circumstances of each particular case and claim, the jurisdiction and the differences in applicable law, in the normal course of business. The Company consults with legal counsel and certain other experts on matters related to litigations. The Company accrues a liability when it is determined that an adverse outcome is probable and the amount of the loss can be reasonably estimated. In the event an adverse outcome is possible or an estimate is not determinable, the matter is disclosed.

Employee Benefits (Estimation of defined benefit obligation)

Post-employment benefits represents obligation that will be settled in future and require assumptions to project benefit obligations. Post-employment benefits accounting is intended to reflect the recognition of future benefits cost over the employee's approximate service period, based on the terms of plans and the investment and funding decisions made. The accounting requires the Company to make assumptions regarding variables such as discount rate, rate of compensation increase and future mortality rates. Changes in these key assumptions can have a significant impact on the defined benefit obligations, funding requirements and benefit costs incurred.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

Leases - Estimating the incremental borrowing rate

The Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Estimation of expected useful lives and residual values of property, plants and equipment

Property, plant and equipment are depreciated at historical cost using straight-line method based on the estimated useful life, taking into account any residual value. The

asset's residual value and useful life are based on the Company's best estimates and reviewed, and adjusted if required, at each Balance Sheet date.

Fair Value Measurements

When the fair values of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair values are measured using valuation techniques which involve various judgements and assumptions. Judgements include consideration of inputs such as liquidity risk, credit risk and volatility. Changes in the assumption about these factors could affect the reported fair value of financial instruments. Refer Note 28 and 29 for further disclosures.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(a) PROPERTY, PLANT AND EQUIPMENT

Accounting Policy

All items of property, plant and equipment are stated either at historical cost i.e. cost of acquisition / construction or at deemed cost as on the date of transition to Ind AS less accumulated depreciation, accumulated impairment loss, if any. Capital work in progress is stated at cost, net of accumulated impairment loss, if any. Historical cost includes expenditure that is directly attributable to the acquisition of the assets.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the Company and the cost of the asset can be measured reliably. The carrying amount of the replaced component is derecognised when replaced. All other repairs and maintenance are charged to the statement of profit and loss during the reporting period in which they are incurred.

Depreciation

In case of certain property, plant and equipment, depreciation is provided on a pro-rata basis on the straight line method over the estimated useful lives of the assets which are different than the rates prescribed under the Schedule II to the Companies Act, 2013.

The Company, based on technical assessment made by technical expert and management estimate, depreciates certain items of Plant & Equipment and Electrical Installations over estimated useful life of 18 to 23 years which are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used along with consideration of the climate related matters.

Depreciation on historical cost/deemed cost of other property, plant and equipment (except land) is provided on pro rata basis on straight line method based on useful lives specified in Schedule II to the Companies Act, 2013.

The useful lives, residual values and method of depreciation of property, plant and equipment are reviewed and adjusted, if appropriate at the end of each reporting year.

An item of property, plant and equipment or its components 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.

The cost of property, plant and equipment not ready to use are disclosed under capital work -in- progress.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Freehold Land	Leasehold Land (ii)	Buildings (i)	Non-Factory Buildings and Flats	Plant and Equipment	Furniture and Fixtures	Office Equipment	Vehicles	Electrical Installations	Railway Sidings	Total
Year ended 31 March, 2026											
Gross carrying amount											
Opening balance as at 01 April, 2025	202.06	404.02	131.91	163.93	1,991.60	10.66	16.74	0.11	95.12	0.01	3,016.16
Additions during the year	23.29	-	5.18	18.30	134.87	20.25	2.13	0.00*	7.92	-	211.94
Disposal during the year	-	-	-	-	(2.16)*	(0.01)	(0.25)	-	(0.27)	-	(2.69)
Closing Gross carrying amount	225.35	404.02	137.09	182.23	2,124.31	30.90	18.62	0.11	102.77	0.01	3,225.41
Accumulated Depreciation											
Opening balance as at 01 April, 2025	-	-	39.75	25.20	762.90	8.37	13.60	0.11	28.07	0.01	878.01
Depreciation charge during the year	-	-	5.70	5.18	121.84	0.53	1.62	0.00 *	5.73	-	140.60
Adjustment of depreciation on disposal	-	-	-	-	(1.79)	(0.01)	(0.23)	-	(0.17)	-	(2.20)
Closing Accumulated Depreciation	-	-	45.45	30.38	882.95	8.89	14.99	0.11	33.63	0.01	1,016.41
Net carrying amount as at 31 March, 2026	225.35	404.02	91.64	151.85	1,241.36	22.01	3.63	0.00 *	69.14	-	2,209.00
Year ended 31 March, 2025											
Gross carrying amount											
Opening balance as at 01 April, 2024	202.06	404.02	127.47	141.31	1,808.20	10.08	15.03	0.11	82.47	0.01	2,790.76
Additions during the year	-	-	4.49	23.41	193.57 #	0.61	1.86	0.00*	12.65	-	236.59
Disposal during the year	-	-	(0.05)	(0.79)	(10.17) #	(0.03)	(0.15)	-	-	-	(11.19)
Closing Gross carrying amount	202.06	404.02	131.91	163.93	1,991.60	10.66	16.74	0.11	95.12	0.01	3,016.16
Accumulated Depreciation											
Opening balance as at 01 April, 2024	-	-	34.17	20.45	654.10	7.00	11.95	0.11	22.68	0.01	750.47
Depreciation charge during the year	-	-	5.58	4.75	115.34	1.40	1.79	0.00 *	5.39	-	134.25
Adjustment of depreciation on disposal	-	-	-	-	(6.54)	(0.03)	(0.14)	-	-	-	(6.71)
Closing Accumulated Depreciation	-	-	39.75	25.20	762.90	8.37	13.60	0.11	28.07	0.01	878.01
Net carrying amount as at 31 March, 2025	202.06	404.02	92.16	138.73	1,228.70	2.29	3.14	0.00 *	67.05	-	2,138.15

*Refer Note 27 for transactions with Related Parties

* Amount is below the rounding off norm adopted by the Company.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

- (i) Gross Carrying amount and accumulated depreciation includes ₹ 60.25 Crores (31 March, 2025 - ₹ 57.20 Crores) and ₹ 23.07 Crores (31 March, 2025 - ₹ 20.51 Crores),respectively in respect of Buildings on Leasehold Land.

(ii) The Company has borrowings from banks, which carry security charge over certain of the above property, plant and machinery (Refer note 10(a) for details).

(iii) Gross carrying amount on leasehold land is against certain lease agreements where the Company has an option to renew the properties on expiry of the lease period. The Company based on terms and conditions of lease agreements has assessed these lease arrangements to be perpetual in nature, accordingly leasehold land is not amortised.

(iv) Aggregate amount of depreciation has been included under depreciation and amortisation expense in the Statement of Profit and Loss (Refer note 19).

(v) Refer note 24 for disclosure of contractual commitments for purchase of Property,Plant and Equipment.

(vi) Title deed of the above immovable properties are held in the name of the Company.

(vii) There are no restrictions over the title of the Company's Property,Plant and Equipment.

(viii) The Company has not revalued its Property,Plant and Equipment during the year ended 31 March, 2026 and 31 March, 2025.

(ix) The Company has physical verification programme for Property, Plant and Equipment of once in three years. Based on such verification, no material discrepancies were noticed.

NOTE 3(b) : CAPITAL WORK-IN-PROGRESS (CWIP)

Particulars	CWIP
Year ended 31 March, 2026	
Opening balance as at 1 April, 2025	205.90
Additions during the year	253.82
Capitalisation during the year	(209.86)
Closing carrying amount as at 31 March, 2026 *	249.86
Year ended 31 March, 2025	
Opening balance as at 1 April, 2024	162.86
Additions during the year	264.37
Capitalisation during the year	(221.33)
Closing carrying amount as at 31 March, 2025*	205.90

* Includes ₹ 3.98 Crores (31 March, 2025: ₹ 4.97 Crores) on account of duty saved on assets imported under the Export Promotion Capital Goods (EPCG) scheme.

During the year, the Company has capitalised the following expenses to cost of Property,plant and equipment/capital work-in-progress:

	31 March, 2026	31 March, 2025
Finance Cost	18.81	13.81
Salaries and wages	11.76	12.16
Other Overheads	2.03	3.68
Trial Run Production Costs	2.05	-
	34.65	29.65
Add: Balance brought forward from previous year	25.09	18.54
Less: Capitalised during the year to Property, plant and equipment	27.46	23.10
Balance lying in capital work-in-progress	32.28	25.09

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Ageing of Capital Work- in- Progress (CWIP):

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at 31 March, 2026					
Projects in progress	177.18	58.96	13.72	-	249.86
As at 31 March, 2025					
Projects in progress	118.08	82.99	4.83	-	205.90

There has been no project that has been temporarily suspended during the year ended 31 March, 2026 and 31 March, 2025.

There are no projects whose completion is overdue or has exceeded its cost compared to its original plan during the year ended 31 March, 2026 and 31 March, 2025.

NOTE 3(c) : INVESTMENT PROPERTY

Accounting Policy

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably.

Investment properties are derecognised either when they have been disposed off or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the statement of profit or loss in the period of derecognition.

Particulars	Land*
Year ended 31 March, 2026	
Opening carrying amount at 1 April, 2025	4.48
Closing carrying amount as at 31 March, 2026	4.48
Year ended 31 March, 2025	
Opening carrying amount at 01 April, 2024	4.48
Closing carrying amount as at 31 March, 2025	4.48

* No movement in Investment property during the year ended 31 March, 2026 and 31 March, 2025.

There is no income and expenditure arising from the above investment property during the year 31 March, 2026 and 31 March, 2025.

Estimation of fair value

The Company's investment property consists of freehold land in Angul, Odisha, India.

The fair value of the investment property is based on current prices for similar property. The main inputs used are quantum, area, location, demand, and trend of fair market value in the area.

The fair value is based on independent valuation done by registered valuer [as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017]. Fair valuation is based on market approach method and categorised as Level 2 fair value hierarchy. The fair value of the property is ₹ 9.25 Crores and ₹ 9.00 Crores as at 31 March, 2026 and 31 March, 2025 respectively.

The Company has no restrictions on the realisability of its investment property and no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance and enhancements.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(d) : INTANGIBLE ASSETS

Accounting Policy

Intangible assets have a finite useful life and are stated at cost less accumulated amortisation, accumulated impairment loss, if any.

Computer Software for internal use, which is primarily acquired from third party vendors, is capitalised. Subsequent costs associated with maintaining such software are recognised as expense as incurred. Cost of software includes license fees and cost of implementation/system integration services, where applicable.

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 or loss when the asset is derecognised.

Amortisation method and period

Computer software is amortised on a straight line basis over estimated useful life of three years from the date of capitalisation. Amortisation method and useful lives are reviewed periodically at each financial year end.

Particulars	Computer Software
Year ended 31 March, 2026	
Gross carrying amount	
Opening balance as at 1 April, 2025	4.08
Additions during the year	1.01
Gross carrying amount as at 31 March, 2026	5.09
Accumulated amortisation	
Opening balance as at 1 April, 2025	2.63
Amortisation charge during the year	0.81
Closing accumulated amortisation	3.44
Net Carrying Amount as at 31 March, 2026	1.65
Year ended 31 March, 2025	
Gross carrying amount	
Opening balance as at 1 April, 2024	4.08
Additions during the year	-
Gross carrying amount as at 31 March, 2025	4.08
Accumulated amortisation	
Opening balance as at 1 April, 2024	2.04
Amortisation charge during the year	0.59
Closing accumulated amortisation	2.63
Net Carrying Amount as at 31 March, 2025	1.45

- Amortisation has been included under depreciation and amortisation expense in the Statement of Profit and Loss (Refer Note 19).
- The Company has not revalued its intangible assets during the year ended 31 March, 2026 and 31 March, 2025.
- There are no restrictions over the title of the Company's intangible assets, nor are any intangible assets pledged as security for liabilities.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(e) : RIGHT OF USE ASSETS

Accounting Policy

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. 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. Right-of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Particulars	Buildings	Plant and Equipment	Vehicles	Total
Gross carrying amount				
Opening balance as at 1 April, 2025	75.48	115.46	27.88	218.82
Additions during the year	0.68	-	7.33	8.01
Gross carrying amount as at 31 March, 2026	76.16	115.46	35.21	226.83
Accumulated depreciation				
Opening balance as at 1 April, 2025	43.24	64.52	15.24	123.00
Depreciation charge during the year	7.70	9.97	6.24	23.91
Closing accumulated depreciation	50.94	74.49	21.48	146.91
Net Carrying Amount as at 31 March, 2026	25.22	40.97	13.73	79.92

Particulars	Buildings	Plant and Equipment	Vehicles	Total
Gross carrying amount				
Opening balance as at 1 April, 2024	75.24	66.86	18.46	160.56
Additions during the year	0.24	48.60	9.42	58.26
Gross carrying amount as at 31 March, 2025	75.48	115.46	27.88	218.82
Accumulated depreciation				
Opening balance as at 1 April, 2024	35.81	54.74	10.31	100.86
Depreciation charge during the year	7.43	9.78	4.93	22.14
Closing accumulated depreciation	43.24	64.52	15.24	123.00
Net Carrying Amount as at 31 March, 2025	32.24	50.94	12.64	95.82

- Aggregate amount of depreciation has been included under depreciation and amortisation expense in the Statement of Profit and Loss (Refer Note 19).
- The Company has not revalued its Right of use assets during the year ended 31 March, 2026 and 31 March, 2025.
- Lease deeds of immovable properties mentioned are in the name of the Company.
- Average lease period of Buildings is 3-10 years, Plant and Equipment is 3-16 years and Vehicles is 4-6 years.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(f) : INTANGIBLE ASSETS UNDER DEVELOPMENT (IAUD)

Particulars	IAUD
Year ended 31 March, 2026	
Opening balance as at 1 April, 2025	2.05
Additions during the year	15.17
Capitalisation during the year	-
Closing carrying amount as at 31 March, 2026	17.22

Particulars	IAUD
Year ended 31 March, 2025	
Opening balance as at 1 April, 2024	-
Additions during the year	2.05
Capitalisation during the year	-
Closing carrying amount as at 31 March, 2025	2.05

Ageing of Intangible Assets under Development (IAUD):

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at 31 March, 2026					
Projects in progress	15.17	2.05	-	-	17.22

As at 31 March, 2025					
Projects in progress	2.05	-	-	-	2.05

There has been no project that has been temporarily suspended during the year ended 31 March, 2026 and 31 March, 2025

There is no project whose completion is overdue or has exceeded its cost compared to its original plan during the year ended 31 March, 2026 and 31 March, 2025.

NOTE 4(a): INVESTMENTS

Accounting Policy

1. Investment in subsidiaries

Investments in shares and debentures of subsidiaries are stated at cost less provision for impairment losses, if any. Investments are tested for impairment whenever an event or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of investments exceeds its recoverable amount. If, in a subsequent period, recoverable amount equals or exceeds the carrying amount, the impairment loss recognised is reversed accordingly.

1.1 Investment (other than investment in shares and debentures of subsidiaries)

1.1.1. Classification

The Company classifies its investments as those to be measured subsequently at fair value (either through other comprehensive income or through profit and loss).

The classification depends on the Company's business model for managing the investments and the contractual terms of cash flows.

For investments measured at fair value, gains and losses are either recorded in the statement of profit and loss or other comprehensive income. For investments in debt instruments, this depends on the business model in which the investment is held. For investments in equity instruments, this depends on whether the Company has made

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVTOCI). The Company reclassifies the debt investments when and only when the business model for managing those investment changes.

1.1.2. Measurement

At initial recognition, the Company measures an investment at its fair value plus, in the case of investment not at fair value through profit and loss, transaction costs that are directly attributable to the acquisition of the investment. Transaction costs of investments carried at fair value through profit and loss are expensed in the statement of profit and loss.

(a) Debt Instrument

Subsequent measurement of debt instruments depends on the Company's business model for managing the investment and the cash flow characteristics of the investment. The Company classifies its debt instruments as:

Fair Value Through Profit and Loss (FVTPL): Investments that do not meet the criteria for amortised cost or FVTOCI are measured at fair value through profit and loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit and loss is recognised in statement of profit and loss and presented on net basis in the statement of profit and loss within other income/other expense in the year in which it arises.

(b) Equity Instrument

The Company subsequently measures all equity investments at fair value through Other Comprehensive Income and there is no subsequent reclassification of fair value gains and losses to the statement of profit and loss. At the time of derecognition of such investments, the gain or loss is transferred to retained earnings.

	As at 31 March, 2026	As at 31 March, 2025
Non-Current		
Investments in Subsidiary companies at cost (unquoted)		
In Equity Instrument (fully paid up)		
Phillips Carbon Black Cyprus Holdings Limited** 19,604 (31 March, 2025: 18,118) equity shares of Euro 1/- each	24.17	21.65
PCBL (TN) Limited 3,00,00,000 (31 March, 2025: 3,00,00,000) equity shares of ₹ 10/- each	30.00	30.00
PCBL Europe SRL 8,00,000 (31 March, 2025: 8,00,000) equity shares of Euro 1/- each	7.15	7.15
Aquapharm Chemical Limited (Formerly Advaya Chemical Industries Limited)* 2,28,00,00,000 (31 March, 2025: 2,28,00,00,000) equity shares of ₹ 10/- each	2,280.00	2,280.00
Nanovace Technologies Limited 25,50,000 (31 March, 2025: 25,50,000) equity shares of ₹ 10/- each	2.55	2.55
Total (A)	2,343.87	2,341.35
In Preference Shares (fully paid-up)		
PCBL (TN) Limited 9,40,00,000 (31 March, 2025: 9,40,00,000) 9% Cumulative Non Convertible Redeemable Preference shares of ₹ 100 each	940.00	940.00
Total (B)	940.00	940.00
In Debentures (fully paid-up)		
Nanovace Technologies Limited 22,83,24,880 (31 March, 2025: 19,48,02,440) Optionally Convertible Debentures of ₹ 10/- each	228.32	194.80
Total (C)	228.32	194.80

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Investments in Equity Instruments (fully paid-up) - Others		
Quoted @		
Bank of Baroda 35,930 (31 March, 2025: 35,930) equity shares of ₹ 2/- each	0.89	0.82
Indian Overseas Bank 11,400 (31 March, 2025: 11,400) equity shares of ₹ 10/- each	0.03	0.04
CESC Limited 1,68,61,980 (31 March, 2025: 1,68,61,980) equity shares of ₹ 1/- each	253.22	259.44
RPSG Ventures Limited 3,37,239 (31 March, 2025: 3,37,239) equity shares of ₹ 10/- each	26.99	28.54
Spencer's Retail Limited 11,46,613 (31 March, 2025: 11,46,613) equity shares of ₹ 5/- each	2.82	7.36
Total (D)	283.95	296.20
Unquoted @		
Apeejay Charter Private Limited 1,600 (31 March, 2025: 1,600) equity shares of ₹ 10/- each ^	-	-
RPSG Resources Private Limited 4,60,909 (31 March, 2025: 4,60,909) equity shares of ₹ 10/- each	37.76	28.57
Woodlands Multispeciality Hospital Limited 1,45,480 (31 March, 2025: 1,45,480) equity shares of ₹ 10/- each	15.13	14.08
Ritushree Vanijya Private Limited 1,900 (31 March, 2025: 1,900) equity Shares of ₹ 10/- each	40.58	58.19
Solty Commercial Private Limited 1,900 (31 March, 2025: 1,900) equity Shares of ₹ 10/- each	40.57	58.34
Spotboy Tracom Private Limited 3,30,875 (31 March, 2025: 3,30,875) equity shares of ₹ 10/- each	46.13	50.91
Devise Properties Private Limited*** Nil (31 March, 2025: Nil) equity shares of ₹ 10/- each	-	-
RPG Industries Private Limited 4,02,000 (31 March, 2025: 4,02,000) equity shares of ₹ 10/- each ^	-	-
Total (E)	180.17	210.09
Investments in Preference Shares (fully paid-up) - Others [At FVTPL]		
Unquoted		
Devise Properties Private Limited*** Nil (31 March, 2025: 10,50,000) 0% Convertible Preference shares of ₹ 100/- each at par	-	9.81
Total (F)	-	9.81
(G)=(A)+(B)+ (C)+(D)+(E)+(F)	3,976.31	3,992.25
1 Additional Information		
(a) Aggregate amount - market value of quoted investments	283.95	296.20
(b) Aggregate amount of unquoted investments	3,692.36	3,696.05

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

- 2 Refer note 28 for information about fair value measurements and note 29 for credit risk and market risk on investments.
- 3 *During the previous year,the Board of Directors of Advaya Chemical Industries Limited ("ACIL" or "Transferee Company"), a subsidiary of the Company, and the Board of Directors of Aquapharm Chemicals Private Limited ("ACPL" or "Transferor Company"), a wholly owned subsidiary of ACIL, at their respective meetings held on 01 August, 2024 approved the Scheme of Amalgamation of ACPL with ACIL under Section 233 and other applicable provisions of the Companies Act, 2013 ("Scheme"). The Scheme provides for amalgamation of ACPL with ACIL and other matters incidental thereto.

The Central Government through the Regional Director, Western Region, Ministry of Corporate Affairs ("Regional Director") vide order dated 06 December, 2024 has approved the Scheme. Consequently, ACPL stands amalgamated with ACIL and ACPL ceases to exist as a separate entity. Post amalgamation, the name of the Transferee Company has changed from 'Advaya Chemical Industries Limited' to 'Aquapharm Chemical Limited'.

The Company has borrowings, which carry security/charge over the aforesaid Investments (Refer Note 10(a)).

- 4 During the previous year, the Board of Directors of the Company, at its board meetings granted authorisation to execute the Joint Venture Agreement dated 16 March, 2024 between the Company and Kinaltek Pty Ltd ("Kinaltek") as novated and amended vide joint venture novation and amendment agreement between the Company, Kinaltek and Kindia Pty Ltd (as a trustee of Kindia Unit Trust) ("Kindia") dated 17 September, 2024 ("Joint Venture Agreement"). The Company incorporated a wholly owned subsidiary Nanovace Technologies Limited ("JV Company"), on 29 March, 2024.

The Company has invested ₹ 2.55 Crores as equity contribution which represents 51% of the shareholding in the JV Company and Kindia has invested ₹ 2.45 Crores as equity contribution which represents 49% of the shareholding in the JV Company. Further, the Company has invested ₹ 194.80 Crores and ₹ 33.52 Crores during the year ended 31 March, 2025 and 31 March, 2026, respectively, by way of subscription to optionally convertible debenture (OCDs) and Kindia has invested ₹ 1.66 Crores by way of subscription to compulsorily convertible debentures (CCDs).

- 5 **The Company,during the year, has converted loan amounting to Euro 3,65,220 (equivalent ₹ 2.52 Crores) into 1,486 equity shares of Euro 1 each.
- 6 ***During the year ended 31 March, 2026, the Board of Directors of Devise Properties Private Limited at its meeting held on 31 May, 2025 considered and approved the conversion of 10,50,000, 0% Fully Convertible Preference Shares - Series A of ₹ 100/- each held by PCBL Chemical Limited into 50,84,746 fully paid-up equity shares of ₹ 10/- each based on the conversion price determined pursuant to the valuation of the equity shares as per the Fair Valuation Report dated 31 May, 2025. The Company sold Investment in equity share of Devise Properties Private Limited to one of its related party (Refer note 27).

@ These investments in equity instruments are not held for trading. Upon application of Ind AS 109, the Company has chosen to designate these investments in equity instruments at FVTOCI as the management believes that this provides a more meaningful presentation for long term investments than reflecting changes in fair values immediately in statement of profit and loss. Based on the aforesaid election, fair value changes are accumulated within Equity under "Fair Value Changes through Other Comprehensive Income - Equity Instruments". The Company transfers amounts from this reserve to retained earnings when relevant equity shares are derecognised. The fair value of such unquoted investments has been carried out by applying applicable valuation methodologies, which has been performed by independent valuation experts.

^ The cost of unquoted investments in equity instruments (fully paid up) have been written off, though quantity thereof appears in the books.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 4(b) : TRADE RECEIVABLES

Accounting Policy

Trade receivables are amounts receivable from customers for goods sold in the ordinary course of business and net of amount received pursuant to transfer of substantially all risk and reward of ownership. Trade receivable are initially recognised at transaction price and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

For trade receivables, the Company applies the simplified approach permitted by Ind AS 109 Financial Instruments, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

	As at 31 March, 2026	As at 31 March, 2025
Secured	1.69	1.94
Considered Good		
Unsecured		
Considered Good	798.43	1,266.03
Receivables which have significant increase in credit risk	1.17	0.92
Less: Allowance for significant increase in credit risk	(1.17)	(0.92)
	800.12	1,267.97

1. No trade or other receivable 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.
2. Trade receivables are non-interest bearing and are generally on terms of 0 to 90 days.
3. The carrying amount of trade receivables may be affected by the changes in the credit risk of the counterparties as well as the currency risk as explained in note 29.
4. For lien/charge against trade receivables, Refer note 10 (a).
5. There are no disputed trade receivables as at 31 March, 2026 and 31 March, 2025.
6. There are no unbilled receivables as at 31 March, 2026 and 31 March, 2025.

Ageing of Trade Receivables:

As at 31 March, 2026

	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	671.60	128.13	0.12	0.27	-	-	800.12
Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	0.25	-	0.92	1.17
Less: Allowance for significant increase in credit risk	-	-	-	(0.25)	-	(0.92)	(1.17)
Total	671.60	128.13	0.12	0.27	-	-	800.12

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

AS AT 31 MARCH, 2025

	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	1,088.11	179.86	-	-	-	-	1,267.97
Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	0.92	0.92
Less: Allowance for significant increase in credit risk	-	-	-	-	-	(0.92)	(0.92)
Total	1,088.11	179.86	-	-	-	-	1,267.97

NOTE 4(c) : CASH AND CASH EQUIVALENTS

Accounting Policy

Cash and cash equivalents comprise cash at bank, cash on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

Short-term deposits are made for varying periods of between one day and three months, depending on the immediate cash requirements of the Company, and earn interest at the respective short-term deposit rates.

	As at 31 March, 2026	As at 31 March, 2025
Balances with banks	47.23	108.81
Deposits with original maturity of less than three months	-	100.06
Cash on Hand	0.06	0.08
	47.29	208.95

NOTE 4(d) : OTHER BANK BALANCES

	As at 31 March, 2026	As at 31 March, 2025
Balances with Banks		
- In Unpaid Dividend Accounts *	6.67	6.29
	6.67	6.29

* Earmarked for payment of Unclaimed Dividends [Refer Note 10 (d)]

NOTE 4(e) : LOANS

	As at 31 March, 2026	As at 31 March, 2025
(Unsecured, considered good)		
Non-current		
Loan to Related Party- Repayable on Demand		
Phillips Carbon Black Cyprus Holding Limited (Wholly Owned Subsidiary) (Refer Note 4(a))	3.67	6.19
Other Loans		
Loan to Employees	1.22	1.60
	4.89	7.79
Current		
Other Loans		
Loan to Employees	0.50	0.54
	0.50	0.54

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Amount of Loan or Advance in the nature of Loan Outstanding: (Refer Note 27)		
Type of Borrower:		
Related Parties		
Phillips Carbon Black Cyprus Holding Limited (Wholly Owned Subsidiary)	3.67	6.19
Percentage of loans/advances in nature of loans to the total loans	100%	100%

NOTE 4(f) : OTHER FINANCIAL ASSETS

(Unsecured, considered good)

	As at 31 March, 2026	As at 31 March, 2025
Non-Current		
Security deposits**	15.90	26.43
Margin Money Deposit against guarantees	6.15	5.72
	22.05	32.15
Current		
Security deposits	10.80	-
Receivable from Subsidiaries*	5.38	32.08
Receivable from Group Companies*	9.63	7.90
Derivative Instruments not designated as hedges - Foreign Exchange Forward Contracts (at FVTPL)##	14.95	-
	40.76	39.98

* Refer Note 27 for transactions with Related Parties

#Refer Note 29 for information about foreign currency risk

##Refer Note 28 for information about fair value measurements.

NOTE 5 : OTHER ASSETS

(Unsecured considered good, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Non-current		
Capital advances		
- Considered Good	10.08	20.27
- Considered Doubtful	0.78	0.78
Less: Allowance for doubtful advances	(0.78)	(0.78)
Deposits under Protest	5.38	4.37
Others		
Prepaid Expenses	7.19	5.68
	22.65	30.32
Current		
Advances other than capital advances		
Advances to Suppliers/Service providers (other than capital)		
- Considered Good	20.06	17.82
- Considered Doubtful	0.88	0.88
Less: Allowance for doubtful advances	(0.88)	(0.88)

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Others		
Balances with Government Authorities *		
- Considered Good	43.33	44.07
- Considered Doubtful	2.16	2.16
Less: Allowance for doubtful advances	(2.16)	(2.16)
Advances to Employees	1.33	1.69
Prepaid Expenses	20.98	12.70
Export Benefit Receivables#	7.92	7.11
	93.62	83.39

*Balances with Government Authorities primarily includes amounts realisable, if any, from the GST Authorities and customs authorities of India and the unutilised GST input credits on purchases to be utilised against future GST liabilities. These are generally realised within one year and hence these balances have been classified as current assets.

#Export Benefit Receivables primarily consist of amounts receivable from government authorities of India towards incentives on export sales made by the Company.

NOTE 6 : INVENTORIES

(At lower of cost and net realisable value)

Accounting Policy

Inventories are valued at lower of cost and net realisable value.

- Raw materials, Stores and Spares and Packing Material: cost is determined on moving average method and includes cost of purchase and other incidental costs. However, material and other items held for use in 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.
- Finished goods: cost includes cost of direct materials,labour and a proportion of manufacturing overheads based on the normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated cost necessary to make the sale.

	As at 31 March, 2026	As at 31 March, 2025
Raw materials [including Goods in Transit ₹ Nil (Previous Year ₹ 131.36 Crores)]	432.72	544.89
Finished goods	155.31	167.08
Stores and spares parts [including packing material ₹ 8.14 Crores (Previous Year ₹ 8.46 Crores)]	54.03	57.08
	642.06	769.05

For lien/charge against Inventories, Refer note 10 (a).

NOTE 7 : NON CURRENT TAX ASSETS (NET)

	As at 31 March, 2026	As at 31 March, 2025
Advance payment of Taxes		
(Net of Provisions for Tax: ₹ 1,071.28 Crore [Previous year ₹ 987.58 Crores])	2.17	25.81
	2.17	25.81

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 8: EQUITY SHARE CAPITAL

	As at 31 March, 2026	As at 31 March, 2025
Authorised share capital		
62,00,00,000 equity shares of Re 1/- each (31 March, 2025: 62,00,00,000 equity shares of Re 1/- each)	62.00	62.00

Reconciliation of number of equity shares (Authorised)

Particulars	Year ended 31 March, 2026		Year ended 31 March, 2025	
	Number of Shares	Amount	Number of Shares	Amount
As at the beginning of the year	62,00,00,000	62.00	62,00,00,000	62.00
As at the end of the year	62,00,00,000	62.00	62,00,00,000	62.00

Issued, subscribed and paid-up

	As at 31 March, 2026	As at 31 March, 2025
39,34,62,604 equity shares of Re 1/- each (31 March, 2025: 37,74,62,604 equity shares of Re 1/- each) fully paid up	39.35	37.75
	39.35	37.75

Reconciliation of number of equity shares outstanding (Issued, subscribed and paid-up)

Particulars	Year ended 31 March, 2026		Year ended 31 March, 2025	
	Number of Shares	Amount	Number of Shares	Amount
As at the beginning of the year	37,74,62,604	37.75	37,74,62,604	37.75
Add: Issue of equity shares against conversion of share warrants [Refer Note (i)]	1,60,00,000	1.60	-	-
As at the end of the year	39,34,62,604	39.35	37,74,62,604	37.75

- (i) The Preferential Issue Committee of the Board of Directors of the Company at its Meeting held on 07 May, 2024, had approved the allotment of warrants of the Company, on a preferential basis by way of a private placement and allotted 1,36,00,000 convertible warrants to Rainbow Investments Limited (Promoter) and 12,00,000 convertible warrants each to Quest Capital Markets Limited (Promoter Group) and STEL Holdings Limited (Promoter Group) on 07 May, 2024 for an issue price of ₹ 280 per warrant. Out of total issue price, ₹ 70 per warrant (25% of the issue price) amounting to ₹ 112 Crores was received during the year ended 31 March, 2025, as the initial subscription amount at the time of allotment of the warrants.

During the year ended 31 March, 2026, the Company has received ₹ 336 Crores (remaining 75% of the issue price). Upon receipt of such amount, the Preferential Issue Committee of the Board of Directors of the Company at its Meeting held on 03 November, 2025 has considered and approved the allotment of 1,60,00,000 Equity Shares of face value of Re. 1/- each, upon conversion of equal number of Warrants. The amount raised, has been used fully for the purposes for which the funds were raised.

This has been considered for calculating diluted earnings per equity share as per Ind AS 33-Earnings Per Share upto 03 November, 2025.

The Company has complied with provisions of Section 42 and Section 62 of the Companies Act, 2013 in respect of issue of equity shares in conversion of share warrants.

- (ii) No equity shares were allotted as fully paid up by way of bonus shares or pursuant to contract(s) without payment being received in cash during the last five years. Further, none of the shares were bought back by the Company during the last five years.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(iii) Details of equity shares held by the shareholders holding more than 5% of the shares in the Company:-

Sl. No.	Name	Year ended 31 March, 2026				
		Number of Shares at the beginning of the year	Changes during the year (Refer Note 8(i))	Number of Shares at the end of the year	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	17,30,30,740	1,36,00,000	18,66,30,740	47.43	1.59

Sl. No.	Name	Year ended 31 March, 2025		
		Number of Shares	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	173,030,740	45.84	-

(iv) Shareholding of Promoter

Sl. No.	Name	Year ended 31 March, 2026				
		Number of Shares at the beginning of the year	Changes during the year (Refer Note 8(i))	Number of Shares at the end of the year	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	17,30,30,740	1,36,00,000	18,66,30,740	47.43	1.59
2	Dotex Merchandise Private Limited	1,06,80,000	-	1,06,80,000	2.71	(0.12)
3	Quest Capital Markets Limited	73,38,000	12,00,000	85,38,000	2.17	0.23
4	STEL Holdings Limited	29,03,830	12,00,000	41,03,830	1.04	0.27
5	Lebnitze Real Estates Private Limited	82,640	-	82,640	0.02	(0.00)
6	Digidrive Distributors Limited	1,000	-	1,000	0.00*	(0.00)*
	Total	19,40,36,210	1,60,00,000	21,00,36,210	53.37	1.97

* % is below the rounding off norm adopted by the Company.

Sl. No.	Name	Year ended 31 March, 2025		
		Number of Shares	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	17,30,30,740	45.84	-
2	Dotex Merchandise Private Limited	1,06,80,000	2.83	-
3	Quest Capital Markets Limited	73,38,000	1.94	-
4	STEL Holdings Limited	29,03,830	0.77	-
5	Lebnitze Real Estates Private Limited	82,640	0.02	-
6	Digidrive Distributors Limited	1,000	0.00*	-
	Total	19,40,36,210	51.40	

* % is below the rounding off norm adopted by the Company.

(v) Terms/Rights attached to equity shares

The Company has only one class of equity shares having par value of Re 1/- per share and each shareholder is entitled for one vote per share held. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting except in case of interim dividend. In the event of liquidation, the equity shareholders are entitled to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

(vi) Allotment of 1,823 equity shares of ₹ 10/- each is pending against rights issue made during 1993-94.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(vii) 48 equity shares of ₹ 10/- each have not been issued to the concerned non-resident shareholders pending approval of the Reserve Bank of India.

(viii) There are no calls unpaid by Directors/Officers of the Company.

(ix) The Company has not forfeited any share during the year ended 31 March, 2026 and 31 March, 2025.

NOTE 9 : OTHER EQUITY

	As at 31 March, 2026	As at 31 March, 2025
(i) Reserves and Surplus		
Capital Reserve (Refer a below)	1.53	1.53
Securities Premium (Refer b below)	1,057.35	610.95
Statutory reserve (U/s 45IC of Reserve Bank of India Act, 1934) (Refer c below)	0.60	0.60
General reserve (Refer d below)	73.38	73.38
Retained Earnings (Refer e below)	2,522.07	2,513.88
(ii) Other Reserves		
Equity Instruments through Other comprehensive income (Refer f below)	356.91	393.06
(iii) Money received against share warrants (Refer g below)	-	112.00
	4,011.84	3,705.40
(a) Capital reserve represents amount transferred from the transferor company pursuant to a Scheme of Amalgamation - Balance brought forward	1.53	1.53
(b) Securities premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the provisions of Section 52 of the Companies Act, 2013.		
Balance as at the beginning of the year	610.95	610.95
Premium on issue of equity shares against conversion of share warrants [Refer Note 8(i)]	446.40	-
Balance as at the end of the year	1,057.35	610.95
(c) Statutory Reserve represents amount transferred from transferor Company pursuant to a scheme of amalgamation - Balance brought forward	0.60	0.60
(d) General Reserve - balance brought forward	73.38	73.38
Under the erstwhile Indian Companies Act, 1956, a general reserve was created through an annual transfer of net profit at a specified percentage in accordance with applicable regulations. Consequent to introduction of Companies Act, 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn though the Company may transfer such percentage of its profits for the financial year as it may consider appropriate. Declaration of dividend out of such reserve shall not be made except in accordance with rules prescribed in this behalf under the Act.		
(e) Retained Earnings		
Balance as at the beginning of the year	2,513.88	2,272.33
i) Profit for the year	235.82	451.06
ii) Items of other comprehensive income recognised directly in Retained Earnings		
- Remeasurement of post-employment defined benefit obligation, net of tax [(₹ 0.40 Crores) {31 March, 2025: (₹ 0.65 Crores)}]]	(1.18)	(1.91)
iii) Interim Dividend (Refer note 25)	(226.48)	(207.60)
iv) Transfer on account for profit on sale of investment	0.03	-
Balance as at the end of the year	2,522.07	2,513.88

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Retained Earnings are the profits and gains that the Company has earned till date less any transfer to general reserve, dividends or other distributions paid to shareholders.		
(f) Other Comprehensive Income		
Equity Instruments through Other Comprehensive Income		
Balance as at the beginning of the year	393.06	282.67
i) Changes in fair value of FVTOCI Equity Instruments, net of tax [₹ (6.03) Crores {31 March, 2025: ₹ 9.36 Crores}]	(36.12)	110.39
ii) Transfer on account for profit on sale of investment	(0.03)	-
Balance as at the end of the year	356.91	393.06
The Company has elected to recognise changes in the fair value of certain investments in equity instruments in Other Comprehensive Income. These changes are accumulated within the FVTOCI equity investments reserve within equity. The Company transfers amounts from this reserve to Retained Earnings when the relevant equity shares are derecognised, the Company has not transferred any gain or loss within equity other than as mentioned above during the year 31 March, 2026 and 31 March, 2025.		
(g) Money received against share warrants		
Balance as at the beginning of the year	112.00	-
Add: Money received against share warrants (Refer Note 8(ii))	336.00	112.00
Less: Issue of equity shares against conversion of share warrants [Refer Note 8(i)]	(448.00)	-
Balance as at the end of the year	-	112.00

Note 10 (a) : BORROWINGS

Accounting Policy

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost using the effective interest rate (EIR) method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the statement of profit and loss over the period of the borrowings using the effective interest rate method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the borrowings to the extent that it is probable that some or all of the facility will be utilised. In this case, the fee is deferred until the draw down occurs. Borrowings are derecognised from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current and non-current liabilities based on repayment schedule agreed with banks.

(i) Non-current borrowings

	As at 31 March, 2026	As at 31 March, 2025
(a) SECURED LOANS		
Term loan from banks	1,169.16	1,228.18
Less: Current maturities of long term debts from banks [Refer (ii) below]	(115.14)	(103.24)
	1,054.02	1,124.94
Term loan from Non-Banking Financial Company ("NBFC")	-	645.23
Less: Current maturities of long term debts from NBFC [Refer (ii) below]	-	(88.07)
	-	557.16
Non-Convertible Debentures ("NCD")	487.22	590.60
Less: Current maturities of Non-Convertible Debentures [Refer (ii) below]	(103.67)	(103.38)
	383.55	487.22
Aggregate Secured Loans	1,437.57	2,169.32

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
(b) UNSECURED LOANS		
Term loan from banks	300.00	100.00
Less: Current maturities of long term debts from banks	(30.00)	-
Aggregate Unsecured Loans	270.00	100.00
	1,707.57	2,269.32

Term loan from banks amounting to:

(a) ₹ 950.60 Crores (31 March, 2025 - ₹ 983.11 Crores) are secured with a first charge by way of a hypothecation over all movable fixed assets of the Company both present and future, ranking pari passu with charge created in favour of other term lenders.

(b) ₹ 218.56 Crores (31 March, 2025 - ₹ 245.07 Crores) are secured with a second charge by way of a hypothecation over movable fixed assets of the Company.

Term loan from NBFC amounting to:

₹ Nil (31 March, 2025 - ₹ 645.23 Crores) is secured with first ranking exclusive charge by way of pledge over the pledged assets i.e. shares of subsidiary, Aquapharm Chemical Limited ("ACL") (formerly Advaya Chemical Industries Limited) with 1.5x cover.

Non-Convertible Debentures amounting to:

₹ 487.22 Crores (31 March, 2025 - ₹ 590.60 Crores) is secured with first ranking exclusive charge by way of pledge over the pledged assets i.e. shares of subsidiary, Aquapharm Chemical Limited ("ACL") (formerly Advaya Chemical Industries Limited) with 1.5x cover.

	As at 31 March, 2026	As at 31 March, 2025
Maturity Profile of Long Term Borrowings from Banks (Secured)		
Maturity of less than 1 year : 16 instalments (31 March, 2025 - 18 instalments)	115.14	103.24
Maturity between 1 and 3 years : 46 instalments (31 March, 2025 - 40 instalments)	795.26	529.01
Maturity between 3 and 5 years : 33 instalments (31 March, 2025 - 35 instalments)	199.97	500.40
Maturity beyond 5 years : 12 instalments (31 March, 2025 - 17 instalments)	58.79	95.53
	1,169.16	1,228.18
Maturity Profile of Long Term Borrowings from NBFC		
Maturity of less than 1 year : Nil (31 March, 2025 - 8 instalments)	-	88.07
Maturity between 1 and 3 years : Nil (31 March, 2025 - 24 instalments)	-	337.45
Maturity between 3 and 5 years : Nil (31 March, 2025 - 12 instalments)	-	219.71
	-	645.23
Maturity Profile of NCD		
Maturity of less than 1 year : 4 instalments (31 March, 2025 - 4 instalments)	103.67	103.38
Maturity between 1 and 3 years : 8 instalments (31 March, 2025 - 8 instalments)	383.55	295.17
Maturity between 3 and 5 years : Nil (31 March, 2025 - 4 instalments)	-	192.05
	487.22	590.60
Maturity Profile of Long Term Borrowings from Banks (Unsecured)		
Maturity of less than 1 year : 1 instalment (31 March, 2025 - Nil)	30.00	-
Maturity between 1 and 3 years : 2 instalments (31 March, 2025 - 1 instalment)	75.00	100.00
Maturity between 3 and 5 years : 2 instalments (31 March, 2025 - Nil)	105.00	-
Maturity beyond 5 years : 1 instalment (31 March, 2025 - Nil)	90.00	-
	300.00	100.00

Interest rate on Term loans from Banks and NBFC are based on spread over respective Lenders benchmark rate.

Interest rate for NCD is fixed.

All of the above loans are repayable in periodic instalments over the maturity period of the respective loans.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(ii) Current Borrowings

	As at 31 March, 2026	As at 31 March, 2025
(a) SECURED LOANS		
Loans repayable on demand		
Foreign Currency loans	338.25	472.61
Working Capital loan from banks	125.00	0.15
<u>Nature of Security</u>		
Secured by first charge by way of hypothecation of all the Company's current assets, namely all the stock of raw materials, stock in process, semi finished goods and finished goods, consumable stores and spares not relating to plant and machinery (consumable and spares) both present and future, bills receivable, bills whether documentary or clean, outstanding monies, receivables, book debts and all other current assets of the Company both present and future, ranking pari passu without any preference or priority of one over the others.		
Current maturities of long term debts from Banks [Refer Note(i) above]	115.14	103.24
Current maturities of long term debts from NBFC [Refer Note(i) above]	-	88.07
Current maturities of NCD [Refer Note(i) above]	103.67	103.38
(b) UNSECURED LOANS		
Current maturities of long term debts from Banks [Refer Note(i) above]	30.00	-
Loans repayable on demand		
- From Banks	-	100.00
Foreign Currency Loans repayable on demand		
- From Banks	106.85	118.26
	818.91	985.71

Refer notes 3(a), 4(a), 4(b) and 6 for details of assets pledged as security as set out in the above note. Refer note 29 for information about liquidity risk and market risk on borrowings.

Term loans were applied for the purpose for which the loans were obtained.

The quarterly returns/statements filed by the Company with such banks are in agreement with the unaudited books of accounts of the Company. Further, the Company do not have sanctioned working capital limits in excess of ₹ five crores in aggregate from financial institutions, other than Banks, during the year on the basis of security of current assets of the Company.

The Company has not defaulted in scheduled repayment of loans or other borrowings or in payment of interest thereon to any lenders.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Note: 10(b) : TRADE PAYABLES

Accounting Policy

Trade payables represent liabilities for goods and services provided to the Company prior to the end of financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest rate method.

	As at 31 March, 2026	As at 31 March, 2025
Current		
Total outstanding dues of Micro Enterprises and Small Enterprises	39.41	52.00
Total outstanding dues of creditors other than Micro Enterprises and Small Enterprises	949.12	1,167.77
	988.53	1,219.77
Information relating to Micro and Small Enterprises (MSMEs):		
(i) The Principal amount and interest due there on remaining unpaid to suppliers under Micro and Small Enterprises Development Act, 2006 [#]		
Principal	56.01	50.25
Interest	0.00	-
(ii) The amount of interest paid by the buyer under Micro and Small Enterprises Development Act, 2006, along with the amounts of payment made to suppliers beyond the appointed day during the year		
Principal	-	-
Interest	-	-
(iii) The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro and Small Enterprises Development Act, 2006		
Principal	3.69	45.71
Interest	0.03	0.08
(iv) The amount of interest accrued and remaining unpaid at the end of the year	1.78	1.75
(v) The amount of further interest remaining due and payable even in the succeeding years, until such date when interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as deductible expenditure under Section 23	0.03	0.08

*Amount is below the rounding off norm adopted by the Company.

Refer note 29 for market risk on trade payables.

Trade payables are non-interest bearing and are generally on terms of 0 to 180 days.

[#] Includes dues of micro, small enterprises included within other financial liabilities (Refer Note 10(d))

Ageing of Trade Payables:

As At 31 March, 2026

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro Enterprises and Small Enterprises	37.51	0.10	0.16	1.20	0.44	39.41
(ii) Other than Micro Enterprises and Small Enterprises	922.43	24.80	1.22	0.11	0.56	949.12
(iii) Disputed MSME	-	-	-	-	-	-
(iv) Disputed dues-Others	-	-	-	-	-	-
Total	959.94	24.90	1.38	1.31	1.00	988.53

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

As at 31 March, 2025

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro Enterprises and Small Enterprises	43.29	6.43	1.84	0.05	0.39	52.00
(ii) Other than Micro Enterprises and Small Enterprises	1,118.10	48.77	0.15	0.64	0.11	1,167.77
(iii) Disputed MSME	-	-	-	-	-	-
(iv) Disputed dues-Others	-	-	-	-	-	-
Total	1,161.39	55.20	1.99	0.69	0.50	1,219.77

Note 10 (c) : LEASE LIABILITIES

Accounting Policy

Lease Liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) and does not include non-lease components (maintenance charges etc.). 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. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

	As at 31 March, 2026	As at 31 March, 2025
At the beginning of the year	107.79	71.42
Addition to lease liability during the year	8.01	58.26
Accretion of interest	8.51	7.45
Payment/adjustments of lease liabilities	(31.94)	(29.34)
At the end of the year	92.37	107.79
Lease Liabilities: Non Current	68.65	85.39
Lease Liabilities: Current	23.72	22.40

Lease Liabilities mainly consists of Buildings, Plant and Equipment and Vehicles taken under lease agreement.

Particulars	As at 31 March, 2026			As at 31 March, 2025		
	Non Current	Current	Total	Non Current	Current	Total
Buildings	23.71	8.34	32.05	31.57	7.91	39.48
Plant and Equipment	36.59	9.34	45.93	45.93	9.11	55.04
Vehicles	8.35	6.04	14.39	7.89	5.38	13.27
Total	68.65	23.72	92.37	85.39	22.40	107.79

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

The table below provides details regarding the contractual maturities of lease liabilities as at year end on an undiscounted basis:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Less than one year	30.40	30.40
One to five years	77.48	93.05
More than five years	-	7.76
Total	107.88	131.21

The table below provides details of amount recognised in Statement of Profit and Loss:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Depreciation on Right-of-use assets (Refer note 19)	23.91	22.14
Interest expenses on lease liabilities (Refer note 18)	8.51	7.45
Rental expenses (excluding taxes) recorded for short term leases (refer note 20)	20.32	16.18
Total	52.74	45.77

The Company had total cash outflows for leases of ₹ 52.26 Crores (Previous Year ₹ 45.52 Crores)

Note 10 (d) : OTHER FINANCIAL LIABILITIES

Accounting Policy

Short Term Employee Benefits

Liabilities for short term employee benefits that are expected to be settled wholly within 12 months after the end of the period are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefits payable in the balance sheet.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Non-current		
Capital creditors	4.31	1.43
	4.31	1.43
Current		
Interest accrued but not due #	10.24	16.56
Unpaid Dividends [Refer Note (i) below]	6.67	6.29
Others:		
Security Deposits received	1.69	1.94
Employee benefits payable	33.11	31.22
Capital creditors	43.81	69.66
Payable to Subsidiaries *	0.66	5.18
Directors' fees & commission payable	11.50	19.50
Derivative Instruments not designated as hedges - Foreign Exchange Forward Contracts (at FVTPL) ##	-	12.29
Others	0.36	0.56
	108.04	163.20

(i) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company as at 31 March, 2026 and as at 31 March, 2025.

* Refer Note 27 for transactions with Related Parties

#Refer Note 29 for information about foreign currency risk

Refer note 28 for information about fair value measurements.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 11 : PROVISIONS

Accounting Policy

Provisions

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimates of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Non-current		
Provision for Employee Benefits		
Provision for gratuity (Refer Note 17.1)	25.10	16.53
	25.10	16.53
Current		
Provision for Employee Benefits		
Provision for gratuity (Refer Note 17.1)	10.00	3.36
Provision for compensated absences	21.40	16.71
Provisions for claims and litigations (Refer Note 11.1)	80.92	72.10
	112.32	92.17

11.1 Provisions for claims and litigations

Provision for claims & litigation includes civil proceeding against one of the party and regulatory proceeding pertaining to FEMA matter. The Company has estimated the provisions for pending claims and litigation based on the assessment of probability for these demands crystallising against the Company in due course. The table below gives information about movement in claims and litigations, and provisions.

Particulars	As at 31 March, 2026	As at 31 March, 2025
At the beginning of the year	72.10	68.38
Add: Charged during the year	8.82	3.72
At the end of the year	80.92	72.10

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 12 : DEFERRED TAX LIABILITIES (Net)

	Balance as at 1 April, 2025	Recognised to Statement of Profit and Loss	Recognised to/ Reclassified from OCI	Balance as at 31 March, 2026
	Total	Total	Total	Total
Deferred Tax Liabilities:				
Property, plant and equipment and Intangible assets	251.46	8.05	-	259.51
Right of use assets	24.11	(3.99)	-	20.12
Financial Assets at Fair value through Other Comprehensive Income	66.50	-	(6.03)	60.47
	342.07	4.06	(6.03)	340.10
Deferred Tax Assets:				
Items allowable for tax purpose on payments/ adjustments	23.03	5.94	-	28.97
Allowance for doubtful debts - trade receivables	0.23	0.06	-	0.29
Lease Liabilities	27.13	(3.88)	-	23.25
Long-Term Capital Loss	6.49	-	-	6.49
	56.88	2.12	-	59.00
Net Deferred Tax Liabilities:	285.19	1.94	(6.03)	281.10

	Balance as at 01 April, 2024	Recognised to Statement of Profit and Loss	Recognised to/ Reclassified from OCI	Balance as at 31 March, 2025
	Total	Total	Total	Total
Deferred Tax Liabilities:				
Property, plant and equipment and Intangible assets	262.56	(11.10)	-	251.46
Right of use assets	15.02	9.09	-	24.11
Financial Assets at Fair value through Other Comprehensive Income	57.14	-	9.36	66.50
	334.72	(2.01)	9.36	342.07
Deferred Tax Assets:				
Items allowable for tax purpose on payments/ adjustments	20.33	2.70	-	23.03
Allowance for doubtful debts - trade receivables	0.23	-	-	0.23
Lease Liabilities	17.98	9.15	-	27.13
Long-Term Capital Loss	11.83	(5.34)	-	6.49
	50.37	6.51	-	56.88
Net Deferred Tax Liabilities:	284.35	(8.52)	9.36	285.19

NOTE 13 : OTHER CURRENT LIABILITIES

Accounting Policy

Government grants and subsidies are recognised when there is reasonable assurance that the Company will comply with the conditions attached to them and the grants/subsidy will be received. If the grant received is to compensate the import cost of assets, and is subject to an export obligation as prescribed in the EPCG scheme, then the recognition of the grant would be linked to fulfilment of the associated export obligations. At the year end, the portion of grant for which the export obligation has not been met is retained in deferred revenue under other current liabilities. Revenue grant is recognised as an income in the period in which related obligation is met.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Advance from Customers	2.93	5.66
Dues payable to Government Authorities	20.76	14.64
Liability for Export Obligations/Government grants	8.09	7.78
	31.78	28.08

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 14 : REVENUE FROM OPERATIONS

Accounting Policy

Revenue from contracts with customers is recognised 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.

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price allocated to that performance obligation. Amounts disclosed as revenue are net of returns, trade and other discounts, rebates and amounts collected on behalf of third parties.

Where the Company is the principal in the transaction, the sales are recorded at their gross values. 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. In determining the transaction price, the Company considers the effects of variable consideration, the existence of significant financing component, non-cash considerations and consideration payable to the customer (if any). Any amounts received for which the Company does not provide any distinct goods or services are considered as a reduction of purchase cost.

However, Goods and Service Tax (GST) is not received by the Company on its own account. Rather, it is collected on value added to the commodity by the seller on behalf of the Government. Accordingly, it is excluded from revenue.

The Company recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Company regardless of when the payment is being made and specific criteria have been met for each of the Company's activities as described below.

Sale of carbon black

Revenue from sale of carbon black is recognised when the control of the goods has passed to the buyer as per the terms of contract. In case of domestic sales, the performance obligation is satisfied upon delivery of the finished goods at customer's location. In case of export sales, the performance obligation is satisfied once the goods are shipped and the bill of lading has been obtained.

Sale of power

Revenue from the sale of power is recognised upon transmission of units to the buyer net of Unscheduled Interchange gains/ losses as per the terms of contract with the customer.

Other Operating revenues

Exports entitlements (arising out of duty draw back, Remission of Duties and Taxes on Export Products (RoDTEP)) are recognised when the right to receive credit as per the terms of the schemes is established in respect of the exports made by the Company and when there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Sales of Finished Goods*		
Carbon black	5,348.95	5,692.69
Sales of Traded Goods**	6.43	31.38
Sale of Power**	170.13	149.47
Other Operating Revenues*		
Scrap sales	7.21	5.69
Export Incentives	24.58	25.40
Other revenue - Power**	18.75	-
Total revenue from operations	5,576.05	5,904.63
India	3,630.81	3,790.36
Outside India	1,894.70	2,083.18
Total revenue (excluding other operating revenues)	5,525.51	5,873.54

*Revenue is recognised at a point in time and not over time.

** Power related provisions no longer required

#Refer Note 27 for transactions with Related Parties

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Contract Balances

The following table provides information about receivables and contract liabilities

Particulars	As at 31 March, 2026	As at 31 March, 2025
Trade receivables (Refer Note 4(b))	800.12	1,267.97
Contract Liabilities		
Advance from Customer (Refer Note 13)	2.93	5.66

Contract liabilities includes advance from custmers received for supply of goods.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Contract liabilities at the beginning of the year	5.66	3.20
Add: Amount received during the year	43.86	21.42
Less: Amount adjusted during the year	(46.59)	(18.96)
Contract liabilities at the end of the year	2.93	5.66

NOTE 15 : OTHER INCOME

Accounting Policy

a. Interest Income

Interest Income from debt instruments is recognised using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Company estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses. Interest income is included in other income in the statement of profit and loss.

b. Dividends

Dividends are recognised in the statement of profit and loss only when the right to receive payment is established and the amount of the dividend can be measured reliably which is generally when shareholders approve the dividend.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Interest income from certain financial assets *	3.78	6.41
Dividend income from equity instruments designated at FVTOCI*	10.15	8.67
Gain on sale of investments carried at FVTPL	7.86	9.68
Provisions/Liabilities no longer required written back	1.00	2.14
Profit on disposal/discard of property, plant and equipment	-	3.05
Miscellaneous income*	15.98	9.87
	38.77	39.82

* Refer Note 27 for transactions with Related Parties

NOTE 16(a) : COST OF MATERIALS CONSUMED

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Opening Stock	544.89	401.45
Add: Purchases	3,795.93	4,251.35
Less: Closing Stock	(432.72)	(544.89)
Less: Transfer to CWIP (Refer Note 3 (b))	(2.05)	-
Cost of materials consumed	3,906.05	4,107.91

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 16(b) : PURCHASES OF STOCK-IN-TRADE*

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Purchases Of Stock-In-Trade*	16.32	36.62

* Refer Note 27 for transactions with Related Parties

NOTE 16(c) : CHANGES IN INVENTORIES OF FINISHED GOODS

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Opening Stock (Carbon black)	167.08	115.14
Closing Stock (Carbon black)	155.31	167.08
	11.77	(51.94)

NOTE 17 : EMPLOYEE BENEFITS EXPENSE

Accounting Policy

(I) Post-employment benefits

Defined benefit plans

- The liability or asset recognised in the balance sheet in respect of Defined benefit plans is the present value of the Defined benefits obligation at the end of the reporting period less the fair value of plan assets. The Defined benefit obligation is calculated annually by actuaries using the Projected Unit Credit Method at the year end.
- The present value of the Defined benefit obligation is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligations.
- The net interest cost is calculated by applying the discount rate to the net balance of the Defined benefit obligation and the fair value of plan assets. This cost is included in Employees Benefits Expense in the statement of profit and loss.
- Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in Other Comprehensive Income. They are included in retained earnings in the statement of changes in equity.
- Changes in the present value of the Defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in the statement of profit or loss as past service cost.

(II) Defined contribution plans

Contributions under Defined Contribution Plans payable in keeping with the related schemes are recognised as expenses for the period in which the employee has rendered the service.

(III) Other short-term employee benefit obligations

Liabilities for short term employee benefits that are expected to be settled wholly within 12 months after the end of the period are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefits payable in the balance sheet.

The Company provides for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on the number of days of unutilised leave at each balance sheet date on the basis of year-end actuarial valuation using projected unit credit method. The scheme is unfunded.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Salaries, wages and bonus	241.21	205.95
Contribution to provident and other funds (Refer note 17.1)	17.42	18.69
Staff welfare expense	20.21	20.22
	278.84	244.86

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

17.1 EMPLOYEE BENEFITS:

(I) Post employment obligations

(A) Gratuity

The Gratuity scheme is a defined benefit plan that provides for a lump sum payment on exit either by way of retirement, death, disability or voluntary withdrawal. The benefits are defined on the basis of last drawn salary and the period of service and paid as lump sum at exit in accordance with the provisions under the Code on Social Security, 2020 or as per the Company Scheme,as applicable. The liability in respect thereof is determined by actuarial valuation at the year end based on the Projected Unit Credit Method and is recognised as a charge on accrual basis. Trustees administer the contributions made to the Gratuity fund. Amounts contributed to the Gratuity fund are invested solely with the Life Insurance Corporation of India.

The following table sets forth the particulars in respect of the defined benefit plans of the Company for the year ended 31 March, 2026 and 31 March, 2025:

Particulars	Gratuity Fund (Funded)		
	Present Value of Obligation	Fair value of plan assets	Net Amount
(i) 1 April, 2025	43.54	(23.65)	19.89
Current Service Cost	3.98	-	3.98
Past Service Cost	8.81	-	8.81
Interest expense/(Income)	2.61	(1.33)	1.28
Total Amount recognised in statement of profit or loss	15.40	(1.33)	14.07
Remeasurements (gain)/loss			
(Gain)/loss from change in financial assumptions	(1.53)	(0.15)	(1.68)
(Gain)/loss arising from experience adjustments	3.26	-	3.26
Total amount recognised in other comprehensive income	1.73	(0.15)	1.58
Employer's contributions	-	(0.11)	(0.11)
Benefit payments	(6.83)	6.50	(0.33)
31 March, 2026	53.84 ^{##}	(18.74)	35.10
(ii) 1 April, 2024	37.56	(24.42)	13.14
Current Service Cost	3.62	-	3.62
Interest expense/(Income)	2.53	(1.63)	0.90
Total Amount recognised in statement of profit or loss	6.15	(1.63)	4.52
Remeasurements (gain)/loss			
(Gain)/loss from change in financial assumptions	1.40	0.08	1.48
(Gain)/loss arising from experience adjustments	1.08	-	1.08
Total amount recognised in other comprehensive income	2.48	0.08	2.56
Employer's contributions	-	(0.07)	(0.07)
Benefit payments	(2.65)	2.39	(0.26)
31 March, 2025	43.54^{##}	(23.65)	19.89

^{##}Includes ₹ 2.47 Crores (31 March, 2025: ₹ 3.16 Crores) related to present value obligation of gratuity payable for contractual workers. This is an unfunded plan.

The expected return on plan assets is determined after taking into consideration composition of plan assets held, assessed risks of asset management, historical results of return on plan assets, Company's policies for plan asset management and other relevant factors.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

The expenses for the above mentioned Gratuity benefit is included and disclosed under the head "Contribution to provident and other funds" under Note 17.

Particulars	FY 2025-26	FY 2024-25
(iii) Actual Return on Plan Asset	1.33	1.63

(iv) The net liability disclosed above relating to funded are as follows

Particulars	As at 31 March, 2026	As at 31 March, 2025
Present value of funded obligations	53.84	43.54
Fair value of plan assets	(18.74)	(23.65)
Deficit of funded plan	35.10	19.89

(v) Principal: Actuarial assumptions

Particulars	As at 31 March, 2026	As at 31 March, 2025
(i) Discount rate	6.90%	6.50%
(ii) Salary escalation rate #	7.00%	7.00%
(iii) Withdrawal Rate	Management-5.00% Non Management-0.00%	Management-5.00% Non Management-0.00%
(iv) Mortality Table (In service)	Indian Assured Lives Mortality (2006-08) (Modified) Ult.	Indian Assured Lives Mortality (2006-08) (Modified) Ult.

#The estimate of future salary increase considered in actuarial valuation takes into account factors like inflation, seniority, promotion and other relevant factors, such as demand and supply in the employment market.

In case of funded plan, the Company ensures that the investment positions are managed within an Asset - Liability Matching (ALM) framework that has been developed to achieve investment that are in line with the obligation under the gratuity scheme. Within this framework the Company's ALM objective is to match asset with gratuity obligation. The Company actively monitors how the duration and the expected yield of instruments are matching the expected cash outflows arising from the gratuity obligations. The Company has not changed the process used to manage its risk from previous periods. The Company does not use derivatives to manage its risk. The gratuity scheme is funded with LIC which has good track record of managing fund except for gratuity payable to contractor worker.

(vi) Sensitivity Analysis

	Increase/(Decrease) in DBO			Increase/(Decrease) in DBO		
		As at 31 March, 2026	As at 31 March, 2025		As at 31 March, 2026	As at 31 March, 2025
Discount Rate - Gratuity	Decrease by 1%	4.03	3.13	Increase by 1%	(3.48)	(2.68)
Salary escalation Rate	Decrease by 1%	(3.52)	(2.70)	Increase by 1%	4.00	3.09

Method used for sensitivity analysis:

The sensitivity results above determine their individual impact on the plan's end of year Defined Benefit Obligation. In reality, the plan is subject to multiple external experience items which may move the Defined Benefit Obligation in similar opposite directions, while the plan's sensitivity to such changes can vary over time.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(vii) Risk Exposure

Through its defined benefit plans, the Company is exposed to some risks, the most significant of which are detailed below:

- Interest rate risk: The defined benefit obligation calculated uses a discount rate based on government bonds. If bond yields fall, the defined benefit obligation will tend to increase.
- Salary Inflation risk: Higher than expected increases in salary will increase the defined benefit obligation.
- Demographic risk: This is the risk of variability of results due to unsystematic nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria. It is important not to overstate withdrawals because in the financial analysis the retirement benefit of a short career employee typically costs less per year as compared to a long service employee.
- Investment risk: The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

(II) Defined Contribution Plans

The Company has certain Defined Contribution Plans viz. Provident Fund and Superannuation Fund. Contributions are made to provident fund for employees at the rate of 12% of basic salary as per regulations. The Company has a defined contribution Superannuation plan for which contribution is made at a rate not exceeding 4.87% of Basic and Dearness Allowance of the member with Superannuation. The contributions are made to registered provident fund administered by the government. The obligation of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligation. The expense recognised during the period towards defined contribution plan is ₹ 13.16 Crores (31 March, 2025 - ₹ 12.28 Crores).

(III) Defined Benefit Liability and Employer Contributions

Expected contribution to Post-employment benefit plans for the year ending 31 March, 2026 basis the actuarial report is ₹ 4.98 Crores (31 March, 2025: ₹ 3.36 Crores).

The weighted average duration of the defined benefit obligation is 7 years (31 March, 2025 - 6 years) for employees and 12 years (31 March, 2025 - 12 years) for contractual employees. The expected maturity analysis of undiscounted gratuity is as follows:

Particulars	Less than a year	Between 1 -2 years	Between 2 -3 years	Between 3 -4 years	Between 4 -5 years	Beyond 5 years	Total
31 March, 2026							
Defined benefit obligation							
Gratuity	11.27	5.84	3.05	2.78	4.09	74.83	101.86
Total	11.27	5.84	3.05	2.78	4.09	74.83	101.86
31 March, 2025							
Defined benefit obligation							
Gratuity	12.49	2.57	3.82	2.09	1.99	56.48	79.44
Total	12.49	2.57	3.82	2.09	1.99	56.48	79.44

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 18 : FINANCE COSTS

Accounting Policy

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale. Other borrowing costs are expensed in the period in which they are incurred.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Interest expense on debts and borrowings	235.64	264.34
Interest on lease liabilities	8.51	7.45
Other Borrowings Costs (includes amortisation of processing charges)	9.08	6.37
	253.23	278.16

NOTE 19 : DEPRECIATION AND AMORTISATION EXPENSE

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Depreciation of property, plant and equipment (Refer Note 3(a))	140.60	134.25
Amortisation of intangible assets (Refer Note 3(d))	0.81	0.59
Depreciation on Right of Use Assets (Refer Note 3(e))	23.91	22.14
	165.32	156.98

NOTE 20 : OTHER EXPENSES

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Consumption of stores and spares	66.48	55.87
Consumption of packing materials	83.33	81.81
Power and fuel	17.86	26.28
Water charges	6.71	6.00
Rent	20.32	16.18
Rates and taxes	4.67	8.45
Repairs and maintenance:		
- Buildings	1.62	2.54
- Plant and Machinery	35.44	26.99
- Others	8.79	7.66
Insurance	8.60	8.00
Travelling and conveyance	17.79	18.38
Subscriptions and donations	38.16	42.27
Freight outward (net of recovery)	105.74	93.53
Commission to selling agents	26.60	27.89
Directors sitting fees & Commission	12.09	20.28
Loss on disposal of property, plant and equipment	0.34	-
Bad Debt Written off	-	0.11
Allowance for doubtful debts/expected credit loss - trade receivable (net)	0.25	-
Corporate Social Responsibility Expenditure [Refer note (a) below]	12.80	12.18
Payment to auditors [Refer note (b) below]	2.00	2.53
Miscellaneous expenses	222.25	146.20
Less: Net gain on foreign currency transactions	42.86	35.56
	648.98	567.59

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(a) Details of Corporate Social Responsibility ('CSR') expenditure:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
(i) Gross amount required to be spent by the Company during the year	12.80 [#]	12.18 [#]
(ii) Excess CSR expenditure of the previous year is offset against the current year's CSR obligation	-	-
(iii) Amount spent/to be spent for the year as per the provisions of the Companies Act 2013	12.80*	12.18*
(iv) Excess CSR expenditure to be offset against the next year's CSR obligation	0.12	0.12
A) Amount spent during the year		
i) Construction/acquisition of any asset	-	-
ii) On purposes other than (i) above	12.80	12.18
B) Details related to spent/unspent obligations:		
i) Contribution to Trust for Ongoing Project	10.51	4.88
ii) Amount spent in relation to other than Ongoing Project	2.29	7.30

[#] The aforesaid amount has been approved by the Board.

* Includes ₹ 10.51 Crores (31 March, 2025: ₹ 4.88 Crores) paid/payable to a registered trust in respect of an ongoing projects for carrying out CSR activities.

C) Details of ongoing project and other than ongoing project

Particulars	31 March, 2026			31 March, 2025		
	Ongoing Project (In Separate CSR unspent account)	Other than Ongoing Project	Total	Ongoing Project (In Separate CSR unspent account)	Other than Ongoing Project	Total
i) Opening balance [shortfall/(excess)]	4.88	(0.12)	4.76	4.58	(0.12)	4.46
ii) Amount required to be spent during the year	10.51	2.29	12.80	4.88	7.30	12.18
iii) Amount spent during the year	4.88	2.29	7.17	4.58	7.30	11.88
iv) Closing balance	10.51	(0.12)	10.39	4.88	(0.12)	4.76

(b) Details of payment to auditors

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
As auditor:		
Audit Fees	0.80	1.30
Limited reviews	0.72	0.72
Tax audit fees	0.08	0.08
Other services	0.16	0.25
Reimbursement of expenses	0.24	0.18
	2.00	2.53

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(c) The Company has incurred following Research and Development expenditure for Innovation Centre in Belgium

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Revenue Expenses	32.07	22.70
Capital Expenses	2.82	-
	34.89	22.70

For Research and Development expenditure in India (Refer Note 22)

NOTE 21 : TAX EXPENSE

Accounting Policy

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect of situation in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the standalone financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction that at the time of the transaction affects neither accounting profit/loss nor taxable profit (tax loss). Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period.

Current and deferred tax is recognised in statement of profit and loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity, if any. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

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.

	Year ended 31 March, 2026	Year ended 31 March, 2025
a. Income-tax expense recognised in the Statement of Profit and Loss		
Current tax		
Current tax on profits for the year	86.78	161.35
Tax relating to earlier years charge/(credit)		
Income Tax charge relating to earlier years	(2.68)	0.38
Total current tax expense	84.10	161.73
Deferred Tax		
Origination and reversal of temporary differences (Refer note (b) below)	1.94	(8.52)
Income-tax expense	86.04	153.21

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Year ended 31 March, 2026	Year ended 31 March, 2025
b. Deferred Tax charge/(credit) recognised in the Statement of Profit and Loss		
Deferred Tax charge/(credit)	1.94	(8.52)
Deferred Tax charge/(credit)	1.94	(8.52)
c. Income-tax expense on Other Comprehensive Income		
Total current tax impact on Other Comprehensive Income - Remeasurement of post employment defined benefit obligation	(0.40)	(0.65)
Deferred tax - Fair value through other comprehensive income - equity instruments	(6.03)	9.36
Income-tax expense recognised in Other Comprehensive Income	(6.43)	8.71
d. Reconciliation of statutory rate of tax and the effective rate of tax		
Profit before income tax	321.86	604.27
Enacted Income tax rate in India applicable to the Company	25.17%	25.17%
Tax on Profit before tax at the enacted Income tax rate in India	81.01	152.09
Adjustments:		
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:		
Items not deductible/Income exempt from tax/Income at lower rate	12.05	13.90
Incentives/additional benefits allowable under Income-tax	(2.55)	(2.18)
Tax relating to earlier years charge/(credit)	(2.68)	0.38
Other items	(1.79)	(10.98)*
Total Income tax expense	86.04	153.21
Effective tax rate	26.73%	25.35%

*includes impact of change in income tax rate

NOTE 22 : RESEARCH AND DEVELOPMENT EXPENSES

Accounting Policy

The Company's business research and development concentrates on the development of improved finished goods and better operational efficiency. Research costs are expensed as incurred. Expenditure on development that does not meet the specified criteria under Ind AS 38 'Intangible Assets' is recognised as expense as incurred.

Revenue Expenses incurred in India

	Year ended 31 March, 2026					Year ended 31 March, 2025				
	Total	Durgapur	Kochi	Palej	Mundra	Total	Durgapur	Kochi	Palej	Mundra
Raw Materials & Stores Consumed	7.85	0.89	0.00*	1.81	5.15	2.06	0.96	-	1.10	0.00*
Salaries, Wages and Bonus	6.71	1.02	1.55	3.65	0.49	5.11	0.92	1.32	2.48	0.39
Contribution to Provident and Other Funds	0.27	0.04	0.06	0.15	0.02	0.21	0.04	0.05	0.10	0.02
Staff Welfare Expense	0.90	-	-	0.90	-	0.54	-	-	0.54	-
Miscellaneous Expenses	2.81	0.00*	0.00*	2.81	0.00*	2.54	0.01	0.05	2.47	0.01
Total	18.54	1.95	1.61	9.31	5.66	10.46	1.93	1.42	6.69	0.42

* Amount is below the rounding off norm adopted by the Company.

Also Refer Note 20 (c) for Research and development expenditure incurred for Innovation centre in Belgium.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 23 : CONTINGENT LIABILITIES

Accounting Policy

A disclosure for contingent liabilities is made when there is a possible obligation arising from past events, the existence of which will be confirmed only 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 arises from past events where it is either not probable that an outflow of resources embodying economic benefits will be required to settle or a reliable estimate of the amount cannot be made.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Contingent Liabilities for:		
(a) (i) Claims against the Company not acknowledged as debts:		
Income-tax matters under dispute *	22.50	54.21
Excise duty matters under dispute	2.49	3.88
Sales tax matter under dispute	0.14	0.14
Value added tax matters under dispute	0.78	0.78
Goods and Service tax matters under dispute	0.06	0.35
(ii) Other money for which the Company is contingently liable		
Excise duty matters under dispute	1.57	1.57

It is not practicable for the Company to estimate the timings of the cash outflows, if any, in respect of the above contingent liabilities pending resolution of the respective proceedings.

The Company has assessed that it is only possible, but not probable, that outflow of economic resources will be required.

* The Company has ongoing disputes with income tax authorities relating to tax treatment of certain items. These mainly includes disallowances of expenses, claims by the Company as deduction and the computation of, or eligibility of the Company's use of certain tax incentives or allowances. Most of these disputes and/or disallowances, being repetitive in nature, have been raised by the income tax authorities consistently in most of the years. Based on evaluation, the Company believes that it has strong merits and accordingly, no provision is considered necessary.

NOTE 24 : COMMITMENTS

Particulars	As at 31 March, 2026	As at 31 March, 2025
Capital Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for		
Property, plant and equipment (net of capital advances)	38.46	48.37

NOTE 25 : DIVIDEND ON EQUITY SHARES

Particulars	As at 31 March, 2026	As at 31 March, 2025
Interim Dividend for the year ended 31 March, 2026 of ₹ 6.00/- per share on face value of ₹ 1/- per share* (31 March, 2025: ₹ 5.50/- per share on face value of ₹ 1/- per share) [Refer Note 9(e)]	226.48	207.60
*Declared on 17 October, 2025 for the year ended 31 March, 2026.	226.48	207.60

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 26 : EARNING PER EQUITY SHARE

Accounting Policy

Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to owners of the equity by the weighted average number of equity shares outstanding during the year.

The weighted average number of equity shares outstanding during the year is adjusted for events such as bonus issue, bonus element in a rights issue, share warrants, share split, and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Basic and Diluted		
(i) Number of Equity Shares at the beginning of the year	37,74,62,604	37,74,62,604
(ii) Equity shares issued against share warrants [Refer Note 8(i)]	1,60,00,000	-
(iii) Number of Equity Shares at the end of the year	39,34,62,604	37,74,62,604
(iv) Weighted average number of equity shares for Basic earnings per Share (BEPS)	38,39,94,111	37,74,62,604
(v) Effect of dilutive potential equity shares on account of convertible warrants	6,85,430	10,06,802
(vi) Weighted average number of equity shares for Diluted earnings per Share (DEPS) [Refer Note 8(i)]	38,46,79,541	37,84,69,406
(vii) Face value of each Equity Share (Re)	1.00	1.00
(viii) Profit after Tax available for Equity Shareholders (₹ in Crores)	235.82	451.06
(ix) Basic earnings per Share (₹) [(viii)/(iv)]	6.14	11.95
(x) Diluted earnings per Share (₹) [(viii)/(vi)]	6.12	11.92

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 27 : RELATED PARTY TRANSACTIONS

(a) Parent- under de facto control

Name	Type	Place of Incorporation/ Principal Place of Business	As at 31 March, 2026	As at 31 March, 2025
Rainbow Investments Limited	Parent- under de facto control as defined in Ind AS -110 ("Parent")	India	47.43%	45.84%

(b) Subsidiaries

The Company has following subsidiaries and step down subsidiaries, irrespective of whether there has been transaction during the year.

Name	Type	Place of Incorporation/ Principal Place of Business	As at 31 March, 2026	As at 31 March, 2025
Phillips Carbon Black Cyprus Holdings Limited ("PCBCHL")	Wholly Owned Subsidiary	Cyprus	100%	100%
Phillips Carbon Black Vietnam Joint Stock Company	Step-down Subsidiary (Subsidiary of PCBCHL)	Vietnam	80%	80%
PCBL (TN) Limited	Wholly Owned Subsidiary	India	100%	100%
PCBL Europe SRL	Wholly Owned Subsidiary	Belgium	100%	100%
PCBL Chemical USA INC (with effect from 23 July, 2025)	Wholly Owned Subsidiary	USA	100%	-
Nanovace Technologies Limited ("NTL")	Subsidiary	India	51%	51%
Enersil PTY LTD (with effect from 23 September, 2024)	Step-down Subsidiary (Subsidiary of NTL)	Australia	51%	51%
Nanovace INC (with effect from 16 June, 2025)	Step-down Subsidiary (Subsidiary of NTL)	USA	51%	-
Advaya Chemicals Limited (with effect from 28 December, 2023)*	Wholly Owned Subsidiary	India	-	-
Aquapharm Chemical Limited ("ACL") (Formerly Advaya Chemical Industries Limited) **	Subsidiary	India	100%#	100%#
Aquapharm Europe B.V	Step-down Subsidiary (Subsidiary of ACL)	Netherlands	100%	100%
Unique Solutions for Chemical Industries Company ("USCIC")	Step-down Subsidiary (Subsidiary of ACL)	Saudi Arabia	95%	95%
Aquapharm Chemicals LLC ("AC LLC")	Step-down Subsidiary (Subsidiary of ACL)	USA	100%	100%
Aquapharm Foundation	Step-down Subsidiary (Subsidiary of ACL)	India	100%	100%
USCI LLC	Step-down Subsidiary (Subsidiary of USCIC)	UAE	95%	95%
Aquapharm PChem LLC	Step-down Subsidiary (Subsidiary of AC LLC)	USA	100%	100%
Aquapharm Specialty Chemicals LLC	Step-down Subsidiary (Subsidiary of AC LLC)	USA	100%	100%

*Struck off with effect from 15 October, 2024 by Register of Companies, Pune (ROC)

** Refer Note 4(a)

80% held through PCBL Chemical Limited and 20% held through PCBL(TN) Limited

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(c) Key management personnel of the Company and the Parent- under de facto control with whom transactions have taken place during the year

Name	Relationship
i) Sanjiv Goenka	Chairman and Non Executive Director
ii) Shashwat Goenka	Non Executive Director
iii) Preeti Goenka	Non Executive Director
iv) Kaushik Roy(Resigned with effect from 3 November, 2025)	Managing Director
v) Nilesh Koul (Appointed with effect from 3 November, 2025)	Managing Director
vi) Paras K Chowdhary (Refer Note below)	Non Executive Independent Director
vii) Pradip Roy (Refer Note below)	Non Executive Independent Director
viii) Rusha Mitra (Resigned with effect from 7 April, 2026)	Non Executive Independent Director
ix) Ram Krishna Agarwal	Non Executive Independent Director
x) T.C.Suseel Kumar	Non Executive Independent Director
xi) K Jairaj	Non Executive Independent Director
xii) Dr. Sethurathnam Ravi	Non Executive Independent Director
xiii) Umang Kanoria (Appointed with effect from 9 October, 2024)	Non Executive Independent Director
xiv) Sneh Lata (Appointed with effect from 26 March, 2026)	Non Executive Independent Director
xv) Raj Kumar Gupta	Chief Financial Officer
xvi) Kaushik Mukherjee	Company Secretary
xvii) Sunil Bhandari	Employee holding Directorship in "Parent"
xviii) Yugesh Kanoria	Employee holding Directorship in "Parent"
xix) Harish Toshniwal	Employee holding Directorship in "Parent"
xx) Alok Kalani	Employee holding Directorship in "Parent"

Note:

Paras K Chowdhary and Pradip Roy have retired as Non Executive Independent Directors with effect from 21 July, 2024 and 29 July, 2024 upon completion of their term.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(d) Others with whom transactions have taken place during the year

Name	Relationship
RPG Power Trading Company Limited	Company under common control
Trade Apartments Limited	Company under common control
CESC Limited	Company under common control
RPSG Ventures Limited	Company under common control
Spencer's Retail Limited	Company under common control
Guiltfree Industries Limited	Company under common control
RPSG Resources Private Limited	Company under common control
Alipore Towers Pvt Ltd	Company under common control
Quest Capital Markets Limited	Company under common control
Off-Shore India Ltd	Company under common control
Brabourne Investments Ltd	Company under common control
Eastern Aviation & Industries Pvt Ltd	Company under common control
Lebnitze Real Estates Private Limited	Company under common control
Woodlands Multispeciality Hospital Limited	Company under common control
Duncan Brothers & Co. Ltd	Associate of "Parent"
STEL Holdings Limited	Company under common control
Business Media Private Limited	Company under common control
RPSG Sports Private Limited	Company under common control
Natures Basket Limited	Company under common control
Dotex Merchandise Private Limited	Company under common control
Saregama India Limited	Company under common control
Noida Power Company Private Limited	Company under common control
Digidrive Distributors Limited	Company under common control
Open Media Network Private Limited	Company under common control
International Management Institute	Company under common control
RPG International School	Company under common control
Firstsource Solutions Limited	Company under common control
Ritushree Vanijya Private Limited	Company under common control
Solty Commercial Private Limited	Company under common control
Herbolab India Private Limited	Company under common control
Purvah Green Power Private Limited	Company under common control
Devise Properties Pvt.Ltd	Company under common control
RPSG Solvanta Private Limited	Company under common control
Duncan Agency Senior Staff Superannuation Fund No. 3 (Superannuation Fund)	Post Employment Benefit Plan of the Company (Other related parties)
Phillips Carbon Black Limited Employees' Gratuity Fund (Gratuity Fund)	Post Employment Benefit Plan of the Company (Other related parties)

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Sl. No.	Nature of Transactions	Parent- under de facto control as defined in Ind AS -110,Company under Common Control and Subsidiaries		Associates of Parent- under de facto control as defined in Ind AS -110		Key Management Personnel- under de facto control as defined in Ind AS -110		Other Related Parties		Total	
		Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025
		Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025
A.	Transactions										
1	Dividend paid on Equity Shares	116.42	106.72	-	-	-	-	-	-	116.42	106.72
2	Dividend received on Equity Shares	10.12	8.61	-	-	-	-	-	-	10.12	8.61
3	Money received against share warrants	336.00	112.00	-	-	-	-	-	-	336.00	112.00
4	Equity Share Allotment against Share Warrant	448.00	-	-	-	-	-	-	-	448.00	-
5	Investment in Equity Shares*	-	2.55	-	-	-	-	-	-	-	2.55
6	Conversion from OCD into Equity Shares*	-	2,200.00	-	-	-	-	-	-	-	2,200.00
7	Investment in Debentures (OCD)*	33.52	194.80	-	-	-	-	-	-	33.52	194.80
8	Conversion from Advance into Equity Shares (Investment)*	2.52	-	-	-	-	-	-	-	2.52	-
9	Conversion from Preference Shares into Equity Shares (Investment)*	10.50	-	-	-	-	-	-	-	10.50	-
10	Sale of Non Current Investment*	10.53	-	-	-	-	-	-	-	10.53	-
11	Purchase of RODTEP scripts	1.15	-	-	-	-	-	-	-	1.15	-
12	Purchase of Traded goods	37.57	36.54	-	-	-	-	-	-	37.57	36.54
13	Security Deposit paid	1.05	-	-	-	-	-	-	-	1.05	-
14	Security Deposit Refund	3.50	-	-	-	-	-	-	-	3.50	-
15	Accommodation Charges paid***	0.00	0.00	0.01	0.04	-	-	-	-	0.01	0.04
16	Accommodation Charges recovered	0.32	0.19	-	-	-	-	-	-	0.32	0.19
17	Reimbursement of expenses paid	1.41	0.58	-	-	-	-	-	-	1.41	0.58
18	Reimbursement of expenses received**	34.17	26.10	0.00	-	-	-	-	-	34.17	26.10
19	Electricity charges paid	0.12	0.13	-	-	-	-	-	-	0.12	0.13
20	Rent & Flat Maintenance Paid	5.03	1.79	-	-	-	-	-	-	5.03	1.79
21	Interest Income**	-	0.00	-	-	-	-	-	-	-	0.00
22	Power Selling expenses paid	10.17	9.30	-	-	-	-	-	-	10.17	9.30
23	Sale of Power	120.08	124.47	-	-	-	-	-	-	120.08	124.47
24	Sale of Traded Goods	6.15	17.73	-	-	-	-	-	-	6.15	17.73
25	Sale of Assets	0.15	4.02	-	-	-	-	-	-	0.15	4.02
26	Purchase of Assets	-	0.49	-	-	-	-	-	-	-	0.49

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Sl. No.	Nature of Transactions	Parent- under de facto control as defined in Ind AS -110,Company under Common Control and Subsidiaries		Associates of Parent- under de facto control as defined in Ind AS -110		Key Management Personnel of the Company, Parent- under de facto control as defined in Ind AS -110		Other Related Parties		Total	
		Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025
27	Advances given	-	2.00	-	-	-	-	-	-	-	2.00
28	Advances recovered	-	2.00	-	-	-	-	-	-	-	2.00
29	Liabilities no longer required written back	-	1.00	-	-	-	-	-	-	-	1.00
30	Licence Fees	34.00	26.50	-	-	-	-	-	0.21	34.00	26.50
31	Contributions paid	-	-	-	-	-	-	0.05	-	0.05	0.21
32	Remuneration to Key Management Personnel	-	-	-	-	29.48	30.59	-	-	29.48	30.59
33	Post-employment benefits to Key Management Personnel	-	-	-	-	2.56	0.87	-	-	2.56	0.87
34	Other long-term benefit to Key Management Personnel	-	-	-	-	1.62	0.10	-	-	1.62	0.10
35	Director's Sitting Fees	-	-	-	-	0.59	0.78	-	-	0.59	0.78
36	Director's Commission	-	-	-	-	11.50	19.50	-	-	11.50	19.50
Sl. No.	Nature of Transactions	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025
B.	Closing Balances										
1	Receivables	29.38	68.51	-	-	-	-	-	-	29.38	68.51
2	Payables	0.78	5.29	-	-	-	-	-	-	0.78	5.29
3	Investments	3,975.39	3,991.39	-	-	-	-	-	-	3,975.39	3,991.39

(f) Terms and Conditions

Sale of power, power selling expense, Purchase/sale of traded goods/assets, License fee are entered in accordance with the agreement entered between the parties as per rates mutually agreed. All transactions were made on normal commercial terms and conditions and are at arm's length.

All outstanding balances are unsecured and are repayable in cash.

(g) Unwinding of interest on investment in preference shares of Devise Properties Private Ltd. is not disclosed above considering it to be a IND AS adjustment.

*Refer Note 4(a)

** Company has raised reimbursement of expenses of ₹ 11.16 Crores for services upto January, 2025, which was subsequently reversed during February, 2025.

*** Amount is below the rounding off norm adopted by the Company.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 28 : FAIR VALUE MEASUREMENT

(i) The carrying and fair value of financial instruments by category as at the end of the year are as follows:

	As at 31 March, 2026			As at 31 March, 2025		
	FVTPL	FVTOCI	Amortised Cost	FVTPL	FVTOCI	Amortised Cost
Financial assets						
Investments						
- Equity instruments	-	464.12	-	-	506.29	-
- Preference Shares	-	-	-	9.81	-	-
Trade receivables	-	-	800.12	-	-	1,267.97
Loans	-	-	5.39	-	-	8.33
Cash and cash equivalents	-	-	47.29	-	-	208.95
Other bank balances	-	-	6.67	-	-	6.29
Derivative financial assets	14.95	-	-	-	-	-
Other Financial Assets	-	-	47.86	-	-	72.13
Total financial assets	14.95	464.12	907.33	9.81	506.29	1,563.67
Financial liabilities						
Borrowings	-	-	2,277.67	-	-	2,960.34
Lease Liabilities	-	-	92.37	-	-	107.79
Current maturities of long term debts	-	-	248.81	-	-	294.69
Derivative financial liabilities	-	-	-	12.29	-	-
Trade payables	-	-	988.53	-	-	1,219.77
Other financial liabilities	-	-	112.35	-	-	152.34
Total financial liabilities	-	-	3,719.73	12.29	-	4,734.93

Investment in subsidiaries amounting to ₹ 3,512.19 Crores (31 March, 2025 ₹ 3,476.15 Crores) is recognised at cost and not included in table above.

(ii) Fair Value

The fair values of financial assets and liabilities are included at the amount 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. Methods and assumptions used to estimate the fair values are consistent in all the years. The following methods and assumptions were used to estimate the fair values:

- (a) In respect of investments in mutual funds, the fair values represent net asset value as stated by the issuers of these mutual fund units in the published statements. Net asset values represent the price at which the issuer will issue further units in the mutual fund and the price at which issuers will redeem such units from the investors. Accordingly, such net asset values are analogous to fair market value with respect to these investments, as transactions of these mutual funds are carried out at such prices between investors and the issuers of these units of mutual funds.
- (b) In respect of investments in listed equity instruments, the fair values represents available quoted market price at the Balance Sheet date.
- (c) The fair value of derivative contracts (foreign exchange forward contracts and Currency and Interest rate swaps) is determined using discounted cash flow analysis and swaps and options pricing models.
- (d) The management assessed that fair values, of trade receivables, cash and cash equivalents, other bank balances, other financial assets, loans, trade payables, borrowings, lease liabilities and other financial liabilities, approximate to their carrying amounts largely due to the short-term maturities of these instruments. Further, management also assessed the carrying amount of certain non-current loans which are a reasonable approximation of their fair values and the difference between the carrying amounts and fair values is not expected to be significant.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(iii) Fair value of financial assets and liabilities measured at amortised cost

The carrying amount of financial assets and financial liabilities measured at amortised cost in the financial statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amount would be significantly different from the values that would eventually be received or settled.

(iv) Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognised and measures at fair value and (b) measured at amortised cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Company has classified its financial instruments into the three levels prescribed under the accounting standard. Explanation of each level follows underneath the table:

Financial assets and liabilities measured at fair value - recurring fair value measurements	As at 31 March, 2026				As at 31 March, 2025			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Financial assets at FVTPL								
Investments in preference shares	-	-	-	-	-	-	9.81	9.81
Foreign-exchange forward contract	-	14.95	-	14.95	-	-	-	-
Financial assets at FVTOCI								
Investments in equity instruments	283.95	-	180.17	464.12	296.20	-	210.09	506.29
Total financial assets	283.95	14.95	180.17	479.07	296.20	-	219.90	516.10
Financial liabilities								
Financial liabilities at FVTPL								
Foreign-exchange forward contract	-	-	-	-	-	12.29	-	12.29
Total financial liabilities	-	-	-	-	-	12.29	-	12.29

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments. The fair value of all equity instruments which are traded in the stock exchanges is valued using the closing price as at the reporting period.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3. This is the case for unlisted equity securities included in Level 3.

The Company's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. There are no transfers between Level 1 and Level 2 fair value measurements during the year ended 31 March, 2026 and 31 March, 2025.

Some of the Company's financial assets are carried at fair value for which Level 3 inputs have been used. The following table gives information about how the fair values of these financial assets are determined (in particular, the valuation technique(s) and inputs used).

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Valuation inputs and relationship to fair value

Particulars	Fair Value at		Valuation Technique	Significant unobservable input	Sensitivity	
	31 March, 2026	31 March, 2025			31 March, 2026	31 March, 2025
Unquoted equity shares	180.17	210.09	Discounted cash flow/ Net Asset Value	Earning growth rate/ Discounting rate	Increase in earning growth rate by 1% and lower discount rate by 1% would increase fair value by ₹2.50 Crores Decrease in earning growth rate by 1% and higher discount rate by 1% would decrease fair value by ₹ 1.72 Crores	Increase in earning growth rate by 1% and lower discount rate by 1% would increase fair value by ₹1.95 Crores Decrease in earning growth rate by 1% and higher discount rate by 1% would decrease fair value by ₹ 1.42 Crores
Unquoted Preference shares	-	9.81	Discounted Amortised cost	Discounting rate to determine PV	- -	Decrease in discount rate by 1% will increase the fair value by ₹ 0.09 Crores Increase in discount rate by 1% will decrease fair value by ₹ 0.09 Crores

Valuation process:

The main Level 3 inputs for unquoted equity shares and unquoted preference share used by the Company are derived and evaluated as follows:

Discount rates are determined using a capital asset pricing model to calculate a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the asset.

NOTE 29 : FINANCIAL RISK MANAGEMENT

The Company's principal financial liabilities comprises of borrowings, trade, lease liabilities and other financial liabilities. The main purpose of these financial liabilities is to finance and support the operations of the Company. The Company's principal financial assets include trade and other receivables, loans, current investments and cash & cash equivalents that derive directly from its operations.

The Company's business activities are exposed to a variety of risks including liquidity risk, credit risk and market risk. The Company seeks to minimise potential adverse effects of these risks by managing them through a structured process of identification, assessment and prioritisation of risks followed by coordinated efforts to monitor, minimise and mitigate the impact of such risks on its financial performance and capital. For this purpose, the Company has laid comprehensive risk assessment and minimisation/mitigation procedures, which are reviewed by the Audit Committee and approved by the Board from time to time. These procedures are reviewed to ensure that executive management controls risks by way of properly defined framework. The Company does not enter into derivative financial instruments for speculative purposes.

(A) Credit risk

Credit risk refers to risk of financial loss to the Company if customers or counterparties fail to meet their contractual obligations. The Company is exposed to credit risk from its operating activities (mainly trade receivables) and from its investing activities (primarily deposit with banks and investment in mutual funds).

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(i) Credit risk management

(a) Trade Receivable

Customer credit risk is managed by the Company through its established policies and procedures which involve setting up credit limits based on credit profiling of individual customers, credit approvals for enhancement of limits and regular monitoring of important developments viz. payment history, change in credit rating, regulatory changes, industry outlook etc. Outstanding receivables are regularly monitored and an impairment analysis is performed at each reporting date on an individual basis for each major customer. In addition, small customers are grouped into homogeneous groups and assessed for impairment collectively. The Company also has a policy to provide for all receivables which are overdue for a period over 365 days. In accordance with Ind AS 109, the Company uses expected credit loss model to assess the impairment loss or reversal thereof.

Reconciliation of loss allowance provision - Trade receivables are as follows:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Loss allowance at the beginning of the year	0.92	0.92
Change/(reversal) in allowance during the year	0.25	-
Loss allowance at the end of the year	1.17	0.92

(b) Deposits and financial assets (Other than trade receivables):

The Company maintains exposure in cash and cash equivalents, term deposits with banks and money market liquid mutual fund schemes. Investments of surplus are made within assigned credit limits with approved counterparties who meet the threshold requirements with respect to ratings, financial strength, credit spreads etc. Counterparty credit limits are set to minimise concentration risk and are reviewed periodically by the Board.

(B) Liquidity Risk

Liquidity risk implies that the Company may not be able to meet its obligations associated with its financial liabilities. The Company manages its liquidity risk on the basis of the business plan that ensures that the funds required for financing the business operations and meeting financial liabilities are available in a timely manner and in the currency required at optimal costs. The Management regularly monitors rolling forecasts of the Company's liquidity position to ensure it has sufficient cash on an ongoing basis to meet operational fund requirements. The surplus cash generated, over and above the operational fund requirement is invested in bank deposits/marketable debt securities/debt mutual fund schemes of highly liquid nature to optimise cash returns while ensuring adequate liquidity for the Company.

Additionally, the Company has committed fund and non-fund based credit lines from banks which may be drawn anytime based on Company's fund requirements. The Company maintains a cautious liquidity strategy with positive cash balance and undrawn bank lines throughout the year.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include contractual interest payments.

Contractual maturity of financial liabilities	Upto 1 year	1 Year to 3 year	3 year to 5 year	More than 5 years	Total
31 March, 2026					
Borrowings	818.91	1,253.81	304.97	148.79	2,526.48
Trade payable	988.53	-	-	-	988.53
Lease Liabilities	30.40	54.16	23.32	-	107.88
Other financial liabilities	108.04	4.27	0.04	-	112.35
	1,945.88	1,312.24	328.33	148.78	3,735.24
31 March, 2025					
Borrowings	985.71	1,261.63	912.16	95.53	3,255.03
Trade payable	1,219.77	-	-	-	1,219.77
Lease Liabilities	30.40	53.80	39.25	7.76	131.21
Other financial liabilities	163.20	1.38	0.01	0.04	164.63
	2,399.08	1,316.81	951.42	103.33	4,770.64

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(C) Market Risk

Market risk is the risk that the fair value of future cash flow of financial instruments may fluctuate because of changes in market conditions. Market risk broadly comprises three types of risks namely currency risk, interest rate risk and price risk (for commodities or equity instruments). The above risks may affect the Company's income and expenses and/or value of its investments. The Company's exposure to and management of these risks are explained below.

(i) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company operates in international markets and therefore is exposed to foreign currency risk arising from foreign currency transactions. The exposure relates primarily to the Company's operating activities (when the revenue or expense is denominated in foreign currency), borrowings in foreign currencies and investment in overseas subsidiaries. Over ninety percent of Company's foreign currency transactions are in USD while the rest are in EURO, CNY, KRW, GBP and VND. The risk is measured through forecast of highly probable foreign currency cash flows.

The Company's risk management policy is hedging of net foreign currency exposure at all points in time through foreign exchange forward contracts, vanilla option contracts and cross currency interest rate swaps. The objective of the hedging is to eliminate the currency risk due to volatility in exchange rates.

(a) Foreign currency risk exposure

The Company's exposure to foreign currency risk at the end of the reporting period expressed in ₹, are as follows:

Particulars	31 March, 2026						31 March, 2025					
	INR equivalent of						INR equivalent of					
	USD	EUR	CNY	KRW	GBP	VND	USD	EUR	CNY	KRW	GBP	VND
Financial assets												
Trade receivables	250.95	77.83	-	-	-	-	322.67	199.22	-	-	-	-
Advance to Suppliers	-	-	-	-	-	-	-	-	0.02	-	-	0.00*
Other financial assets	0.67	-	0.36	-	-	0.00*	-	-	-	-	-	-
Net exposure to foreign currency risk (assets)	251.62	77.83	0.36	-	-	0.00*	322.67	199.22	0.02	-	-	0.00*
Financial liabilities												
Borrowings												
Foreign currency loan	445.10	-	-	-	-	-	590.87	-	-	-	-	-
Trade payables	687.88	2.75	0.01	0.01	0.04	0.00*	935.66	39.07	-	0.00*	-	-
Other financial liabilities	2.07	-	-	-	-	-	5.71	-	-	-	-	-
Derivative liabilities												
Foreign exchange forward contracts												
Buy foreign currency	(787.17)	-	-	-	-	-	(1,094.10)	-	-	-	-	-
Net exposure to foreign currency risk (liabilities)	347.88	2.75	0.01	0.01	0.04	0.00*	438.14	39.07	-	(0.00)*	-	-
Net exposure to foreign currency risk (Assets-Liabilities)	(96.26)	75.08	0.35	(0.01)	(0.04)	(0.00)*	(115.47)	160.15	0.02	(0.00)*	-	0.00*

* Amount is below the rounding off norm adopted by the Company.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(b) Sensitivity

A fluctuation in the exchange rates of 1% with other conditions remaining unchanged would have the following effect on Company's profit or loss before taxes/Equity as at 31 March, 2026 and 31 March, 2025:

	Impact on profit before tax		Impact on Equity (net of tax)	
	Year Ended 31 March, 2026	Year Ended 31 March, 2025	Year Ended 31 March, 2026	Year Ended 31 March, 2025
USD sensitivity				
INR/USD- Increase by 1%*	(0.96)	(1.15)	(0.72)	(0.86)
INR/USD- Decrease by 1%*	0.96	1.15	0.72	0.86
EUR sensitivity				
INR/EUR- Increase by 1%*	0.75	1.60	0.56	1.20
INR/EUR- Decrease by 1%*	(0.75)	(1.60)	(0.56)	(1.20)
CNY sensitivity**				
INR/CNY- Increase by 1%*	0.00	0.00	0.00	0.00
INR/CNY- Decrease by 1%*	(0.00)	(0.00)	(0.00)	(0.00)
KRW sensitivity**				
INR/KRW- Increase by 1%*	(0.00)	(0.00)	(0.00)	(0.00)
INR/KRW- Decrease by 1%*	0.00	0.00	0.00	0.00
GBP sensitivity**				
INR/GBP- Increase by 1%*	(0.00)	-	(0.00)	-
INR/GBP- Decrease by 1%*	0.00	-	0.00	-
VND sensitivity**				
INR/VND- Increase by 1%*	(0.00)	0.00	(0.00)	0.00
INR/VND- Decrease by 1%*	0.00	(0.00)	0.00	(0.00)

* Holding all other variable constant

** Amount is below the rounding off norm adopted by the Company.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to risk of change in market interest rates relates primarily to its debt interest obligations. Its borrowings are at floating rates and its future cash flows will fluctuate because of changes in market interest rates.

(a) Interest Rate Risk Exposure

The exposure of the Company's borrowings to interest rate changes at the end of the reporting period are as follows:

Particulars	31 March, 2026	31 March, 2025
Total borrowings [including current maturities and excluding Non-Convertible Debentures ("NCD")]	2,039.26	2,664.43

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(b) Sensitivity

Profit or loss/Equity is sensitive to higher/lower interest expense from borrowings as a result of changes in interest rates.

	Impact on profit before tax		Impact on Equity (net of tax)	
	Year Ended 31 March, 2026	Year Ended 31 March, 2025	Year Ended 31 March, 2026	Year Ended 31 March, 2025
Interest Rates - Increase by 50 basis points (50 bps)*	(10.20)	(13.32)	(7.63)	(9.97)
Interest Rates - Decrease by 50 basis points (50 bps)*	10.20	13.32	7.63	9.97

*Holding all other variable constant

(iii) Security Price risk

Securities price risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded prices.

The Company invests its surplus funds in various debt instruments and equity instruments. These comprise of mainly liquid schemes of mutual funds, short term debt funds & income funds (duration investments), certain quoted equity instruments and bank fixed deposits. To manage its price risk arising from investments in mutual funds and equity instruments, the Company diversifies its portfolio. Mutual fund and equity investments are susceptible to market price risk, mainly arising from changes in the interest rates or market yields which may impact the return and value of such investments.

(a) Securities Price Risk Exposure

The Company's exposure to securities price risk arises from investments in mutual funds and equity instruments held by the Company and classified in the Balance Sheet as fair value through profit or loss/fair value through other comprehensive income is disclosed under Note 28.

(D) Commodity Price Risk

Commodity price risk results from changes in market prices for raw materials, mainly carbon black feedstock which forms the largest portion of Company's cost of sales.

The Company endeavours to reduce such risks by maintaining inventory at optimum level through a highly probable sales forecast on quarterly basis and also through worldwide purchasing activities. Raw materials are purchased exclusively to cover Company's own requirements. Further, a significant portion of Company's volume is sold based on formula-driven price adjustment mechanism which allows for recovery of the changed raw material cost from customers. The Company also endeavours to offset the effects of increases in raw material costs through price increases in its non-contract sales, productivity improvement and other cost reduction efforts. The Company has not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

NOTE 30 : CAPITAL MANAGEMENT

For the purposes of the Company's capital management, capital includes issued capital, all other equity reserves and borrowed capital less reported cash and cash equivalents.

The primary objective of the Company's capital management is to maintain an efficient capital structure to reduce the cost of capital, support the corporate strategy and to maximise shareholder's value.

The Company's policy is to borrow primarily through banks to maintain sufficient liquidity. The Company also maintains certain undrawn committed credit facilities to provide additional liquidity. These borrowings, together with cash generated from operations are utilised for operations of the Company.

The Company monitors capital on the basis of cost of capital. The Company is not subject to any externally imposed capital requirements.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

The following table summaries the total capital of the Company:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Long Term Borrowings (including current maturities of long term debt)	1,956.38	2,564.01
Short Term Borrowings	570.10	691.02
Less: Cash and cash equivalents	47.29	208.95
Total Net Debt (A)	2,479.19	3,046.08
Total equity (B)	4,051.19	3,743.15
Total Capital (C = (A+B))	6,530.38	6,789.23
Gearing ratio (A/C)	37.96%	44.87%

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, if any would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants/appropriate deferment of financial covenants has been obtained for interest-bearing loans and borrowing for the year ended 31 March 2026.

No changes were made to the objectives, policies or processes for managing capital during the year ended 31 March, 2026 and 31 March, 2025.

NOTE 31 : OTHER STATUTORY INFORMATION

- The Company does not have any transaction with struck off companies during the year ended 31 March, 2026.
- The Company does not have any charges or satisfaction which is yet to be registered with ROC (Registrar of Companies) beyond the statutory period.
- The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year ended 31 March,2026 and 31 March,2025.
- The Company has 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 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 provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- The Company has 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 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 to or on behalf of the Ultimate Beneficiaries.
- The Company has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.
- There are no proceedings initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- The Company 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 software. Further no instance of audit trail feature being tampered with was noted in respect of the accounting software. Additionally, the audit trail of prior year has been preserved by the Company as per the statutory requirements for record retention to the extent it was enabled and recorded in the respective years.
- The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- The Company is not a Core Investment Company as defined in the regulations made by Reserve Bank of India. The Group has 4 Core Investment Companies as a part of the Group.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

- The Company has complied with the number of layers prescribed under clause (87) of section 2 of the Act read with Companies (Restriction in number of Layers) Rules, 2017
- No fraud/material fraud by the Company or no fraud/material fraud on the Company has been noticed or reported and no whistle blower complaints received, during the year ended 31 March, 2026 and 31 March, 2025.

NOTE 32 :

Subscriptions and donations in Note 20 includes contribution of ₹ 35 Crores (Previous year- ₹ 35 Crores) which were made in accordance with Section 182 of the Companies Act, 2013.

NOTE 33 :

In accordance with paragraph 4 of Ind AS 108 – “Operating Segment”, segment information has been given in the consolidated financial statements, and therefore, no separate disclosure on segment information is given in these standalone financial statements.

NOTE 34 : EXCEPTIONAL ITEMS

On 21 November, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty- nine existing labour laws into a unified framework governing employee benefits during employment and post employment. The Labour Codes, amongst other things introduces changes, including a uniform definition of wages and enhanced benefits relating to leave. The Company has assessed the financial implications of these changes which has resulted in increase in gratuity liability arising out of past service cost and increase in leave liability, in aggregate ₹ 12.45 crores. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Company has presented this incremental amount as “Statutory impact of new Labour Codes” under “Exceptional Items” in the Statement of Profit and Loss for the year ended March 31, 2026. The Company continues to monitor the developments pertaining to Labour Codes and will evaluate impact if any on the measurement of liability pertaining to employee benefits.

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 35 : RATIO ANALYSIS AND IT ELEMENTS						
Particulars	Numerator	Denominator	Year ended 31 March, 2026	Year ended 31 March, 2025	% Change	Reasons for Variance
1 Current Ratio	Total Current Assets	Total Current Liabilities	0.78	0.95	(17.89)	
2 Debt Equity Ratio	Total Debt = Non-current Borrowings + Current Borrowings	Total Equity	0.62	0.87	(28.74)	Due to prepayment of debt.
3(a) Debt Service Coverage Ratio-without prepayment	Earning Available for Debt Service	Debt Service (scheduled)	1.11	1.25	(11.20)	
Earning Available for Debt Service: Net profit after Tax + Depreciation and amortisation expense + Finance cost excluding interest on lease liabilities - Net gain on foreign currency transaction + Gain/Loss on disposal of property, plant and equipment						
Debt Service: Interest + Scheduled Principal Loan repayment						
3(b) Debt Service Coverage Ratio- with prepayment	Earning Available for Debt Service	Debt Service (with prepayment)	0.48	1.25	(61.60)	Due to prepayment of long term debt.
Earning Available for Debt Service: Net profit after Tax + Depreciation and amortisation expense + Finance cost excluding interest on lease liabilities - Net gain on foreign currency transaction + Gain/Loss on disposal of property, plant and equipment						
Debt Service: Interest + Principal Loan repayment (with prepayment)						

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Numerator	Denominator	Year ended 31 March, 2026	Year ended 31 March, 2025	% Change	Reasons for Variance
4 Return on Equity (%)	Profit for the year	Average Shareholder's Equity	6.05%	12.85%	(6.80)	
5 Inventory Turnover Ratio - Days	Revenue from operations	Inventories	44	36	22.22	
Refer Note given below						
The Company's turnover is highly sensitive to the changes in crude prices which may fluctuate widely between quarters. The Company, therefore, believes that the Inventory turnover days computed on the basis of simple average of the turnover days for each of the four quarters of the year will be more appropriate and reflective of company's operations. The turnover days for each quarter is derived by dividing the quarter-end outstanding inventory balance with sales for the respective quarter.						
Revenue from operations = Sales of Finished Goods and Traded Goods without GST+Sale of Power						
Inventories = Raw Materials + Finished Goods + Stores and spares parts (including packing material).						
Debtors Turnover Ratio - Days	Revenue from operations	Trade Receivables	63	68	(7.35)	
Refer Note given below						
The Company's turnover is highly sensitive to the changes in crude prices which may fluctuate widely between quarters. The Company, therefore, believes that the Debtors turnover days computed on the basis of simple average of the turnover days for each of the four quarters of the year will be more appropriate and reflective of company's operations. The turnover days for each quarter is derived by dividing the quarter-end outstanding debtors balance with sales for the respective quarter.						

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Numerator	Denominator	Year ended 31 March, 2026	Year ended 31 March, 2025	% Change	Reasons for Variance
(Revenue from operations = Sales of Finished Goods and Traded Goods including GST+Sale of Power)						
7 Trade Payable Turnover Ratio-Days	Consumption-Raw Material, Stores & Spares and Packing Material	Trade Payables(for Materials)	91	91	-	
Refer Note given below						
The Company's turnover is highly sensitive to the changes in crude prices which may fluctuate widely between quarters. The Company, therefore, believes that the Trade payable turnover days computed on the basis of simple average of the turnover days for each of the four quarters of the year will be more appropriate and reflective of company's operations. The turnover days for each quarter is derived by dividing the quarter-end outstanding Trade payable (for material) balance with consumption- Raw material,Stores and Packing material for the respective quarter.						
8 Net Capital Turnover Ratio	Revenue from operations	Working Capital	**	**		
(Revenue from operations = Sales of Finished Goods and Traded Goods without GST+Sale of Power)						
(Working Capital=Total Current Asset less Total Current Liabilities)						
9 Net Profit Margin (%)	Net Profit (Profit after Tax)	Revenue from operations	4.27%	7.68%	(3.41)	
10 Return on Capital Employed	Earnings before interest and taxes (EBIT)	Capital Employed	7.66%	11.53%	(3.87)	
[EBIT/Capital Employed]						
Capital Employed = Tangible Net Worth + Total Borrowings (Non Current and Current) + Deferred Tax Liabilities						

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Numerator	Denominator	Year ended 31 March, 2026	Year ended 31 March, 2025	% Change	Reasons for Variance
11 Return on Investment						
Return on Investment-Mutual fund	Gain on sale of investments carried at FVTPL	Monthly Average Mutual Fund	1.68%	2.46%	(0.78)	
Return on Investment-Non-Current	Fair value notional Gain	Average Investment in Equity shares and Preference shares	(2.11%)	6.57%	(8.68)	
12 Interest Service Coverage Ratio	Earning Available for Interest Service	Interest Service	2.59	3.57	(27.45)	Due to decrease in earning available during the year ended 31 March, 2026.
Earning Available for Interest Service: Profit Before Tax +Finance costs excluding interest on lease liabilities-net gain on foreign currency transaction						
Interest Service: Finance costs excluding interest on lease liabilities-net gain on foreign currency transaction						
13 Net Worth (₹ Crores)			3,692.15	3,235.94	14.10	
Net worth = Equity Share Capital,excluding money received against share warrant + Securities Premium + General Reserve + Retained Earnings.						
14 Net Profit after tax (₹ Crores)			235.82	451.06	(47.72)	Due to increase in expenses
15(a) Earnings per share (EPS) (Basic)	Net Profit after tax available for Equity Shareholders	Number of Equity Shares for Basic EPS	6.14	11.95	(48.61)	Due to decrease in profit
15(b) Earnings per share (EPS) (Diluted)	Net Profit after tax available for Equity Shareholders	Number of Equity Shares for Diluted EPS	6.12 [#]	11.92 [#]	(48.66)	Due to decrease in profit

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Numerator	Denominator	Year ended 31 March, 2026	Year ended 31 March, 2025	% Change	Reasons for Variance
16 Long Term Debt to Working Capital	Non current borrowings including current maturities of long-term debts	Current Assets - Current Liabilities excluding current maturities of long term debts	**	16.07	-	
17 Bad Debts to Account receivable Ratio *	Bad Debt (including allowance for doubtful debts/ expected credit loss)	Trade Receivables	0.00	-	0.00	
18 Current Liability Ratio	Total Current Liabilities	Total Liabilities	0.50	0.49	3.05	
19 Total Debts to Total Assets	Non Current Borrowings+ Current Borrowings	Total Assets	0.31	0.37	(14.38)	
20 Operating Margin (%)	Operating Profit	Revenue from Operations.	11.25%	15.83%	(4.58)	
Operating Profit = Profit Before Tax +Depreciation and amortisation expenses+Finance Costs-Payment of Lease Liability-Net gain on foreign currency transaction+Loss/(Profit) on disposal of property, plant and equipment -Other Income						

* Ratio is below the rounding off norm adopted by the Company.
** The ratio has not been calculated as the working capital is negative.
after considering impact of share warrants [Refer Note 8(i)]

Notes to Standalone Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 36 :

During the year ended 31 March, 2025, the Company has changed its name from 'PCBL Limited' to 'PCBL Chemical Limited' pursuant to issuance of fresh Certificate of Incorporation dated 06 November, 2024 by Ministry of Corporate Affairs.

For **S. R Batliboi & Co. LLP**

ICAI Firm Registration Number 301003E/E300005

Chartered Accountants

For and on behalf of Board of Directors of **PCBL Chemical Limited**

CIN: L23109WB1960PLC024602

per Jai Prakash Yadav

Partner

Membership Number: 066943

Nilesh Koul

Managing Director

(DIN: 10963815)

Umang Kanoria

Director

(DIN: 00081108)

Place: Mumbai

Date: 30 April, 2026

Kaushik Mukherjee

Company Secretary

Membership Number: F5000

Raj Kumar Gupta

Chief Financial Officer

Independent Auditor’s Report

To the Members of PCBL Chemical Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of PCBL Chemical Limited (hereinafter referred to as “the Holding Company”) and its subsidiaries (the Holding Company and its subsidiaries together referred to as “the Group”) comprising of the consolidated Balance sheet as at March 31 2026, the consolidated Statement of Profit and Loss, including other comprehensive income, the consolidated Cash Flow Statement and the consolidated Statement of Changes in Equity for the year then ended, and notes to the consolidated financial statements, including a summary of 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 other auditors on separate financial statements and on the other financial information of the subsidiaries, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013, as amended (“the 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 as at March 31, 2026, their consolidated profit including other comprehensive income, their consolidated cash flows and the consolidated statement of changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing (SAs), as specified under section 143(10) of the Act. Our responsibilities under those Standards 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, 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 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 we have obtained is sufficient and appropriate to provide a basis for our audit 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 for the financial year ended March 31, 2026. 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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have determined the matters described below to be the key audit matters to be communicated in our report. We have fulfilled the responsibilities described in the Auditor’s responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of audit procedures performed by us and by other auditors of components not audited by us, as reported by them in their audit reports furnished to us by the management, including those procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Independent Auditor’s Report (Contd.)

Key audit matters	How our audit addressed the key audit matter
Revenue Recognition (as described in Note 15 of the consolidated financial statements)	
The Group’s revenue is derived primarily from sale of products and power. Revenue is recognised net of taxes and return at an amount that reflects the consideration, which the Group is entitled to receive for those goods from customers when the Group satisfies the performance obligation by transferring the goods or service to a customer. The Group uses different types of delivery terms across its operating markets and this has an impact on the timing of revenue recognition. The performance obligations in the contracts may be fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on contract terms. Timing of revenue recognition has been identified as a key audit matter considering there is involvement of judgement in determining of timing of recognising the revenue / transfer of control.	Our audit procedures include the following: • We read and evaluated the Group’s policy for revenue recognition and assessed its compliance with “Ind AS 115- Revenue from contracts with customers”. • We assessed the design and tested the operating effectiveness of internal controls related to revenue. • We verified on test check basis, sales transactions and inspected the underlying sales orders, invoice copies, terms of delivery, lorry receipts, bill of lading as per the terms of the contract with customers. • We verified on test check basis, sales transactions made close to year-end date. Agreed the period of revenue recognition to underlying documents such as sales orders, invoice copies, terms of delivery, lorry receipts, bill of lading as per the terms of the contract with customers. • We assessed the adequacy of disclosures in accordance with requirements of Ind AS 115.
Provisions for claims & litigations and disclosure of contingent liabilities (as described in Note 11.1 and 23 of the consolidated financial statements)	
The Holding Company is involved in litigations, both for and against the Holding Company, comprising of tax matters, legal compliances and other disputes. The Holding Company assesses the need to make a provision or disclose a contingency on a case-to-case basis considering the underlying facts of each matter, in consultation with its advisors and lawyers. This involves a high level of management judgement and assumptions which impact the risk assessment and consequential provisioning and disclosure of contingencies in the financial statements. This area is significant to our audit, since the completeness and accuracy of accounting and disclosures for contingencies is dependent on such management judgement and assumptions.	Our audit procedures included the following: • We evaluated and tested the Holding Company’s processes and controls for monitoring of claims, litigations, disputes, compliances and assessment thereof for determining the likely outcome. We read the summary of the litigations prepared by the management and discussed the material cases to determine the Holding Company’s assessment of the likelihood and magnitude of any liability that may arise. • We obtained independent legal confirmations from the concerned lawyers, where applicable, to seek their opinion on the status of litigations and checked the management’s judgements and assumptions. • We discussed with the management, including the Holding Company’s internal tax experts and head of legal matters to understand the basis of management’s judgements and estimates. • We obtained risk assessment of tax litigations from our tax specialists to assess management’s judgements and assumptions on such matters. • We read the minutes of the board meetings and tested the Holding Company’s legal expenses on sample basis to determine the completeness of claims, disputes and litigations. • We tested the adequacy of disclosures in the consolidated financial statements. • We also obtained necessary representation from the management in regard to the provisioning and disclosures in respect of the claims and litigations.

Independent Auditor's Report (Contd.)

Key audit matters	How our audit addressed the key audit matter
Impairment Testing of certain Intangible assets (including Goodwill) (as described in Note 3(d) of the consolidated financial statements)	
The acquisition of Aquapharm Chemicals Private Limited by Advaya Chemical Industries Limited ("ACIL") in an earlier year and thereafter amalgamation of Aquapharm Chemicals Private Limited with ACIL has resulted in recognition of goodwill (March 31, 2026- Rs. 606.76 crores) arising from business combinations and capitalization of certain identified intangible assets (including customer relationships- Rs. 1,562.72 crores, product related know-how / Intellectual Property rights- Rs. 417.18 crores).	• We obtained an understanding from the management, assessed and tested the design and operating effectiveness of the Company's key controls over the impairment assessment of such Intangible assets. • We obtained and read the report of the management's expert to evaluate the reasonableness of the methodology and key assumptions used by management and its expert used for impairment testing of certain intangible assets (including Goodwill). Evaluated the competence and objectivity of the management's expert.
For assessment, the Group has engaged a valuer to determine the recoverable value of these intangible assets (including Goodwill) based on discounted cash flow method which is complex and is sensitive to underlying assumptions especially those relating to cash flow forecasts including future business growth and the application of an appropriate discount rate, which are inherently subjective.	• In performing the above procedures, we involved internal valuation specialists to perform an independent review of methodology and key assumptions used in the valuation. We also evaluated the objectivity and competence of such internal valuation specialists involved in such independent review. • We obtained suitable management representations on projections of future cash flows and the various assumptions used in the valuation. • We tested the arithmetical accuracy of the financial projections. • We evaluated the adequacy of the disclosures in the consolidated financial statements.
Accordingly, impairment assessment of certain Intangible assets (including Goodwill) is determined to be a key audit matter.	

We have determined that there are no other key audit matters to communicate in our report.

Information Other than the Financial Statements and Auditor's Report Thereon

The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Management Discussion and Analysis, Board's Report including Annexures to Board's Report, Business Responsibility and Sustainability Report, Corporate Governance and Shareholder's Information, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do 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 and, in doing so, consider whether such other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the

audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

The Holding Company's Board of Directors is responsible for the preparation and presentation of these consolidated financial statements in terms of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated statement of changes in equity of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, as amended. The respective Board of Directors of the companies included in the Group are responsible

Independent Auditor's Report (Contd.)

for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of their respective companies 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 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 Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group are responsible for assessing the ability of their respective companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those respective Board of Directors of the companies included in the Group are also responsible for overseeing the financial reporting process of their respective companies.

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 Holding 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 management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group 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 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 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 information of the entities or business activities within the Group of which we are the independent auditors, 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 of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the

Independent Auditor's Report (Contd.)

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.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements 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 for the financial year ended March 31, 2026 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

- (a) We did not audit the financial statements and other financial information, in respect of 10 subsidiaries, whose financial statements include total assets of Rs 3,183.43 crores as at March 31, 2026, total revenues of Rs 1,453.85 crores and net cash inflows of Rs 46.57 crores for the year ended on that date. These financial statement and other financial information have been audited by other auditors, which financial statements, other financial information and auditor's reports have been furnished to us by the management. 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-sections (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries, is based solely on the reports of such other auditors.

Certain of these subsidiaries are located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their respective countries and which have been audited by other auditors under generally accepted auditing standards applicable in their respective countries. The Holding Company's management has converted the financial statements of such subsidiaries located outside India from accounting principles generally accepted in their respective countries to accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion in so far as it relates to the balances and affairs of such subsidiaries located outside India is based on the report of other auditors and the conversion adjustments prepared by the management of the Holding Company and audited by us.

The accompanying consolidated financial statements include unaudited financial statements and other unaudited financial information in respect of 1 subsidiary, whose financial statements and other financial information reflect total assets of Rs Nil crores as at March 31, 2026, and total revenues of Rs Nil crores and net cash outflows of Rs Nil crores for the year ended on that date. These unaudited financial statements and other unaudited financial information have been furnished to us by the management. Our opinion, in so far as it relates amounts and disclosures included in respect of this subsidiary is based solely on such unaudited financial statement and other unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, this financial statements and other financial information is not material to the Group.

Our opinion above on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements and other financial information 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 sub-section (11) of section 143 of the Act, based on our audit and on the consideration

Independent Auditor's Report (Contd.)

of report of the other auditors on separate financial statements and the other financial information of the subsidiary companies, incorporated in India, as noted in the 'Other Matter' paragraph, there are no qualifications or adverse remarks by the respective auditors in the Companies (Auditor's Report) Order reports of the companies included in the consolidated financial statements.

2. As required by Section 143(3) of the Act, based on our audit and on the consideration of report of the other auditors on separate financial statements and the other financial information of subsidiaries, as noted in the 'other matter' paragraph we report, to the extent applicable, that:
 - (a) We and the other auditors whose report we have relied upon 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 consolidation of the financial statements have been kept so far as it appears from our examination of those books and reports of the other auditors except that the backup of certain books of account and other books and papers maintained in electronic mode has not been maintained on servers physically located in India on daily basis in respect of 1(one) subsidiary and except for the matters stated in the paragraph 2 (i) (vi) below on reporting under Rule 11(g); (refer Note 33 to the consolidated financial statements)
 - (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Consolidated Cash Flow Statement and Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the 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 Accounting Standards specified under Section 133 of the Act, read with Companies (Indian Accounting Standards) Rules, 2015, as amended;

- (e) On the basis of the written representations received from the directors of the Holding Company as on March 31, 2026 taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors who are appointed under Section 139 of the Act, of its subsidiary companies, none of the directors of the Group's companies, incorporated in India, is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164 (2) of the Act;
- (f) The modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph (b) above on reporting under Section 143(3)(b) and paragraph (i) (vi) below on reporting under Rule 11(g).
- (g) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiary companies, incorporated in India, and the operating effectiveness of such controls, refer to our separate Report in "Annexure" to this report;
- (h) In our opinion and based on the consideration of reports of other statutory auditors of the subsidiaries, incorporated in India, the managerial remuneration for the year ended March 31, 2026 has been paid / provided by the Holding Company and its subsidiaries, incorporated in India to their directors in accordance with the provisions of section 197 read with Schedule V to the Act;
- (i) 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, as amended, 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 report of the other auditors on separate financial statements as also the other financial information of the subsidiaries, as noted in the 'Other matter' paragraph:
 - i. The consolidated financial statements disclose the impact of pending litigations on its consolidated financial position of the Group, in its consolidated financial statements - Refer Note 23 to the consolidated financial statements.

Independent Auditor's Report (Contd.)

- ii. Provision has been made in the consolidated financial statements, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts.
- iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Holding Company and its subsidiaries, incorporated in India during the year ended March 31, 2026.
- iv. a) The respective managements of the Holding Company and its subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, respectively that, to the best of its knowledge and belief, as disclosed in the Note 33 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 subsidiaries to or in any other person or entity, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the respective Holding Company or any of such subsidiaries ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
- b) The respective managements of the Holding Company and its subsidiaries, which are companies incorporated

in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries, respectively that, to the best of its knowledge and belief, as disclosed in the Note 33 to the consolidated financial statements, no funds have been received by the respective Holding Company or any of such subsidiaries from any person or entity, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiaries, shall, whether, 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 provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

- c) 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 subsidiaries, which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (a) and (b) contain any material mis-statement.
- v) The interim dividend declared and paid during the year by the Holding Company and until the date of the respective audit reports of such Holding Company, is in accordance with section 123 of the Act.

Independent Auditor's Report (Contd.)

- vi) Based on our examination which included test checks and that performed by the respective auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, except for the instances as discussed in Note 33 to the consolidated financial statements in respect to 1(one) subsidiary, the Holding Company and subsidiaries have used 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 software. Further, during the course of our audit, we and respective auditors of the above referred subsidiaries did not come across any instance of audit

trail feature being tampered in respect of accounting software. Additionally, the audit trail of prior years has been preserved by the Holding Company and the above referred subsidiaries, as per the statutory requirements for record retention.

For **S.R. Batliboi & Co. LLP**

Chartered Accountants

ICAI Firm Registration Number: 301003E/E300005

per **Jai Prakash Yadav**

Partner

Membership Number: 066943

UDIN: 26066943KPSEDN8437

Place of Signature: Mumbai

Date: April 30, 2026

Independent Auditor's Report (Contd.)

Annexure to the Independent Auditor's Report of even date on the Consolidated Financial Statements of PCBL Chemical Limited

Report on the Internal Financial Controls under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

In conjunction with our audit of the consolidated financial statements of PCBL Chemical Limited (hereinafter referred to as the "Holding Company") as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiaries (the Holding Company and its subsidiaries together referred to as "the Group"), which are companies incorporated in India, as of that date.

Management's Responsibility for Internal Financial Controls

The respective Board of Directors of the companies included in the Group, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI). 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 respective 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 Companies Act, 2013.

Auditor's Responsibility

Our responsibility is to express an opinion on the Holding Company's internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing, specified under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls, both, issued by ICAI. 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 consolidated financial statements was 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 consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated 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 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 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 consolidated financial statements.

Meaning of Internal Financial Controls With Reference to Consolidated Financial Statements

A company's internal financial control with reference to consolidated 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 control with reference to consolidated financial statements includes 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.

Independent Auditor's Report (Contd.)

Inherent Limitations of Internal Financial Controls With Reference to Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to consolidated 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 consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion, the Group, which are companies incorporated in India, have, maintained in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Holding Company

considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

Other Matters

Our report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to consolidated financial statements of the Holding Company, in so far as it relates to three (3) subsidiaries, which are companies incorporated in India, is based on the corresponding report of the auditor of such subsidiary incorporated in India.

For **S.R. Batliboi & Co. LLP**

Chartered Accountants

ICAI Firm Registration Number: 301003E/E300005

per **Jai Prakash Yadav**

Partner

Membership Number: 066943

UDIN: 26066943KPSEDN8437

Place of Signature: Mumbai

Date: April 30, 2026

Consolidated Balance Sheet

as at 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Notes	As at 31 March, 2026	As at 31 March, 2025
ASSETS			
Non-current assets			
Property, plant and equipment	3(a)	4,215.86	3,547.63
Capital work-in-progress	3(b)	565.88	729.63
Investment property	3(c)	4.48	4.48
Goodwill	3(d)	606.76	606.76
Other Intangible assets	3(e)	2,099.27	2,204.50
Right of use assets	3(f)	201.47	231.44
Intangible assets under development	3(g)	17.22	2.05
Financial Assets			
(i) Investments	4(a)	464.13	516.11
(ii) Loans	4(e)	1.24	1.63
(iii) Other financial assets	4(f)	79.67	44.05
Non current tax assets (net)	7	21.48	34.40
Other non-current assets	5	49.28	74.71
Total Non-current assets		8,326.74	7,997.39
Current assets			
Inventories	6	1,023.70	1,268.15
Financial Assets			
(i) Trade receivables	4(b)	1,395.35	1,793.74
(ii) Cash and cash equivalents	4(c)	229.52	318.53
(iii) Other bank balances	4(d)	58.49	70.63
(iv) Loans	4(e)	0.51	0.55
(v) Other financial assets	4(f)	55.93	12.17
Other current assets	5	204.30	260.73
Total Current assets		2,967.80	3,724.50
TOTAL ASSETS		11,294.54	11,721.89
EQUITY AND LIABILITIES			
EQUITY			
Equity Share Capital	8	39.35	37.75
Other Equity	9	3,966.95	3,659.69
Equity attributable to Equity Holders of the Parent		4,006.30	3,697.44
Non-Controlling Interest		12.85	11.72
TOTAL EQUITY		4,019.15	3,709.16
LIABILITIES			
Non-current liabilities			
Financial Liabilities			
(i) Borrowings	10(a)(i)	3,197.24	3,646.85
(ii) Lease Liabilities	10(c)	126.19	156.12
(iii) Other financial liabilities	10(d)	11.60	1.43
Provisions	11	43.07	22.43
Deferred tax liabilities (net)	12	262.85	289.23
Other non-current liabilities	13	47.39	-
Total Non-current liabilities		3,688.34	4,116.06
Current liabilities			
Financial Liabilities			
(i) Borrowings	10(a)(ii)	1,627.94	1,733.10
(ii) Lease Liabilities	10(c)	37.69	35.26
(iii) Trade payables	10(b)		
a) Total outstanding dues of micro enterprises and small enterprises		51.30	62.18
b) Total outstanding dues of creditors other than micro enterprises and small enterprises		1,395.67	1,532.54
(iv) Other financial liabilities	10(d)	280.52	381.66
Provisions	11	119.40	98.05
Current tax liabilities (net)	14	2.69	0.16
Other current liabilities	13	71.84	53.72
Total Current liabilities		3,587.05	3,896.67
TOTAL LIABILITIES		7,275.39	8,012.73
TOTAL EQUITY AND LIABILITIES		11,294.54	11,721.89

The accompanying notes form an integral part of the Consolidated financial statements.

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

per Jai Prakash Yadav
Partner
Membership Number: 066943

Nilesh Koul
Managing Director
(DIN: 10963815)

Umang Kanoria
Director
(DIN: 00081108)

Place: Mumbai
Date: 30 April, 2026

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Raj Kumar Gupta
Chief Financial Officer

Consolidated Statement of Profit and Loss

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Notes	Year ended 31 March, 2026	Year ended 31 March, 2025
Revenue from operations	15	8,189.30	8,404.25
Other income	16	38.59	47.39
Total Income		8,227.89	8,451.64
Expenses			
Cost of materials consumed	17(a)	5,674.23	5,836.39
Purchases of stock-in-trade	17(b)	13.72	17.21
Changes in inventories of finished goods,stock-in-trade and work-in-progress	17(c)	30.92	(44.06)
Employee benefits expense	18	463.38	412.82
Finance costs	19	422.98	460.91
Depreciation and amortisation expense	20	372.76	345.68
Other expenses	21	964.08	845.11
Total Expenses		7,942.07	7,874.06
Profit before tax and exceptional items		285.82	577.58
Exceptional Items			
Impairment of Goodwill	3(d)	-	554.72
Reversal of Deferred tax liability pursuant to restructuring	12	-	(554.20)
Statutory impact of new Labour Codes	34(b)	25.04	-
Total exceptional items		25.04	0.52
Profit before tax		260.78	577.06
Income-tax expense	22		
Current tax		90.03	178.98
Deferred tax charge / (credit)	12	(21.84)	(36.97)
Tax relating to earlier years charge / (credit)		(5.45)	0.38
Total tax expense		62.74	142.39
Profit for the year		198.04	434.67
Other Comprehensive Income / (Loss) [OCI]			
Items that will be reclassified to profit or loss,net of taxes			
Exchange differences on translation of foreign operations		39.37	11.29
Net movement on cash flow hedges		-	0.22
Income Tax relating to items that will be reclassified to profit or loss	22	-	(0.06)
Items that will not be reclassified to profit or loss, net of taxes			
Remeasurements gain / (loss) on post-employment defined benefit plans		(1.11)	(2.64)
(Loss)/Gain in fair value of equity instruments through OCI		(42.15)	119.75
Income Tax relating to items that will not be reclassified to profit or loss	22	6.32	(8.74)
Other Comprehensive Income / (Loss) for the year, net of tax		2.43	119.82
Total Comprehensive Income for the year, net of tax		200.47	554.49
Profit for the year attributable to: -			
Owners of the equity		197.87	434.60
Non-controlling interest		0.17	0.07
Other Comprehensive Income for the year attributable to: -			
Owners of the equity		1.47	119.71
Non-controlling interest		0.96	0.11
Total Comprehensive Income for the year attributable to: -		199.34	554.31
Owners of the equity		1.13	0.18
Non-controlling interest			
Earnings per equity share:	26		
Nominal Value per share (Re 1/-)			
Basic (₹)		5.15	11.51
Diluted (₹)	8(i)	5.13	11.48

The accompanying notes form an integral part of the Consolidated financial statements.

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

per Jai Prakash Yadav
Partner
Membership Number: 066943

Nilesh Koul
Managing Director
(DIN: 10963815)

Umang Kanoria
Director
(DIN: 00081108)

Place: Mumbai
Date: 30 April, 2026

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Raj Kumar Gupta
Chief Financial Officer

Consolidated Statement of Changes in Equity

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Notes	As at 31 March, 2026		As at 31 March, 2025	
		Number of Shares	Amount	Number of Shares	Amount
Equity shares of Re. 1/- (31 March, 2025 Re. 1/-) each issued, subscribed and paid up					
Opening balance	8	37,74,62,604	37.75	37,74,62,604	37.75
Add: Equity shares issued against share warrants	8(i)	1,60,00,000	1.60	-	-
Closing balance		39,34,62,604	39.35	37,74,62,604	37.75

B. Other equity

Particulars	Notes	Reserves and Surplus				Other reserves			Non-Controlling Interest	Money received against share warrants	Total other equity
		Capital reserve	Securities premium	General reserve	Statutory Reserve	Retained earnings	Equity Instruments through Other comprehensive income	Other items of Comprehensive Income - FCTR			
As at 1 April, 2025	9	1.53	610.95	73.38	0.60	2,448.47	394.42	18.34	11.72	112.00	3,671.41
Profit for the year		-	-	-	-	197.87	-	-	0.17	-	198.04
Other comprehensive income / (loss) for the year		-	-	-	-	(0.82)*	(36.12)*	38.41	0.96	-	2.43
Money received against share warrants	9(iii)	-	-	-	-	-	-	-	-	336.00	336.00
Issue of equity shares against conversion of share warrants	8(i)	-	-	-	-	-	-	-	-	(448.00)	(448.00)
Premium on issue of equity shares against conversion of share warrants	9(b)	-	446.40	-	-	-	-	-	-	-	446.40
Interim Dividend	25	-	-	-	-	(226.48)	-	-	-	-	(226.48)
Transfer on account for profit on sale of investment	-	-	-	-	-	0.03	(0.03)	-	-	-	-
As at 31 March, 2026		1.53	1,057.35	73.38	0.60	2,419.07	358.27	56.75	12.85	-	3,979.80

*Net of tax

Consolidated Statement of Changes in Equity

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Notes	Reserves and Surplus					Other reserves			Non-Controlling Interest	Money received against share warrants	Total other equity
		Capital reserve	Securities premium	General reserve	Statutory Reserve	Retained earnings	Equity Instruments through Other comprehensive income	Other items of Comprehensive Income - FCTR	Cash flow hedge reserve			
As at 1 April, 2024	9	1.53	610.95	73.38	0.60	2,231.44	284.04	7.16	(0.16)	3.73	-	3,212.67
Profit for the year		-	-	-	-	434.60	-	-	-	0.07	-	434.67
Other comprehensive income/(loss) for the year		-	-	-	-	(2.01)*	110.38*	11.18	0.16*	0.11	-	119.82
Money received against share warrants	9(iii)	-	-	-	-	-	-	-	-	-	112.00	112.00
Proceeds from issue of equity shares and Compulsory Convertible Debenture (CCDs) to Non Controlling Interest		-	-	-	-	-	-	-	-	3.77	-	3.77
Payment towards acquisition of non controlling interest		-	-	-	-	(7.96)	-	-	-	4.04	-	(3.92)
Interim Dividend	25	-	-	-	-	(207.60)	-	-	-	-	-	(207.60)
As at 31 March, 2025		1.53	610.95	73.38	0.60	2,448.47	394.42	18.34	-	11.72	112.00	3,671.41

*Net of tax

The accompanying notes form an integral part of the Consolidated financial statements.

As per our report of even date attached

For S. R Batliboi & Co. LLP
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

For and on behalf of Board of Directors of PCBL Chemical Limited
CIN: L23109WB1960PLC024602

per Jai Prakash Yadav
Partner
Membership Number: 066943

Nilesh Koul
Managing Director
(DIN: 10963815)

Umang Kanoria
Director
(DIN: 00081108)

Place: Mumbai
Date: 30 April, 2026

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Raj Kumar Gupta
Chief Financial Officer

Consolidated Statement of Cash Flows

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Notes	Year ended 31 March, 2026	Year ended 31 March, 2025
A. CASH FLOWS FROM / (USED IN) OPERATING ACTIVITIES			
Profit before Tax		260.78	577.06
Adjustments to reconcile profit before tax to net cash flows:			
Depreciation and amortisation expense	20	372.76	345.68
Net movement in exceptional items	34	25.04	0.52
Finance costs	19	422.98	460.91
Bad Debt	21	-	0.11
Allowance for doubtful debts / expected credit losses - trade receivables (net)	21	2.27	-
Interest income from certain financial assets	16	(11.83)	(10.56)
Dividend income from equity instruments designated at FVTOCI	16	(10.15)	(8.67)
Gain on sale of investments carried at FVTPL	16	(10.01)	(15.55)
Provisions / Liabilities no longer required written back	16	(1.00)	(2.38)
Profit on disposal / discard of property, plant and equipment	16	(0.27)	(3.19)
Provisions for claims and litigations (net)	11.1	8.82	3.72
Amortisation of Government Grant Income	16	(2.79)	-
Unrealised Foreign exchange differences (net)		56.97	(1.65)
		852.79	768.94
Operating profit before changes in operating assets and liabilities		1,113.57	1,346.00
Working capital adjustments			
(Increase) / Decrease in inventories		258.89	(268.84)
(Increase) / Decrease in trade receivables		427.55	(80.46)
(Increase) / Decrease in other financial and non-financial assets		16.89	27.26
Increase / (Decrease) in trade payables		(216.11)	(197.79)
Increase / (Decrease) in other financial and non-financial liabilities		41.94	112.30
		529.16	(407.53)
Cash generated from operations		1,642.73	938.47
Income taxes paid (net of refunds)		(66.69)	(177.98)
NET CASH FLOWS GENERATED FROM OPERATING ACTIVITIES		1,576.04	760.49
B. CASH FLOWS FROM / (USED IN) INVESTING ACTIVITIES			
Purchase of property, plant and equipment, capital work-in-progress, Intangible assets, Intangible assets under development, capital advances and capital creditors		(726.52)	(773.82)
Proceeds from disposal of property, plant and equipment		1.39	9.46
Proceeds from sale of equity shares (non current investments)		10.53	-
Purchase of mutual fund (current investments)		(7,994.53)	(6,023.90)
Proceeds from sale / redemption of mutual fund (current investments)		8,004.54	6,076.30
Fixed deposits (placed) / matured with banks		12.52	2.28
Interest received		6.74	10.69
Dividend received from equity instruments designated at FVTOCI		10.15	8.67
NET CASH FLOWS USED IN INVESTING ACTIVITIES		(675.18)	(690.32)
C. CASH FLOWS FROM / (USED IN) FINANCING ACTIVITIES			
Proceeds from issue of share warrants		336.00	112.00
Proceeds from issue of equity shares and Compulsory Convertible Debenture (CCDs) to Non Controlling Interest		-	4.11
Payment towards acquisition of non controlling interest		-	(3.92)
Proceeds from non-current borrowings		829.12	548.00
Repayment of non-current borrowings		(1,294.22)	(643.23)
Payment of lease liabilities, including interest thereon*		(49.98)	(47.47)
Proceeds from current borrowings		5,147.38	3,395.71
Repayment of current borrowings		(5,287.42)	(2,746.47)
Dividends paid		(226.48)	(207.60)
Finance cost paid		(444.27)	(475.06)
NET CASH FLOWS USED IN FINANCING ACTIVITIES		(989.87)	(63.93)
Net (decrease)/increase in Cash and Cash Equivalents		(89.01)	6.24
Opening Cash and Cash Equivalents		318.53	312.29
Closing Cash and Cash Equivalents		229.52	318.53

* includes interest of ₹ 14.47 Crores (31 March, 2025- ₹ 14.12 Crores)

Consolidated Statement of Cash Flows

for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Changes in liabilities arising from financing activities

Particulars	1 April, 2025	Cash Flows	Others*	31 March, 2026
Current borrowings (excluding current maturities of long term debts)	1,158.48	(140.04)	42.69	1,061.13
Lease Liabilities [Refer Note 10(c)]	191.38	(49.98)	22.48	163.88
Non-current borrowings (including current maturities of long term debts)	4,221.47	(465.10)	7.68	3,764.05
Total liabilities from financing activities	5,571.33	(655.12)	72.85	4,989.06

Particulars	1 April, 2024	Cash Flows	Others*	31 March, 2025
Current borrowings (excluding current maturities of long term debts)	505.60	649.24	3.64	1,158.48
Lease Liabilities [Refer Note 10(c)]	163.41	(47.47)	75.44	191.38
Non-current borrowings (including current maturities of long term debts)	4,314.09	(94.89)	2.27	4,221.47
Total liabilities from financing activities	4,983.10	506.88	81.35	5,571.33

*The 'Others' column includes the impact of foreign exchange reinstatement on foreign currency borrowings and changes in fair value of borrowings measured at amortised cost using the effective interest rate method and effect of addition, renewal and accretion of interest of lease liabilities.

Accounting Policy

For the purpose of presentation in the Statement of Cash Flows, cash and cash equivalents includes cash on hand, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

The accompanying notes form an integral part of the Consolidated financial statements.

As per our report of even date attached

For **S. R Batliboi & Co. LLP**
ICAI Firm Registration Number 301003E/E300005
Chartered Accountants

per Jai Prakash Yadav
Partner
Membership Number: 066943

Place: Mumbai
Date: 30 April, 2026

For and on behalf of Board of Directors of **PCBL Chemical Limited**
CIN: L23109WB1960PLC024602

Nilesh Koul
Managing Director
(DIN: 10963815)

Kaushik Mukherjee
Company Secretary
Membership Number: F5000

Umang Kanoria
Director
(DIN: 00081108)

Raj Kumar Gupta
Chief Financial Officer

Notes to Consolidated Financial statements

as at and for the year ended 31 March, 2026

CORPORATE INFORMATION

The consolidated financial statements comprise financial statements of PCBL Chemical Limited (Formerly PCBL Limited) (CIN: L23109WB1960PLC024602) (the "Company" or "the Parent Company" or "the Parent") and its subsidiaries (collectively, the "Group") for the year ended 31 March, 2026. The Company is a public company limited by shares domiciled in India and is incorporated under the provisions of the Companies Act applicable in India. The Group is primarily engaged in the business of manufacturing & sale of carbon black, sale of power, chemicals and battery chemical as detailed under segment information in Note 28. Equity shares of the Company are listed on BSE Limited and National Stock Exchange of India Limited.

The registered office of the Company is located at Duncan House, 31, Netaji Subhas Road, Kolkata 700001, West Bengal, India.

These consolidated financial statements were approved for issue in accordance with resolution of the Board of Directors on 30 April, 2026.

I. Basis of Preparation and Material Accounting Policy Information

1.1.1. Compliance with Ind AS

These consolidated financial statements comply in all material respects with the Indian Accounting Standards (Ind AS) notified under Section 133 of the Companies Act, 2013 (the 'Act') [Companies (Indian Accounting Standards) Rules, 2015] (as amended from time to time) and other relevant provisions of the Act. These consolidated financial statements has also been prepared in compliance with presentation requirement of Division II of Schedule III of the Companies Act, 2013 (IND AS Compliant Schedule III) (as amended from time to time) as applicable to the consolidated financial statements.

These standards and policies have been consistently applied to all the years presented, unless otherwise stated. The consolidated financial statements are presented in Indian Rupee (₹), which is the Company's functional and the Group's presentation currency. The Group has prepared the financial statements on the basis that it will continue to operate as a going concern.

1.1.2. Historical cost convention

These consolidated financial statements have been prepared on a historical cost basis, except the following, which are measured at fair values: -

- Certain financial assets and liabilities (including derivative instruments).
- Plan assets of defined benefit employee benefit plans

1.1.3. Principles of Consolidation

Subsidiaries are all entities (including structured entities) over which the Company has control. The Company controls an entity when the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are deconsolidated from the date that control ceases.

The Group combines the financial statements of the parent and its subsidiaries line by line adding together like items of assets, liabilities, equity, income and expenses. Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit and loss, consolidated statement of changes in equity and consolidated balance sheet respectively.

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in any subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised within equity.

Notes to Consolidated Financial statements

as at and for the year ended 31 March, 2026

The subsidiary companies considered in the financial statements are as follows:

Name	Country of Incorporation	% of ownership interest as on 31 March, 2026	% of ownership interest as on 31 March, 2025
Phillips Carbon Black Cyprus Holdings Limited ("PCBCHL")	Cyprus	100%	100%
Phillips Carbon Black Vietnam Joint Stock Company (Refer Note (i) below)	Vietnam	80%	80%
PCBL (TN) Limited	India	100%	100%
PCBL Europe SRL	Belgium	100%	100%
Advaya Chemicals Limited (with effect from 28 December, 2023) **	India	-	100%
Nanovace Technologies Limited ("NTL")	India	51%	51%
Aquapharm Chemical Limited ("ACL") (Formerly Advaya Chemical Industries Limited) (with effect from 11 January, 2024))(Refer Note(ii) below)	India	100%	100%
PCBL Chemical USA Inc (incorporated on 23 July, 2025)	USA	100%	-
Enersil PTY LTD (with effect from 23 September, 2024)	Australia	51%	51%
Aquapharm Europe B.V*	Netherlands	100%	100%
Unique Solutions for Chemical Industries Company*	Saudi Arabia	95%	95%
Aquapharm Chemicals LLC*	USA	100%	100%
USCI LLC*	UAE	95%	95%
Aquapharm PChem LLC*	USA	100%	100%
Aquapharm Specialty Chemicals LLC*	USA	100%	100%
Nanovace Inc (incorporated on 16 June, 2025)	USA	51%	-

* Subsidiary of Aquapharm Chemical Limited ("ACL") (formerly Advaya Chemical Industries Limited)

**Struck off with effect from 15 October, 2024 by Register of Companies, Pune (ROC).

Note:

- Phillips Carbon Black Vietnam Joint Stock Company is a step-down subsidiary of PCBL Chemical Limited which is a subsidiary of Phillips Carbon Black Cyprus Holdings Limited.
- PCBL Chemical Limited directly holds 80% of share capital and 20% is indirectly held through one of the subsidiaries, PCBL(TN) Limited.

1.1.4. Current versus Non-current Classification

The Group segregates assets and liabilities into current and non-current categories for presentation in the balance sheet after considering its normal operating cycle and other criteria set out in Ind AS 1, "Presentation of Financial Statements". For this purpose, current assets and liabilities include the current portion of non-current assets and liabilities respectively.

Deferred tax assets and liabilities are classified as non-current.

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.

1.2. Impairment of non-financial assets

Assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal 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 assessment of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. For the purpose of assessing

Notes to Consolidated Financial statements

as at and for the year ended 31 March, 2026

impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

1.3. Other financial assets (other than Investments)

1.3.1. Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those measured at amortised cost

The classification depends on the Group's business model for managing the financial assets and the contractual terms of cash flows.

For assets measured at fair value, gains and losses is either recorded in the statement of profit and loss or other comprehensive income.

1.3.2. Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the statement of profit and loss. However, trade receivables that does not contain a significant financing component are measured at transaction price.

(a) Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are two measurement categories into which the Group classifies its debt instruments:

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. 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 Effective Interest Rate (EIR). The EIR amortisation is included in finance income in the statement of profit or loss.

Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or Fair value through Other comprehensive income (FVTOCI) are measured at fair value through profit or loss.

1.3.3. Impairment of financial assets

The Group assesses on a forward looking basis, the expected credit losses associated with its assets carried at amortised cost and FVTOCI debt instruments. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 31 details how the Group determines whether there has been a significant increase in credit risk.

1.3.4. Derecognition of financial assets

A financial asset is derecognised only when

- The rights to receive cash flows from the asset have expired
- The Group has transferred the rights to receive cash flows from the financial asset or
- retains the contractual rights to receive the cash flows of the financial asset but assumes a contractual obligation to pay the cash flows to one or more recipients.

Where the Group has transferred an asset, the Group evaluates whether it has transferred substantially all risks and rewards of ownership of the financial asset. In such cases, the financial asset is derecognised. Where the Group has not transferred substantially all risks and rewards of ownership of the financial asset, the financial asset is not derecognised.

The financial asset is derecognised if the Group has not retained control of the financial asset. Where the Group retains control of the financial asset, the asset is continued to be recognised to the extent of continuing involvement in the financial asset.

1.3.5. Fair value of Financial Instruments

In determining the fair value of financial instruments, the Group uses a variety of methods and assumptions that are based on market conditions and risks existing at each reporting date. The methods used to determine fair values includes discounted cash flow analysis and available quoted market prices. All methods of assessing fair values result in general approximation of fair values and such value may never actually be realised.

Notes to Consolidated Financial statements

as at and for the year ended 31 March, 2026

1.4. Derivatives Instruments

1.4.1 Derivatives Instruments not qualified as hedges

The Group enters into certain derivative contracts to hedge risks, which are not designated as hedges. Derivatives are recognised at fair values on the date a derivative contract is entered into and subsequent fair value changes are recognised in the statement of profit and loss at the end of each reporting period.

1.4.2 Derivatives Instruments qualified as cash flow hedges

The Group enters into certain derivative contracts designated as cash flow hedges. The gain or loss relating to the effective portion of the forward contracts, the deferred hedging gains or losses are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged items affects profit or loss.

1.5. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the balance sheet where there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

1.6. Foreign currency transactions and translation

Foreign currency transactions are translated into the functional currency using the exchange rates at the date of the transactions. At the year end, monetary assets and liabilities denominated in foreign currencies are restated at the year-end exchanges rates. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in the statement of profit and loss.

Foreign exchange differences regarded as an adjustment to borrowing costs are presented in the statement of profit and loss, within finance costs.

All other foreign exchange gains and losses are presented in the statement of profit and loss on a net basis within other income/ other expense.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss.

The results and financial position of foreign subsidiaries are translated into the presentation currency as follows:

- Assets and liabilities are translated at the closing exchange rate at the date of the balance sheet
- Income and expenses are translated at average exchange rates (unless this is not reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions), and
- All resulting exchange differences are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities are recognised in other comprehensive income. When a foreign operation is sold, the associated exchange differences are reclassified to the statement of profit or loss, as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing exchange rate.

1.7. Rounding of amounts

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest Crores (with two places of decimal) as per the requirement of Schedule III, unless otherwise stated.

1.8. Standard issued but not effective

There are no standards issued but not effective up to the date of issuance of the Group's financial statements.

Notes to Consolidated Financial statements

as at and for the year ended 31 March, 2026

1.9. New and amended standards

The Ministry of Corporate Affairs (MCA) has notified Companies (Indian Accounting Standards) Rules, 2024 to amend the following Ind AS which are effective for annual periods beginning on or after 1 April, 2025. The Company has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective

(i) Amendments to Ind AS 21 - Lack of exchangeability

The Ministry of Corporate Affairs (MCA) notified the Companies (Indian Accounting Standards) Amendment Rules, 2025, which amend Ind AS 21, The Effects of Changes in Foreign Exchange Rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendments are effective for annual reporting periods beginning on or after 01 April, 2025. When applying the amendments, an entity cannot restate comparative information.

(ii) Amendments to Ind AS 1 - Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants

In August 2025, the MCA notified amendments to paragraphs 69 to 76 of Ind AS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

In addition, a requirement has been introduced to require disclosure when a liability arising from

a loan agreement is classified as non-current and the entity's right to defer settlement is contingent on compliance with future covenants within twelve months.

If there is a breach of a material covenant of a long term loan arrangement on or before the end of the reporting period, resulting in the liability becoming payable on demand as at the reporting date, and the lender agrees—after the reporting period but before the financial statements are approved for issue—not to demand repayment for at least 12 months as a consequence of the breach, this shall be treated as an adjusting event. Accordingly, the entity is not required to classify the liability as current.

The amendments are effective for annual reporting periods beginning on or after 01 April, 2025 retrospectively in accordance with Ind AS 8.

(iii) Amendments to Ind AS 7 and Ind AS 107 - Supplier Finance Arrangements

In August 2025, the MCA notified amendments to Ind AS 7 Statement of Cash Flows and Ind AS 107 Financial Instruments: Disclosures to clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

(iv) International Tax Reform—Pillar Two Model Rules – Amendments to Ind AS 12

In August 2025, the MCA notified amendments to Ind AS 12 Income Taxes in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

Notes to Consolidated Financial statements

as at and for the year ended 31 March, 2026

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after 1 April, 2025, but not for any interim periods ending on or before 31 March, 2026.

The above amendments do not have any impact on the consolidated financial statements of the Group.

NOTE 2 : SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of consolidated financial statements in conformity with the Ind AS requires management to make judgments, estimates and assumptions, that affect the application of accounting policies and reported amounts of assets, liabilities, income, expense and disclosure of contingent assets and liabilities at the date of these consolidated financial statements and the reported amount of revenues and expenses for the years presented. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed at each Balance Sheet date. Revision to accounting estimates is recognised in the period in which the estimates are revised, and future periods are impacted.

The areas involving critical estimates and judgments are:

Contingent Liabilities and Provisions for claims and litigations

Legal proceedings covering a range of matters are pending against the Group. Due to the uncertainty inherent in such matters, it is often difficult to predict the final outcomes. The cases and claims against the Group often raise difficult and complex factual and legal issues that are subject to many uncertainties and complexities, including but not limited to the facts and circumstances of each particular case and claim, the jurisdiction and the differences in applicable law, in the normal course of business. The Group consults with legal counsel and certain other experts on matters related to litigations. The Group accrues a liability when it is determined that an adverse outcome is probable, and the amount of the loss can be reasonably estimated. In the event an adverse outcome is possible, or an estimate is not determinable, the matter is disclosed.

Employee Benefits (Estimation of defined benefit obligation)

Post-employment benefits represent obligation that will be settled in future and require assumptions to project benefit obligations. Post-employment benefits accounting is intended to reflect the recognition of future benefits cost over the employee's approximate service period, based on the terms of plans and the investment and funding decisions made. The accounting requires the Group to make assumptions regarding variables such as discount rate, rate of compensation increase and future mortality rates. Changes in these key assumptions can have a significant impact on the defined benefit obligations, funding requirements and benefit costs incurred.

Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Estimation of expected useful lives and residual values of property, plant and equipment

Property, plant and equipment are depreciated at historical cost using straight-line method based on the estimated useful life, taking into account any residual value. The asset's residual value and useful life are based on the Group's best estimates and reviewed, and adjusted if required, at each Balance Sheet date.

Fair Value Measurements

When the fair values of financial assets and financial liabilities recorded in the Balance Sheet cannot be measured based on quoted prices in active markets, their fair values are measured using valuation techniques which involve various judgements and assumptions. Judgements include consideration of inputs such as liquidity risk, credit risk and volatility. Changes in the assumption about these factors could affect the reported fair value of financial instruments. Refer Note 30 & 31 for further disclosures.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

NOTE 3(a) : PROPERTY, PLANT AND EQUIPMENT

Accounting Policy

All items of property, plant and equipment are stated either at historical cost i.e. cost of acquisition/construction or at deemed cost as on the date of transition to Ind AS less accumulated depreciation, accumulated impairment loss, if any. Capital work in progress is stated at cost, net of accumulated impairment loss, if any. Historical cost includes expenditure that is directly attributable to the acquisition of the assets.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the Company and the cost of the asset can be measured reliably. The carrying amount of the replaced component is derecognised when replaced. All other repairs and maintenance are charged to the statement of profit and loss during the reporting period in which they are incurred.

Depreciation

In case of certain property, plant and equipment, depreciation is provided on a pro-rata basis on the straight line method over the estimated useful lives of the assets which are different than the rates prescribed under the Schedule II to the Companies Act, 2013.

The Group, based on technical assessment made by technical expert and management estimate, depreciates certain items of Plant & Equipment and Electrical Installations over estimated useful life of 5 to 23 years which are different from the useful life prescribed in Schedule II to the Companies Act, 2013. The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used along with consideration of the climate related matters.

Depreciation on historical cost/deemed cost of other property, plant and equipment (except land) is provided on pro rata basis on straight line method based on useful lives specified in Schedule II to the Companies Act, 2013.

The useful lives, residual values and method of depreciation of property, plant and equipment are reviewed and adjusted, if appropriate at the end of each reporting year.

An item of property, plant and equipment or its components 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.

The cost of property, plant and equipment not ready to use are disclosed under capital work -in- progress.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Freehold Land	Leasehold Land (iii)	Buildings (i)	Non-Factory Buildings and Flats	Plant and Equipment	Furniture and Fixtures	Office Equipment	Vehicles	Electrical Installations	Railway Sidings	Total
Year ended 31 March, 2026											
Gross carrying amount											
Opening balance as at 1 April, 2025	229.59	432.44	482.13	215.25	2,958.89	18.64	21.37	5.53	183.90	0.01	4,547.75
Additions during the year	23.29	-	27.25	32.54	741.74	24.82	3.97	0.00*	40.61	-	894.22
Disposal during the year	-	-	-	-	(2.50)	(0.01)	(0.25)	(1.58)	(0.27)	-	(4.41)
Translation adjustments	0.20	-	13.26	-	4.19	0.19	0.02	-	-	-	17.86
Closing Gross carrying amount	253.08	432.44	522.64	247.79	3,702.52	43.64	25.11	3.95	224.24	0.01	5,455.42
Accumulated Depreciation											
Opening balance as at 1 April, 2025	-	-	54.93	32.02	848.88	10.00	15.62	0.83	37.83	0.01	1,000.12
Depreciation charge during the year	-	-	19.89	8.69	194.00	1.93	2.95	0.23	13.04	-	240.73
Adjustment of depreciation on disposal	-	-	-	-	(1.94)	(0.01)	(0.22)	(0.95)	(0.17)	-	(3.29)
Translation adjustments	-	-	0.99	-	0.95	0.06	0.00*	-	-	-	2.00
Closing Accumulated Depreciation	-	-	75.81	40.71	1,041.89	11.98	18.35	0.11	50.70	0.01	1,239.56
Net carrying amount as at 31 March, 2026	253.08	432.44	446.83	207.08	2,660.63	31.66	6.76	3.84	173.54	-	4,215.86
Year ended 31 March, 2025											
Gross carrying amount											
Opening balance as at 1 April, 2024	229.54	432.44	397.31	192.63	2,681.22	18.03	19.44	3.75	171.01	0.01	4,145.38
Additions during the year	-	-	81.88	23.41	287.99	0.71	2.08	3.78	12.89	-	412.74
Disposal during the year	-	-	(0.05)	(0.79)	(11.27)	(0.07)	(0.15)	(2.00)	-	-	(14.33)
Translation adjustments	0.05	-	2.99	-	0.95	(0.03)	0.00*	-	-	-	3.96
Closing Gross carrying amount	229.59	432.44	482.13	215.25	2,958.89	18.64	21.37	5.53	183.90	0.01	4,547.75
Accumulated Depreciation											
Opening balance as at 1 April, 2024	-	-	36.97	23.78	683.74	7.52	12.71	0.45	26.43	0.01	791.61
Depreciation charge during the year	-	-	17.89	8.24	172.00	2.63	3.05	1.29	11.40	-	216.50
Adjustment of depreciation on disposal	-	-	-	-	(6.94)	(0.07)	(0.14)	(0.91)	-	-	(8.06)
Translation adjustments	-	-	0.07	-	0.08	(0.08)	0.00*	-	-	-	0.07
Closing Accumulated Depreciation	-	-	54.93	32.02	848.88	10.00	15.62	0.83	37.83	0.01	1,000.12
Net carrying amount as at 31 March, 2025	229.59	432.44	427.20	183.23	2,110.01	8.64	5.75	4.70	146.07	-	3,547.63

- *Amount is below the rounding off norm adopted by the Group.
- (i) Gross Carrying amount and accumulated depreciation includes ₹ 250.84 Crores (31 March, 2025 - ₹ 232.08 Crores) and ₹ 36.85 Crores (31 March, 2025 - ₹ 27.02 Crores), respectively in respect of Buildings on Leasehold Land.
 - (ii) The Group has borrowings which carry security charge over certain of the above property, plant and machinery.(Refer Note 10(a) for details).
 - (iii) Gross carrying amount on leasehold land is against certain lease agreements where the Group has an option to renew the properties on expiry of the lease period. The Group based on terms and conditions of lease agreements has assessed these lease arrangements to be perpetual in nature, accordingly leasehold land is not amortised.
 - (iv) Aggregate amount of depreciation has been included under depreciation and amortisation expense in the Statement of Profit and Loss (Refer note 20).
 - (v) Refer note 24 for disclosure of contractual commitments for purchase of Property,Plant and Equipment.
 - (vi) Title deeds of all the immovable properties (other than properties where the Group is the lessee and the lease arrangements are duly executed in favour of the lessee) are held in the name of the Group.
 - (vii) The Group has not revalued its Property,Plant and Equipment during the year ended 31 March, 2026 and 31 March, 2025.
 - (viii) The Group has physical verification programme for Property, Plant and Equipment of once in three years. Based on such verification, no material discrepancies were noticed.
 - (ix) One of the subsidiary has commissioned commercial production of Line 4 w.e.f. 28 January, 2026 as a part of the Brownfield expansion with annual capacity of 60,000 MT of carbon black and an additional Brownfield capacity of 30,000 MT at its carbon black plant w.e.f. 27 March, 2026 in the state of Tamil Nadu.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(b) : CAPITAL WORK-IN-PROGRESS (CWIP)

Particulars	CWIP
Year ended 31 March, 2026	
Opening balance as at 1 April, 2025	729.63
Additions during the year	725.99
Translation adjustments	2.39
Capitalisation during the year	(892.13)
Closing carrying amount as at 31 March 2026 *	565.88
Year ended 31 March, 2025	
Opening balance as at 1 April, 2024	433.04
Additions during the year	693.87
Capitalisation during the year	(397.28)
Closing carrying amount as at 31 March, 2025 *	729.63

* Includes ₹ 4.78 Crores (31 March, 2025 ₹ 8.69 Crores) on account of duty saved on assets imported under the Export Promotion Capital Goods (EPCG) scheme.

The Government of Andhra Pradesh vide its notification dated 05.11.2025 in continuation of the earlier notification dated 29.04.2025 & 29.10.2025 has issued the final allotment order at SEZ Naidupeta of Andhra Pradesh, measuring to the extent of 116.62 acres of land in favour of the one of the subsidiary for setting up a new carbon black plant.

During the year the Group has capitalised the following expenses to cost of Property,plant and equipment/capital work-in-progress:

	31 March, 2026	31 March, 2025
Finance Cost	40.24	29.51
Salaries and wages	14.98	17.23
Other Overheads	7.67	13.06
Addition on account of amortisation of intellectual property (Refer note 3(e))	13.08	-
Trial Run Production Costs	6.31	-
	82.28	59.80
Add: Balance brought forward from previous year	65.33	33.98
Less: Capitalised during the year to Property, plant and equipment	69.10	28.45
Balance lying in capital work-in-progress	78.51	65.33

Ageing of Capital Work- in- Progress (CWIP):

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at 31 March, 2026					
Projects in progress	410.54	116.01	26.55	12.78	565.88
As at 31 March, 2025					
Projects in progress	523.39	178.44	26.63	1.17	729.63

There has been no project that has been temporarily suspended during the year ended 31 March, 2026 and 31 March, 2025.

There are no projects whose completion is overdue or has exceeded its cost compared to its original plan during the year ended 31 March, 2026 and 31 March, 2025

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(c) : INVESTMENT PROPERTY

Accounting Policy

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the Group, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably.

Investment properties are derecognised either when they have been disposed off or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the statement of profit or loss in the period of derecognition.

Particulars	Land*
Year ended 31 March, 2026	
Opening carrying amount at 1 April, 2025	4.48
Closing carrying amount as at 31 March, 2026	4.48
Year ended 31 March, 2025	
Opening carrying amount at 1 April, 2024	4.48
Closing carrying amount as at 31 March, 2025	4.48

* No movement in Investment property during the year ended 31 March, 2026 and 31 March, 2025.

There is no income and expenditure arising from the above investment property during the year 31 March, 2026 and 31 March, 2025.

Estimation of fair value

The Group's investment property consists of freehold land in Angul, Odisha, India.

The fair value of the investment property is based on current prices for similar property. The main inputs used are quantum, area, location, demand and trend of fair market value in the area.

The fair value is based on independent valuation done by registered valuer [as defined under rule 2 of Companies (Registered Valuers and Valuation) Rules, 2017]. Fair valuation is based on market approach method and categorised as Level 2 fair value hierarchy. The fair value of the property is ₹ 9.25 Crores and ₹ 9.00 Crores as at 31 March, 2026 and 31 March, 2025 respectively.

The Group has no restrictions on the realisability of its investment property and no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance and enhancements.

NOTE 3(d): GOODWILL

Accounting Policy

Goodwill represents the purchase consideration in excess of the Group's interest in the net fair value of identifiable assets, liabilities and contingent liabilities of the acquired entity. When the net fair value of the identifiable assets, liabilities and contingent liabilities acquired exceeds purchase consideration, the fair value of net assets acquired is reassessed and the bargain purchase gain is recognised in capital reserve. Goodwill is measured at cost less accumulated impairment losses.

Impairment

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. The recoverable amount has been determined based on discounted cash flow method which is sensitive to underlying assumptions especially those relating to cash flow forecasts. 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. In determining net selling price, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Goodwill
Year ended 31 March, 2026	
Gross carrying amount	
Opening balance as at 1 April, 2025	1,161.48
Translation adjustments	-
Gross carrying amount as at 31 March, 2026	1,161.48
Accumulated amortisation and impairment	
Opening balance as at 1 April, 2025	554.72
Amortisation charge during the year	-
Closing accumulated amortisation and impairment	554.72
Net Carrying Amount as at 31 March, 2026	606.76
Year ended 31 March, 2025	
Gross carrying amount	
Opening balance as at 1 April, 2024	1,161.37
Translation adjustments	0.11
Gross carrying amount as at 31 March, 2025	1,161.48
Accumulated amortisation	
Opening balance as at 1 April, 2024	-
Impairment Loss (Refer note 34(a))	554.72
Amortisation charge during the year	-
Closing accumulated amortisation and impairment	554.72
Net Carrying Amount as at 31 March, 2025	606.76

Goodwill of ₹ 1,161.29 Crores had arisen on acquisition of Aquapharm Chemicals Private Limited ("ACPL") during the year ended 31 March, 2024. The Group assesses the goodwill for any indication of impairment at annual basis.

Pursuant to amalgamation of ACPL into Advaya Chemical Industries Limited ("ACIL") (Refer Note 34(a)) and consequent change in tax base of the assets, deferred tax liability of ₹ 554.20 Crores has been reversed through statement of Profit & Loss and ACIL has performed impairment assessment of goodwill arisen on acquisition of ACPL and has accounted for impairment loss of ₹ 554.72 Crores based on calculation of value in use performed by external valuer.

The impairment assessment was triggered by aforesaid reversal of deferred tax liability and consequent increase in carrying amount of Cash Generating Unit, on account of amalgamation.

Remaining balance of Goodwill as on 31 March, 2026 has been tested for impairment in the current year by the management and based on such testing, there is no further impairment of Goodwill.

Key Assumptions used for value in use calculations are as follows:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Earnings before Interest Tax Depreciation, and Amortisation % in forecast period	16% to 20%	21% to 24%
Profit before tax % in forecast period	6% to 12%	18% to 22%
Growth rate used for extrapolation perpetuity rate	4%	4%
Discount rate (post tax)	13.70%	18.50%

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 3(e) : OTHER INTANGIBLE ASSETS

Accounting Policy

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment. Intangible assets are amortised over their respective individual estimated useful lives on a straightline basis, from the date that they are available for use. The estimated useful life of an identifiable intangible asset is based on a number of factors including the effects of obsolescence, demand, competition, and other economic factors (such as the stability of the industry, long term relationships, and known technological advances) and the level of maintenance expenditures required to obtain the expected future cash flows from the asset. Amortisation methods and useful lives are reviewed periodically including at each financial year end. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. The estimated useful life of the amortisable intangible assets are as follows:

Category	Useful life
Computer Software	3 years
Customer-related intangibles	25 years
Product-related intangibles	20 years
Intellectual Property	10 years

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon 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.

Impairment

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 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. The amortisation expense on intangible assets with finite life is recognised in the statement of profit and loss unless such expenditure forms part of carrying value of another asset.

Particulars	Computer Software	Customer- related intangibles	Product- related intangibles	Intellectual Property*	Total
Year ended 31 March, 2026					
Gross carrying amount					
Opening balance as at 1 April, 2025	5.14	1,710.80	467.80	130.77	2,314.51
Additions during the year	1.01	-	-	-	1.01
Gross carrying amount as at 31 March, 2026	6.15	1,710.80	467.80	130.77	2,315.52
Accumulated amortisation					
Opening balance as at 1 April, 2025	3.13	79.65	27.23	-	110.01
Amortisation charge during the year	1.34	68.43	23.39	13.08	106.24
Closing accumulated amortisation	4.47	148.08	50.62	13.08	216.25
Net Carrying Amount as at 31 March, 2026	1.68	1,562.72	417.18	117.69	2,099.27

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Computer Software	Customer-related intangibles	Product-related intangibles	Intellectual Property*	Total
Year ended 31 March, 2025					
Gross carrying amount					
Opening balance as at 1 April, 2024	5.14	1,710.80	467.80	-	2,183.74
Additions during the year	-	-	-	130.77	130.77
Gross carrying amount as at 31 March, 2025	5.14	1,710.80	467.80	130.77	2,314.51
Accumulated amortisation					
Opening balance as at 1 April, 2024	2.12	11.48	3.90	-	17.50
Amortisation charge during the year	1.01	68.17	23.33	-	92.51
Closing accumulated amortisation	3.13	79.65	27.23	-	110.01
Net Carrying Amount as at 31 March, 2025	2.01	1,631.15	440.57	130.77	2,204.50

*Intellectual Property means Patents, Technical Information & Trademarks

- Amortisation has been included under depreciation and amortisation expense in the Statement of Profit and Loss (Refer Note 20) and Amortisation on Intellectual Property has been capitalised to CWIP (Refer note 3(b)).
- The Group has not revalued its intangible assets during the year ended 31 March, 2026 and 31 March, 2025.

NOTE 3(f) : RIGHT OF USE ASSETS

Accounting Policy

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). Right-of-use assets are measured at cost, less any accumulated depreciation and accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. 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. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Particulars	Leasehold Land	Leasehold Building	Buildings	Plant and Equipment	Vehicles	Total
Gross carrying amount						
Opening balance as at 1 April, 2025	56.93	8.99	75.48	209.92	28.02	379.34
Additions during the year	-	-	0.68	-	7.33	8.01
Translation adjustments	-	0.88	-	0.67	-	1.55
Gross carrying amount as at 31 March, 2026	56.93	9.87	76.16	210.59	35.35	388.90
Accumulated depreciation						
Opening balance as at 1 April, 2025	0.64	2.14	43.24	86.60	15.28	147.90
Depreciation charge during the year	0.76	2.02	7.70	22.12	6.27	38.87
Translation adjustments	-	0.32	-	0.34	-	0.66
Closing accumulated depreciation	1.40	4.48	50.94	109.06	21.55	187.43
Net Carrying Amount as at 31 March, 2026	55.53	5.39	25.22	101.53	13.80	201.47

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	Leasehold Land	Leasehold Building	Buildings	Plant and Equipment	Vehicles	Total
Gross carrying amount						
Opening balance as at 1 April, 2024	57.09	8.06	75.24	158.71	18.46	317.56
Additions during the year	-	0.69	0.24	50.91	9.56	61.40
Translation adjustments	(0.16)	0.24	-	0.30	-	0.38
Gross carrying amount as at 31 March, 2025	56.93	8.99	75.48	209.92	28.02	379.34
Accumulated depreciation						
Opening balance as at 1 April, 2024	0.08	0.20	35.81	64.78	10.31	111.18
Depreciation charge during the year	0.56	1.93	7.43	21.78	4.97	36.67
Translation adjustments	-	0.01	-	0.04	-	0.05
Closing accumulated depreciation	0.64	2.14	43.24	86.60	15.28	147.90
Net Carrying Amount as at 31 March, 2025	56.29	6.85	32.24	123.32	12.74	231.44

- Aggregate amount of depreciation has been included under depreciation and amortisation expense in the Statement of Profit and Loss (Refer Note 20).
- The Group has not revalued its Right of use assets during the year ended 31 March, 2026 and 31 March, 2025.
- Lease deeds of immovable properties mentioned are in the name of the Group.
- Average lease period of Leasehold Land is 95 years, Leashold Buildings is 3-7 years, Buildings is 3-10 years, Plant and Equipment is 3-16 years and Vehicles is 4-6 years.

NOTE 3(g) : INTANGIBLE ASSETS UNDER DEVELOPMENT (IAUD)

Particulars	IAUD
Year ended 31 March, 2026	
Opening balance as at 1 April, 2025	2.05
Additions during the year	15.17
Capitalisation during the year	-
Closing carrying amount as at 31 March, 2026	17.22

Particulars	IAUD
Year ended 31 March, 2025	
Opening balance as at 1 April, 2024	-
Additions during the year	2.05
Capitalisation during the year	-
Closing carrying amount as at 31 March, 2025	2.05

Ageing of Intangible Assets under Development (IAUD):

Particulars	Amount in IAUD for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
As at 31 March, 2026					
Projects in progress	15.17	2.05	-	-	17.22
As at 31 March, 2025					
Projects in progress	2.05	-	-	-	2.05

There has been no project that has been temporarily suspended during the year ended 31 March, 2026 and 31 March, 2025.

There is no project whose completion is overdue or has exceeded its cost compared to its original plan during the year ended 31 March, 2026 and 31 March, 2025.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 4(a) : INVESTMENTS

Accounting Policy

1 Investment

1.1. Classification

The Group classifies its investments as those to be measured subsequently at fair value (either through other comprehensive income or through profit and loss).

The classification depends on the Group's business model for managing the investments and the contractual terms of cash flows.

For investments measured at fair value, gains and losses are either recorded in the statement of profit and loss or other comprehensive income. For investments in debt instruments, this depends on the business model in which the investment is held. For investments in equity instruments, this depends on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVTOCI). The Group reclassifies the debt investments when and only when the business model for managing those investment changes.

1.2. Measurement

At initial recognition, the Group measures an investment at its fair value plus, in the case of investment not at fair value through profit and loss, transaction costs that are directly attributable to the acquisition of the investment. Transaction costs of investments carried at fair value through profit and loss are expensed in the statement of profit and loss.

(a) Debt Instrument

Subsequent measurement of debt instruments depends on the Group's business model for managing the investment and the cash flow characteristics of the investment. The Group classifies its debt instruments as:

Fair Value Through Profit and Loss (FVTPL) : Investments that do not meet the criteria for amortised cost or FVTOCI are measured at fair value through profit and loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit and loss is recognised in statement of profit and loss and presented on net basis in the statement of profit and loss within other income/other expense in the year in which it arises.

(b) Equity Instrument

The Group subsequently measures all equity investments at fair value through Other Comprehensive Income and there is no subsequent reclassification of fair value gains and losses to the statement of profit and loss. At the time of derecognition of such investments, the gain or loss is transferred to retained earnings.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Non-Current		
Investments in Subsidiary at cost		
In Equity Instrument (fully paid up)		
Unquoted		
Aquapharm Foundation, India**	0.01	0.01
9,999 (31 March, 2025: 9,999) equity shares of ₹ 10/- each fully paid up		
Total (A)	0.01	0.01
Investments in Equity Instruments (fully paid-up) - Others		
Quoted @		
Bank of Baroda	0.89	0.82
35,930 (31 March, 2025: 35,930) equity shares of ₹ 2/- each		
Indian Overseas Bank	0.03	0.04
11,400 (31 March, 2025: 11,400) equity shares of ₹ 10/- each		
CESC Limited	253.22	259.44
1,68,61,980 (31 March, 2025: 1,68,61,980) equity shares of ₹ 1/- each		
RPSG Ventures Limited	26.99	28.54
3,37,239 (31 March, 2025: 3,37,239) equity shares of ₹ 10/- each		
Spencer's Retail Limited	2.82	7.36
11,46,613 (31 March, 2025: 11,46,613) equity shares of ₹ 5/- each		
Total (B)	283.95	296.20
Unquoted @		
Apeejay Charter Private Limited	-	-
1,600 (31 March, 2025: 1,600) equity shares of ₹ 10/- each ^		
RPSG Resources Private Limited	37.76	28.57
4,60,909 (31 March, 2025: 4,60,909) equity shares of ₹ 10/- each		
Woodlands Multispeciality Hospital Limited	15.13	14.08
1,45,480 (31 March, 2025: 1,45,480) equity shares of ₹ 10/- each		
Ritushree Vanijya Private Limited	40.58	58.19
1,900 (31 March, 2025: 1,900) equity shares of ₹ 10/- each		
Solty Commercial Private Limited	40.57	58.34
1,900 (31 March, 2025: 1,900) equity shares of ₹ 10/- each		
Spotboy Tracom Private Limited	46.13	50.91
3,30,875 (31 March, 2025: 3,30,875) equity shares of ₹ 10/- each		
Devise Properties Private Limited*	-	-
Nil (31 March, 2025: Nil) equity shares of ₹ 10/- each		
RPG Industries (P) Limited	-	-
4,02,000 (31 March, 2025: 4,02,000) equity shares of ₹ 10/- each ^		
Total (C)	180.17	210.09
Investments in Preference Shares (fully paid-up) - Others [At FVTPL]		
Unquoted		
Devise Properties Private Limited*	-	9.81
Nil (31 March, 2025: 10,50,000) 0% Convertible Preference shares of ₹ 100/- each at par		
Total (D)	-	9.81
(E)=(A)+(B)+ (C)+(D)	464.13	516.11
1 Additional Information		
(a) Aggregate amount - book value and market value of quoted investments	283.95	296.20
(b) Aggregate amount of unquoted investments	180.18	219.91

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

- 2 Refer note 30 for information about fair value measurements and note 31 for credit risk and market risk on investments.

*During the year ended 31 March, 2026, the Board of Directors of Devise Properties Private Limited at its meeting held on 31 May, 2025 considered and approved the conversion of 10,50,000, 0% Fully Convertible Preference Shares - Series A of ₹ 100/- each held by Parent Company into 50,84,746 fully paid-up equity shares of ₹ 10/- each based on the conversion price determined pursuant to the valuation of the equity shares as per the Fair Valuation Report dated 31 May, 2025. The Company sold Investment in equity share of Devise Properties Private Limited to one of its related party (Refer note 27).

@ These investments in equity instruments are not held for trading. Upon application of Ind AS 109, the Group has chosen to designate these investments in equity instruments at FVTOCI as the management believes that this provides a more meaningful presentation for long term investments than reflecting changes in fair values immediately in statement of profit and loss. Based on the aforesaid election, fair value changes are accumulated within Equity under "Fair Value Changes through Other Comprehensive Income - Equity Instruments". The Group transfers amounts from this reserve to retained earnings when relevant equity shares are derecognised. The fair value of such unquoted investments has been carried out by applying applicable valuation methodologies, which has been performed by independent valuation experts.

^ The cost of unquoted investments in equity instruments (fully paid up) have been written off, though quantity thereof appears in the books.

**Aquapharm Foundation is a Section 8 company not considered for consolidation since it can apply its income for charitable purposes only.

NOTE 4(b) : TRADE RECEIVABLES

Accounting Policy

Trade receivables are amounts receivable from customers for goods sold in the ordinary course of business and net of amount received pursuant to transfer of substantially all risk and reward of ownership. Trade receivable are initially recognised at transaction price and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

For trade receivables, the Group applies the simplified approach permitted by Ind AS 109 Financial Instruments, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

	As at 31 March, 2026	As at 31 March, 2025
Secured		
Considered Good	1.69	1.94
Unsecured		
Considered Good	1,393.66	1,791.80
Receivables which have significant increase in credit risk	3.51	1.24
Less: Allowance for significant increase in credit risk	(3.51)	(1.24)
	1,395.35	1,793.74

- No trade or other receivable are due from directors or other officers of the Group 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.
- Trade receivables are non-interest bearing and are generally on terms of 0 to 90 days.
- The carrying amount of trade receivables may be affected by the changes in the credit risk of the counterparties as well as the currency risk as explained in note 31.
- For lien/charge against trade receivables, Refer note 10 (a).
- There are no disputed trade receivables as at 31 March, 2026 and 31 March, 2025.
- There are no unbilled receivables as at 31 March, 2026 and 31 March, 2025.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Ageing of Trade Receivables :

As at 31 March, 2026

	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	1,170.86	207.97	7.51	0.42	0.64	7.95	1,395.35
Undisputed Trade Receivables – which have significant increase in credit risk	-	0.28	1.74	0.25	-	1.24	3.51
Less: Allowance for significant increase in credit risk	-	(0.28)	(1.74)	(0.25)	-	(1.24)	(3.51)
Total	1,170.86	207.97	7.51	0.42	0.64	7.95	1,395.35

As at 31 March, 2025

	Current but not due	Outstanding for following periods from due date of payment					Total
		Less than 6 Months	6 months – 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed Trade Receivables – considered good	1,487.65	298.06	0.36	0.61	4.31	2.75	1,793.74
Undisputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	1.24	1.24
Less: Allowance for significant increase in credit risk	-	-	-	-	-	(1.24)	(1.24)
Total	1,487.65	298.06	0.36	0.61	4.31	2.75	1,793.74

NOTE 4(c) : CASH AND CASH EQUIVALENTS

Accounting Policy

Cash and cash equivalents comprise cash at bank, cash on hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

Short-term deposits are made for varying periods of between one day and three months, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates.

	As at 31 March, 2026	As at 31 March, 2025
Balances with banks	229.44	217.42
Deposits with original maturity of less than three months	-	101.00
Cash on Hand	0.08	0.11
	229.52	318.53

NOTE 4(d) : OTHER BANK BALANCES

	As at 31 March, 2026	As at 31 March, 2025
Balances with Banks		
- Deposits with original maturity of more than three months but less than twelve months	51.82	64.34
- In Unpaid Dividend Accounts *	6.67	6.29
	58.49	70.63

* Earmarked for payment of Unclaimed Dividends [Refer Note 10 (d)]

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 4(e) : LOANS

	As at 31 March, 2026	As at 31 March, 2025
(Unsecured, considered good)		
Non-current		
Other Loans		
Loan to Employees	1.24	1.63
	1.24	1.63
Current		
Other Loans		
Loan to Employees	0.51	0.55
	0.51	0.55

NOTE 4(f) : OTHER FINANCIAL ASSETS

	As at 31 March, 2026	As at 31 March, 2025
(Unsecured, considered good)		
Non-Current		
Interest Receivable	0.21	0.15
Bank deposits with original maturity more than 12 months	1.33	1.65
Security deposits**	27.05	36.53
Margin Money Deposit against guarantees	6.15	5.72
Grant Receivable	44.93	-
	79.67	44.05
Current		
Interest Receivable	2.14	1.47
Security deposits	10.80	-
Receivable from Group Companies*	9.63	7.90
Derivative Instruments not designated as hedges - Foreign Exchange Forward Contracts (at FVTPL)**	20.86	-
Grant Receivable	9.09	-
Others	3.41	2.80
	55.93	12.17

*Refer Note 27 for transactions with Related Parties

**Refer Note 31 for information about foreign currency risk

***Refer Note 30 for information about fair value measurements.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 5 : OTHER ASSETS

(Unsecured considered good, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
Non-current		
Capital advances		
- Considered Good	32.94	63.84
- Considered Doubtful	0.78	0.78
Less: Allowance for doubtful advances	(0.78)	(0.78)
Deposits under Protest	5.38	4.37
Others		
Prepaid Expenses	8.33	6.50
Balances with Government Authorities	2.63	-
	49.28	74.71
Current		
Advances other than capital advances		
Advances to Suppliers/Service providers (other than capital)		
- Considered Good	30.19	23.91
- Considered Doubtful	0.88	0.88
Less: Allowance for doubtful advances	(0.88)	(0.88)
Others		
Balances with Government Authorities *		
- Considered Good	138.28	207.71
- Considered Doubtful	2.16	2.16
Less: Allowance for doubtful advances	(2.16)	(2.16)
Advances to Employees	1.36	1.70
Prepaid Expenses	24.56	16.27
Export Benefit Receivables#	9.47	8.95
Others	0.44	2.19
	204.30	260.73

*Balances with Government Authorities primarily includes amounts realisable, if any, from the GST Authorities and customs authorities of India and the unutilised GST input credits on purchases to be utilised against future GST liabilities. These are generally realised within one year and hence these balances have been classified as current assets.

#Export Benefit Receivables primarily consist of amounts receivable from government authorities of India towards incentives on export sales made by the Group.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 6 : INVENTORIES

(At lower of cost and net realisable value)

Accounting Policy

Inventories are valued at lower of cost and net realisable value.

- Raw materials, Stores and Spares and Packing Material: cost is determined on moving average method and includes cost of purchase and other incidental costs. However, material and other items held for use in 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.
- Finished goods and Work-in-progress: cost includes cost of direct materials,labour and a proportion of manufacturing overheads based on the normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated cost necessary to make the sale.

	As at 31 March, 2026	As at 31 March, 2025
Raw materials [including Goods in Transit ₹ 4.60 Crores (Previous Year ₹ 185.42 Crores)]	610.86	824.66
Work-in-progress	13.29	20.96
Finished goods [including Goods in Transit ₹ 35.46 Crores (Previous Year ₹ 38.17 Crores)]	324.43	347.68
Stores and spares parts [including packing material ₹ 11.29 Crores (Previous Year ₹ 13.80 Crores)]	75.12	74.85
	1,023.70	1,268.15

For lien/charge against Inventories, Refer note 10 (a).

NOTE 7 : NON CURRENT TAX ASSETS (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Advance payment of Taxes	21.48	34.40
(Net of Provisions for Tax: ₹ 1,096.04 Crores [Previous year ₹ 1,011.80 Crores])		
	21.48	34.40

NOTE 8 : EQUITY SHARE CAPITAL

Particulars	As at 31 March, 2026	As at 31 March, 2025
Authorised share capital		
62,00,00,000 equity shares of Re. 1/- each (31 March, 2025: 62,00,00,000 equity shares of Re. 1/- each)	62.00	62.00

Reconciliation of number of equity shares (Authorised)

Particulars	Year ended 31 March, 2026		Year ended 31 March, 2025	
	Number of Shares	Amount	Number of Shares	Amount
As at the beginning of the year	62,00,00,000	62.00	62,00,00,000	62.00
As at the end of the year	62,00,00,000	62.00	62,00,00,000	62.00

Issued, subscribed and paid-up

Particulars	As at 31 March, 2026	As at 31 March, 2025
39,34,62,604 equity shares of Re. 1/- each (31 March, 2025: 37,74,62,604 equity shares of Re. 1/- each) fully paid up	39.35	37.75
	39.35	37.75

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Reconciliation of number of equity shares outstanding (Issued, subscribed and paid-up)

Particulars	Year ended 31 March, 2026		Year ended 31 March, 2025	
	Number of Shares	Amount	Number of Shares	Amount
As at the beginning of the year	37,74,62,604	37.75	37,74,62,604	37.75
Add: Issue of equity shares against conversion of share warrants [Refer Note (i)]	1,60,00,000	1.60	-	-
As at the end of the year	39,34,62,604	39.35	37,74,62,604	37.75

- (i) The Preferential Issue Committee of the Board of Directors of Parent Company at its Meeting held on 07 May, 2024, had approved the allotment of warrants of the Parent Company, on a preferential basis by way of a private placement and allotted 1,36,00,000 convertible warrants to Rainbow Investments Limited (Promoter) and 12,00,000 convertible warrants each to Quest Capital Markets Limited (Promoter Group) and STEL Holdings Limited (Promoter Group) on 07 May, 2024 for an issue price of ₹ 280 per warrant. Out of total issue price, ₹ 70 per warrant (25% of the issue price) amounting to ₹ 112 Crores was received as the initial subscription amount at the time of allotment of the warrants.

During the year ended 31 March, 2026, the Parent Company has received ₹ 336 Crores (remaining 75% of the issue price). Upon receipt of such amount, the Preferential Issue Committee of the Board of Directors of the Parent Company at its Meeting held on 03 November, 2025 has considered and approved the allotment of 1,60,00,000 Equity Shares of face value of ₹ 1/- each, upon conversion of equal number of Warrants. The amount raised, has been used fully for the purposes for which the funds were raised.

This has been considered for calculating diluted earnings per equity share as per Ind AS 33-Earnings Per Share upto 03 November, 2025.

The Parent Company has complied with provisions of Section 42 and Section 62 of the Companies Act, 2013 in respect of issue of equity shares in conversion of share warrants.

- (ii) No equity shares were allotted as fully paid up by way of bonus shares or pursuant to contract(s) without payment being received in cash during the last five years. Further, none of the shares were bought back by the Parent Company during the last five years.

- (iii) Details of equity shares held by the shareholders holding more than 5% of the shares in the Parent Company:-

Sl. No.	Name	Year ended 31 March, 2026				
		Number of Shares at the beginning of the year	Changes during the year (Refer Note 8(i))	Number of Shares at the end of the year	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	17,30,30,740	1,36,00,000	18,66,30,740	47.43	1.59

Sl. No.	Name	Year ended 31 March, 2025	
		Number of Shares	% of total Shares
1	Rainbow Investments Limited	17,30,30,740	45.84

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(iv) Shareholding of Promoter

Sl. No.	Name	Year ended 31 March, 2026				
		Number of Shares at the beginning of the year	Changes during the year (Refer Note 8(i))	Number of Shares at the end of the year	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	17,30,30,740	1,36,00,000	18,66,30,740	47.43	1.59
2	Dotex Merchandise Private Limited	1,06,80,000	-	1,06,80,000	2.71	(0.12)
3	Quest Capital Markets Limited	73,38,000	12,00,000	85,38,000	2.17	0.23
4	STEL Holdings Limited	29,03,830	12,00,000	41,03,830	1.04	0.27
5	Lebnitze Real Estates Private Limited	82,640	-	82,640	0.02	(0.00)*
6	Digidrive Distributors Limited	1,000	-	1,000	0.00*	(0.00)*
	Total	19,40,36,210	1,60,00,000	21,00,36,210	53.37	1.97

Sl. No.	Name	Year ended 31 March, 2025		
		Number of Shares	% of total Shares	% Changes during the year
1	Rainbow Investments Limited	17,30,30,740	45.84	-
2	Dotex Merchandise Private Limited	1,06,80,000	2.83	-
3	Quest Capital Markets Limited	73,38,000	1.94	-
4	STEL Holdings Limited	29,03,830	0.77	-
5	Lebnitze Real Estates Private Limited	82,640	0.02	-
6	Digidrive Distributors Limited	1,000	0.00*	-
	Total	19,40,36,210	51.40	-

* % is below the rounding off norm adopted by the Group.

(v) Terms / Rights attached to equity shares

The Parent Company has only one class of equity shares having par value of Re. 1/- per share and each shareholder is entitled for one vote per share held. The Parent Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting except in case of interim dividend. In the event of liquidation, the equity shareholders are entitled to receive the remaining assets of the Parent Company after distribution of all preferential amounts, in proportion to their shareholding.

(vi) Allotment of 1,823 equity shares of ₹ 10/- each is pending against rights issue made during 1993-94.

(vii) 48 equity shares of ₹ 10/- each have not been issued to the concerned non-resident shareholders pending approval of the Reserve Bank of India.

(viii) There are no calls unpaid by Directors / Officers of the Group.

(ix) The Parent Company has not forfeited any share during the year ended 31 March, 2026 and 31 March, 2025.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 9 : OTHER EQUITY

	As at 31 March, 2026	As at 31 March, 2025
(i) Reserves and Surplus		
Capital Reserve (Refer a below)	1.53	1.53
Securities Premium (Refer b below)	1,057.35	610.95
Statutory reserve (U/s 45IC of Reserve Bank of India Act, 1934) (Refer c below)	0.60	0.60
General reserve (Refer d below)	73.38	73.38
Retained Earnings (Refer e below)	2,419.07	2,448.47
(ii) Other Reserves		
Equity Instruments through Other comprehensive income (Refer f(i) below)	358.27	394.42
Foreign Currency Translation reserve (refer f(ii) below)	56.75	18.34
Cash flow hedge reserve (refer f(iii) below)	-	-
(iii) Money received against share warrants (Refer g below)	-	112.00
	3,966.95	3,659.69
(a) Capital reserve represents amount transferred from the transferor company pursuant to a Scheme of Amalgamation - Balance brought forward	1.53	1.53
(b) Securities premium is used to record the premium on issue of shares. The reserve is utilised in accordance with the provisions of Section 52 of the Companies Act, 2013		
Balance as at the beginning of the year	610.95	610.95
Premium on issue of equity shares against conversion of share warrants [Refer Note 8(i)]	446.40	-
Balance as at the end of the year	1,057.35	610.95
(c) Statutory Reserve represents amount transferred from transferor Company pursuant to a scheme of amalgamation - Balance brought forward	0.60	0.60
(d) General Reserve - balance brought forward	73.38	73.38
Under the erstwhile Indian Companies Act, 1956, a general reserve was created through an annual transfer of net profit at a specified percentage in accordance with applicable regulations. Consequent to introduction of Companies Act, 2013, the requirement to mandatorily transfer a specified percentage of the net profit to general reserve has been withdrawn though the Group may transfer such percentage of its profits for the financial year as it may consider appropriate. Declaration of dividend out of such reserve shall not be made except in accordance with rules prescribed in this behalf under the Act.		
(e) Retained Earnings		
Balance as at the beginning of the year	2,448.47	2,231.44
i) Profit for the year	197.87	434.60
ii) Items of other comprehensive income recognised directly in Retained Earnings		
- Remeasurement of post-employment defined benefit obligation, net of tax	(0.82)	(2.01)
[(₹ 0.29 Crores) {31 March, 2025: (₹ 0.63 Crores)}]		
iii) Interim Dividend (Refer note 25)	(226.48)	(207.60)
iv) Payment towards acquisition of non controlling interest	-	(7.96)
v) Transfer on account for profit on sale of investment	0.03	-
Balance as at the end of the year	2,419.07	2,448.47
Retained Earnings are the profits and gains that the Group has earned till date less any transfer to general reserve, dividends or other distributions paid to shareholders.		

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	As at 31 March, 2026	As at 31 March, 2025
(f) Other Comprehensive Income		
Equity Instruments through Other Comprehensive Income		
Balance as at the beginning of the year	394.42	284.04
(i) Changes in fair value of FVTOCI Equity Instruments, net of tax [₹ (6.03) Crores (31 March, 2025: ₹ 9.37 Crores)]	(36.12)	110.38
(ii) Transfer on account for profit on sale of investment	(0.03)	-
Balance as at the end of the year	358.27	394.42
(iii) Foreign Currency translation reserve		
Balance as at the beginning of the year	18.34	7.16
Add/(less): Other comprehensive income for the year	38.41	11.18
Balance as at the end of the year	56.75	18.34
(iv) Cash flow hedge reserve		
Balance as at the beginning of the year	-	(0.16)
Add/(less): Other comprehensive income for the year, net of tax [Nil (31 March, 2025: ₹ (0.06) Crores)]	-	0.16
Balance as at the end of the year	-	-
The Group has elected to recognise changes in the fair value of certain investments in equity instruments in Other Comprehensive Income. These changes are accumulated within the FVTOCI equity investments reserve within equity. The Group transfers amounts from this reserve to Retained Earnings when the relevant equity shares are derecognised. The Group has not transferred any gain or loss within equity other than as mentioned above during the year 31 March, 2026 and 31 March, 2025.		
(g) Money received against share warrants		
Balance as at the beginning of the year	112.00	-
Add: Money received against share warrants (Refer Note 8(i))	336.00	112.00
Less: Issue of equity shares against conversion of share warrants [Refer Note 8(i)]	(448.00)	-
Balance as at the end of the year	-	112.00

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 10 (a) : BORROWINGS

Accounting Policy

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost using the effective interest rate (EIR) method. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the statement of profit and loss over the period of the borrowings using the effective interest rate method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the borrowings to the extent that it is probable that some or all of the facility will be utilised. In this case, the fee is deferred until the draw down occurs. Borrowings are derecognised from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current and non-current liabilities based on repayment schedule agreed with banks.

(i) Non-current borrowings

	As at 31 March, 2026	As at 31 March, 2025
(a) SECURED LOANS		
Term loan from banks	2,277.27	2,036.67
Less: Current maturities of long term debts from banks [Refer (ii) below]	(283.59)	(232.61)
	1,993.68	1,804.06
Term loan from Non-Banking Financial Company (NBFC)	314.17	1,026.34
Less: Current maturities of long term debts from NBFC [Refer (ii) below]	(67.05)	(156.13)
	247.12	870.21
Non-Convertible Debentures (NCD)	872.22	1,058.10
Less: Current maturities of Non-Convertible Debentures [Refer (ii) below]	(186.17)	(185.88)
	686.05	872.22
Aggregate Secured Loans	2,926.85	3,546.49
(b) UNSECURED LOANS		
Term loan from banks	300.00	100.00
Less: Current maturities of long term debts from banks	(30.00)	-
	270.00	100.00
Compulsorily-Convertible Debentures ("CCD")*		
16,60,000 CCD at face value of ₹ 10 each	0.39	0.36
	0.39	0.36
Aggregate Unsecured Loans	270.39	100.36
	3,197.24	3,646.85

Term loan from banks in (i) above, loans amounting to:

- ₹ 950.60 Crores (31 March, 2025 - ₹ 983.11 Crores) are secured with a first charge by way of a hypothecation over all movable fixed assets of the Parent Company both present and future, ranking pari passu with charge created in favour of other term lenders.
- ₹ 218.56 Crores (31 March, 2025 - ₹ 245.07 Crores) are secured with a second charge by way of a hypothecation over movable fixed assets of the Parent Company.
- ₹ 903.07 Crores (31 March, 2025 - ₹ 662.30 Crores) are secured with pari passu charge on the moveable fixed assets of one of its Subsidiary.
- ₹ 126.40 Crores (31 March, 2025 - ₹ 146.19 Crores) are secured with first charge on movable fixed assets of one of its Subsidiary, both present and future.
- ₹ 40.00 Crores (31 March, 2025 - ₹ Nil) are secured by first pari passu charge over all movable fixed assets, current assets and intangible assets of one of its Subsidiary, both present and future.
- ₹ 38.64 Crores (31 March, 2025 - ₹ Nil) are secured by first pari passu charge over all movable fixed assets, current assets and negative lien on immovable properties of one of its Subsidiary, both present and future.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Term loan from NBFC in (i) above, loans amounting to:

₹ Nil, (31 March, 2025 - ₹ 645.23 Crores) is secured with first ranking exclusive charge by way of pledge over the pledged assets i.e. shares of subsidiary, Aquapharm Chemical Limited ("ACL") (formerly Advaya Chemical Industries Limited) with 1.5x cover.

₹ 314.17 Crores (31 March, 2025- ₹ 381.11 Crores) is secured by way of 1st ranking pari-paasu charge on all movable fixed and current assets, negative lien on immovable properties one of its subsidiary, Hypothecation on investments/loans and advances made in foreign step subsidiaries by the one of its subsidiary and Non-Disposal Undertaking on equity shares of the foreign step-down subsidiaries to the lenders of one of its subsidiary to the extent of the security cover of 1x.

Non-Convertible Debentures in (i) above, amounting to:

₹ 487.22 Crores (31 March, 2025 - ₹ 590.60 Crores) is secured with first ranking exclusive charge by way of pledge over the pledged assets i.e.shares of subsidiary, Aquapharm Chemical Limited ("ACL") (formerly Advaya Chemical Industries Limited) with 1.5x cover.

₹ 385.00 Crores (31 March, 2025- ₹ 467.50 Crores) is secured by way of first ranking pari-paasu charge on all movable fixed and current assets, negative lien on immovable properties one of its subsidiary, Hypothecation on investments/loans and advances made in foreign step-down subsidiaries by the one of its subsidiary and Non-Disposal Undertaking on equity shares of the foreign step subsidiaries to the lenders of one of its subsidiary to the extent of the security cover of 1x.

*During the year ended 31 March, 2025, one of its Subsidiary has issued and allotted 16,60,000 CCDs of ₹ 10 each at an issue price of ₹ 10 per CCD to Kindia Pty Ltd (as a trustee of Kindia Unit Trust) (Non Controlling Interest) aggregating to ₹ 1.66 Crores on 30 September, 2024.The issue was made through private placement basis as per provision of the Companies Act, 2013 with the consent from the shareholders of the Subsidiary obtained at the Extraordinary General Meeting held on 18 September, 2024.

	As at 31 March, 2026	As at 31 March, 2025
Maturity Profile of Long Term Borrowings from Banks (Secured)		
Maturity of less than 1 year : 39 instalments (31 March, 2025 - 37 instalments)	283.59	232.61
Maturity between 1 and 3 years : 103 instalments (31 March, 2025 - 77 instalments)	1,222.16	820.52
Maturity between 3 and 5 years : 74 instalments (31 March, 2025 - 66 instalments)	575.30	782.96
Maturity beyond 5 years : 23 instalments (31 March, 2025 - 24 instalments)	196.22	200.58
	2,277.27	2,036.67
Maturity Profile of Long Term Borrowings from NBFC		
Maturity of less than 1 year : 8 instalments (31 March, 2025 -16 instalments)	67.05	156.13
Maturity between 1 and 3 years : 16 instalments (31 March, 2025 - 40 instalments)	247.12	526.83
Maturity between 3 and 5 years : Nil (31 March, 2025 - 20 instalments)	-	343.38
	314.17	1,026.34
Maturity Profile of NCD		
Maturity of less than 1 year : 5 instalments (31 March, 2025 - 5 instalments)	186.17	185.88
Maturity between 1 and 3 years : 10 instalments (31 March, 2025 - 10 instalments)	686.05	528.92
Maturity between 3 and 5 years : Nil (31 March, 2025 - 5 instalments)	-	343.30
	872.22	1,058.10
Maturity Profile of Long Term Borrowings from Banks (Unsecured)		
Maturity of less than 1 year : 1 instalment (31 March, 2025 - Nil)	30.00	-
Maturity between 1 and 3 years : 2 instalments (31 March, 2025 - 1 instalment)	75.00	100.00
Maturity between 3 and 5 years : 2 instalments (31 March, 2025 - Nil)	105.00	-
Maturity beyond 5 years : 1 instalment (31 March, 2025 - Nil)	90.00	-
	300.00	100.00
Maturity Profile of Long Term Borrowings from Non Controlling Interest		
Maturity of less than 1 year : Nil (31 March, 2025 - Nil)	-	-
Maturity between 1 and 3 years : Nil (31 March, 2025 - Nil)	-	-
Maturity between 3 and 5 years : Nil (31 March, 2025 - Nil)	-	-
Maturity beyond 5 years : 1 instalment (31 March, 2025 - 1 instalment)	0.39	0.36
	0.39	0.36

Interest rate on Term loans from Banks and NBFC are based on spread over respective Lenders benchmark rate.

Interest rate for NCD is fixed.

All of the above loan are repayable in periodic instalments over the maturity period of the respective loans.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(ii) Current Borrowings

	As at 31 March, 2026	As at 31 March, 2025
a) SECURED LOANS		
Foreign Currency Loans	561.18	648.68
Working Capital loan from banks	174.10	223.07
<u>Nature of Security</u>		
Secured by first charge by way of hypothecation of all the Parent Company's current assets, namely all the stock of raw materials, stock in process, semi finished goods and finished goods, consumable stores and spares not relating to plant and machinery (consumable and spares) both present and future, bills receivable, bills whether documentary or clean, outstanding monies, receivables, book debts and all other current assets of the Parent Company both present and future, ranking pari passu without any preference or priority of one over the others.		
Secured by first charge by way of hypothecation of one of its Subsidiary's entire stocks of raw materials, semi-finished and finished goods, consumable stores and spares and such other movables including book-debts, bills whether documentary or clean, outstanding monies, receivables, both present and future.		
Secured by Pari passu first charge by way of hypothecation of stocks of inventories and book debts /receivables of one of its Subsidiary, both present and future.Pari passu first charge on movable properties and immovable properties forming part of the property, plant and equipment of one of its Subsidiary (both present and future) related to Pirangut plant.Pari passu second charge on movable properties and immovable properties forming part of the property, plant and equipment of one of its Subsidiary (both present and future) related to Mahad plant.		
Current maturities of long term debts from banks [Refer Note(i) above]	283.59	232.61
Current maturities of long term debts from NBFC [Refer Note(i) above]	67.05	156.13
Current maturities of NCD [Refer Note(i) above]	186.17	185.88
b) UNSECURED LOANS		
Current maturities of long term debts from Banks [Refer Note(i) above]	30.00	-
Loans repayable on demand		
- From Banks	92.50	100.00
- From NBFC	50.00	-
Foreign Currency Loans repayable on demand		
- From Banks	183.35	186.73
	1,627.94	1,733.10

Refer notes 3(a), 4(b) and 6 for details of assets pledged as security as set out in the above note. Refer note 31 for information about liquidity risk and market risk on borrowings.

Term loans were applied for the purpose for which the loans were obtained.

The Group has not defaulted in scheduled repayment of loans or other borrowings or in payment of interest thereon to any lenders.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 10 (b) : TRADE PAYABLES

Accounting Policy

Trade payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest rate method.

	As at 31 March, 2026	As at 31 March, 2025
Current		
Total outstanding dues of Micro Enterprises and Small Enterprises	51.30	62.18
Total outstanding dues of creditors other than Micro Enterprises and Small Enterprises	1,395.67	1,532.54
	1,446.97	1,594.72

Trade payables are non-interest bearing and are generally on terms of 0 to 180 days.

Refer note 31 for market risk on trade payables.

Ageing of Trade Payables :

As at 31 March, 2026

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro Enterprises and Small Enterprises	48.04	1.40	0.22	1.20	0.44	51.30
(ii) Other than Micro Enterprises and Small Enterprises	1,340.67	48.86	3.35	0.83	1.96	1,395.67
(iii) Disputed MSME	-	-	-	-	-	-
(iv) Disputed dues-Others	-	-	-	-	-	-
Total	1,388.71	50.26	3.57	2.03	2.40	1,446.97

As at 31 March, 2025

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) Micro Enterprises and Small Enterprises	52.82	7.08	1.84	0.05	0.39	62.18
(ii) Other than Micro Enterprises and Small Enterprises	1,395.32	134.09	1.09	0.78	1.26	1,532.54
(iii) Disputed MSME	-	-	-	-	-	-
(iv) Disputed dues-Others	-	-	-	-	-	-
Total	1,448.14	141.17	2.93	0.83	1.65	1,594.72

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 10 (c) : LEASE LIABILITIES

Accounting Policy

Lease Liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) and does not include non-lease components (maintenance charges etc.). 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. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Group changes its assessment if whether it will exercise an extension or a termination option.

	As at 31 March, 2026	As at 31 March, 2025
At the beginning of the year	191.38	163.41
Addition to lease liability during the year	8.01	61.32
Accretion of interest	14.47	14.12
Payment/adjustments of lease liabilities	(49.98)	(47.47)
At the end of the year	163.88	191.38
Lease Liabilities: Non Current	126.19	156.12
Lease Liabilities: Current	37.69	35.26

Lease Liabilities mainly consists of Leasehold Building, Buildings, Plant and Equipment and Vehicles taken under lease agreement.

Particulars	As at 31 March, 2026			As at 31 March, 2025		
	Non-Current	Current	Total	Non-Current	Current	Total
Leasehold Building	2.60	2.44	5.04	4.60	2.27	6.87
Buildings	23.71	8.34	32.05	31.57	7.91	39.48
Plant and Equipment	91.50	20.83	112.33	112.00	19.66	131.66
Vehicles	8.38	6.08	14.46	7.95	5.42	13.37
Total	126.19	37.69	163.88	156.12	35.26	191.38

The table below provides details regarding the contractual maturities of lease liabilities as at year end on an undiscounted basis:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Less than one year	49.50	48.92
One to five years	130.10	153.32
More than five years	21.87	40.28
Total	201.47	242.52

The table below provides details of amount recognised in Statement of Profit and Loss:

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Depreciation on Right-of-use assets (Refer note 20)	38.87	36.67
Interest expenses on lease liabilities (Refer note 19)	14.47	14.12
Rental expenses (excluding taxes) recorded for short term leases (refer note 21)	21.33	18.31
Total	74.67	69.10

The Group had total cash outflows for leases of ₹ 71.31 Crores (Previous Year ₹ 65.78 Crores)

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 10 (d) : OTHER FINANCIAL LIABILITIES

Accounting Policy

Short Term Employee Benefits

Liabilities for short term employee benefits that are expected to be settled wholly within 12 months after the end of the period are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefits payable in the balance sheet.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Non-current		
Capital creditors	11.60	1.43
	11.60	1.43
Current		
Interest accrued but not due [#]	19.31	25.44
Unpaid Dividends [Refer Note (i) below]	6.67	6.29
Others:		
Security Deposits received	2.12	2.47
Employee benefits payable	42.95	42.11
Capital creditors	150.35	226.26
Directors' fees & commission payable	11.50	19.50
Derivative instrument not designated as hedges - foreign-exchange forward contracts (at FVTPL) ^{##}	-	14.74
Purchase consideration payable	47.24	44.29
Others	0.38	0.56
	280.52	381.66

(i) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Group as at 31 March, 2026 and as at 31 March, 2025.

[#]Refer Note 31 for information about foreign currency risk

^{##}Refer note 30 for information about fair value measurements.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 11 : PROVISIONS

Accounting Policy

Provisions

Provisions are recognised when the Provisions has a present legal or constructive obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimates of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Non-current		
Provision for Employee Benefits		
Provision for gratuity (Refer Note 18.1)	38.12	18.78
Provision for compensated absences	1.47	0.83
Provision for Employee benefit obligations (Refer Note 11.2)	3.48	2.82
	43.07	22.43
Current		
Provision for Employee Benefits		
Provision for gratuity (Refer Note 18.1)	11.99	4.19
Provision for compensated absences	26.49	21.76
Provisions for claims and litigations (Refer Note 11.1)	80.92	72.10
	119.40	98.05

11.1 Provisions for claims and litigations

Provision for claims & litigation includes civil proceeding against one of the party and regulatory proceeding pertaining to FEMA matter. The Group has estimated the provisions for pending claims and litigation based on the assessment of probability for these demands crystallising against the Group in due course. The table below gives information about movement in claims and litigations, and provisions.

Particulars	As at 31 March, 2026	As at 31 March, 2025
At the beginning of the year	72.10	68.38
Add: charged during the year	8.82	3.72
At the end of the year	80.92	72.10

11.2 The liability pertains to one of the step-down subsidiary of the Group. The End of Service Benefit Scheme is a defined benefit scheme with benefits based on last drawn salary. Employees having service period of less than 2 years are not eligible for the benefit.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 12 : DEFERRED TAX LIABILITIES (NET)

	Balance as at 1 April, 2025	Recognised to Statement of Profit and Loss	Recognised to/Reclassified from OCI	Earlier year impact	Exchange difference/ FCTR	Balance as at 31 March, 2026
	Total	Total	Total	Total	Total	Total
Deferred Tax Liabilities:						
Property, plant and equipment and Intangible assets	485.96	108.13	-	5.78	0.49	600.36
Right of use assets	22.73	(5.77)	-	-	-	16.96
Financial Assets at Fair value through Other Comprehensive Income	66.51	-	(6.03)	-	-	60.48
Others	4.30	-	-	-	-	4.30
	579.50	102.36	(6.03)	5.78	0.49	682.10
Deferred Tax Assets:						
Items allowable for tax purpose on payments/ adjustments	27.53	10.66	(0.09)	1.09	0.32	39.51
Allowance for doubtful debts - trade receivables	0.33	0.06	-	-	-	0.39
Lease Liabilities	26.46	(5.41)	-	-	(0.08)	20.97
Unabsorbed depreciation and carried forward loss	229.46	118.92	-	2.63	0.95	351.96
Long-Term Capital Loss	6.49	-	-	-	-	6.49
Others	-	(0.03)	-	(0.05)	0.01	(0.07)
	290.27	124.20	(0.09)	3.67	1.20	419.25
Net Deferred Tax Liabilities:	289.23	(21.84)	(5.94)	2.11	(0.71)	262.85

	Balance as at 1 April, 2024	Recognised to Statement of Profit and Loss	Recognised to/ Reclassified from OCI	Exceptional Items	Balance as at 31 March, 2025
	Total	Total	Total	Total	Total
Deferred Tax Liabilities:					
Property, plant and equipment and Intangible assets	875.45	164.71	-	(554.20)	485.96
Right of use assets	23.72	(0.99)	-	-	22.73
Financial Assets at Fair value through Other Comprehensive Income	57.14	-	9.37	-	66.51
Impact of fair valuation of mutual funds and bonds	1.61	(1.61)	-	-	-
Others	-	4.30	-	-	4.30
	957.92	166.41	9.37	(554.20)	579.50
Deferred Tax Assets:					
Items allowable for tax purpose on payments/ adjustments	27.43	0.10	-	-	27.53
Allowance for doubtful debts - trade receivables	0.36	(0.03)	-	-	0.33
Lease Liabilities	20.90	5.56	-	-	26.46
Unabsorbed depreciation and carried forward loss	26.37	203.09	-	-	229.46
Long-Term Capital Loss	11.83	(5.34)	-	-	6.49
Others	0.06	-	(0.06)	-	-
	86.95	203.38	(0.06)	-	290.27
Net Deferred Tax Liabilities:	870.97	(36.97)	9.43	(554.20)	289.23

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 13: OTHER CURRENT LIABILITIES

Accounting Policy

Government grants and subsidies are recognised when there is reasonable assurance that the Group will comply with the conditions attached to them and the grants/subsidy will be received. If the grant received is to compensate the import cost of assets, and is subject to an export obligation as prescribed in the EPCG scheme, then the recognition of the grant would be linked to fulfilment of the associated export obligations. At the year end, the portion of grant for which the export obligation has not been met is retained in deferred revenue under other current liabilities. Revenue grant is recognised as an income in the period in which related obligation is met.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Non-Current		
Deferred Grant income (Refer (i) below)	47.39	-
Current		
Advance from Customers	25.86	12.10
Dues payable to Government Authorities	27.15	24.40
Liability for Export Obligations/Government grants	16.04	17.22
Deferred Grant income (Refer (i) below)	2.79	-
	71.84	53.72

- (i) One of the subsidiary has received eligibility certificate from State Industries Promotion Corporation of Tamil Nadu Limited (A Government of Tamil Nadu undertaking) (SIPCOT) towards Special Capital Subsidy of ₹ 90 Crores on 28 August, 2025. The subsidy is receivable in 15 equal annual instalment starting from Financial year 2025-26 till Financial year 2039-40. The same is accounted for in accordance with Ind AS 20 - "Accounting for Government Grants and Disclosure of Government Assistance" in Other Income over the period of 15 years.

NOTE 14 : CURRENT TAX LIABILITIES (NET)

Particulars	As at 31 March, 2026	As at 31 March, 2025
Provision for Income Tax	2.69	0.16
(Net of Advance Tax: ₹ 1,092.77 Crores [Previous year ₹ 1,022.70 Crores])		
	2.69	0.16

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 15 : REVENUE FROM OPERATIONS

Accounting Policy

Revenue from contracts with customers is recognised 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.

Revenue towards satisfaction of a performance obligation is measured at the amount of transaction price allocated to that performance obligation. Amounts disclosed as revenue are net of returns, trade and other discounts, rebates and amounts collected on behalf of third parties.

Where the Group is the principal in the transaction, the sales are recorded at their gross values. 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. In determining the transaction price, the Group considers the effects of variable consideration, the existence of significant financing component, non-cash considerations and consideration payable to the customer (if any). Any amounts received for which the Group does not provide any distinct goods or services are considered as a reduction of purchase cost.

However, Goods and Service Tax (GST) is not received by the Group on its own account. Rather, it is collected on value added to the commodity by the seller on behalf of the Government. Accordingly, it is excluded from revenue.

The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Group regardless of when the payment is being made and specific criteria have been met for each of the Group's activities as described below.

Sale of carbon black and chemicals

Revenue from sale of carbon black and chemicals is recognised when the control of the goods has passed to the buyer as per the terms of contract. In case of domestic sales, the performance obligation is satisfied upon delivery of the finished goods at customer's location. In case of export sales, the performance obligation is satisfied once the goods are shipped and the bill of lading has been obtained.

Sale of services

Revenue from the sale of services is recognised when earned on the basis of contractual arrangement with buyer.

Sale of power

Revenue from the sale of power is recognised upon transmission of units to the buyer net of Unscheduled Interchange gains/ losses as per the terms of contract with the customer.

Other Operating revenues

Exports entitlements (arising out of duty draw back), Remission of Duties and Taxes on Export Products (RoDTEP) are recognised when the right to receive credit as per the terms of the schemes is established in respect of the exports made by the Group and when there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Sales of Finished Goods*		
Carbon black/Chemicals	7,880.24	8,138.11
Sales of Traded Goods*	18.02	19.54
Sale of Services		
Income from sale of services	11.93	16.29
Sale of Power**	216.16	182.10
Other Operating Revenues*		
Scrap sales	8.43	6.34
Exports Incentive	35.77	41.87
Other revenue - Power**	18.75	-
Total revenue from operations	8,189.30	8,404.25
India	4,506.69	5,241.40
Outside India	3,619.66	3,114.64
Total revenue (excluding other operating revenues)	8,126.35	8,356.04

*Revenue (except sale of services) is recognised at a point in time and not over time.

** Power related provisions no longer required

#Refer Note 27 for transactions with Related Parties

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Contract Balances

The following table provides information about receivables and contract liabilities:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Trade receivables (Refer Note 4(b))	1,395.35	1,793.74
Contract Liabilities		
Advance from Customer (Refer Note 13)	25.86	12.10

Contract liabilities includes advance from custmers received for supply of goods.

Particulars	As at 31 March, 2026	As at 31 March, 2025
Contract liabilities at the beginning of the year	12.10	6.92
Add: Amount recevied during the year	105.69	44.51
Less: Amount adjusted during the year	(91.93)	(39.33)
Contract liabilities at the end of the year	25.86	12.10

NOTE 16 : OTHER INCOME

Accounting Policy

a. Interest Income

Interest Income from debt instruments is recognised using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of a financial asset. When calculating the effective interest rate, the Group estimates the expected cash flows by considering all the contractual terms of the financial instrument but does not consider the expected credit losses. Interest income is included in other income in the statement of profit and loss.

b. Dividends

Dividends are recognised in the statement of profit and loss only when the right to receive payment is established and the amount of the dividend can be measured reliably which is generally when shareholders approve the dividend.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Interest income from certain financial assets	11.83	10.56
Dividend income from equity instruments designated at FVTOCI*	10.15	8.67
Gain on sale/fair valuation of investments carried at FVTPL	10.01	15.55
Provisions/Liabilities no longer required written back	1.00	2.38
Profit on disposal/discard of property, plant and equipment	0.27	3.19
Amortisation of Government Grant Income	2.79	-
Miscellaneous income	2.54	7.04
	38.59	47.39

*Refer Note 27 for transactions with Related Parties

NOTE 17(a) : COST OF MATERIALS CONSUMED

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Opening Stock	824.66	616.82
Add: Purchases	5,466.74	6,044.23
Less: Closing Stock	(610.86)	(824.66)
Less: Transfer to CWIP (Refer Note 3(b))	(6.31)	-
Cost of material consumed*	5,674.23	5,836.39

*Includes packing materials of ₹ 53.91 Crores (Previous year ₹ 49.75 Crores) pertaining to one of its subsidiaries.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 17 (b) : PURCHASES OF STOCK-IN-TRADE

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Purchases Of Stock-In-Trade	13.72	17.21

NOTE 17(C) : CHANGES IN INVENTORIES OF FINISHED GOODS, STOCK-IN-TRADE AND WORK-IN-PROGRESS

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Opening Stock (Carbon black/Chemicals)	368.64	324.58
Closing Stock (Carbon black/Chemicals)	337.72	368.64
	30.92	(44.06)

NOTE 18 : EMPLOYEE BENEFITS EXPENSE

Accounting Policy

(I) Post-employment benefits

Defined benefit plans

- The liability or asset recognised in the balance sheet in respect of Defined benefit plans is the present value of the Defined benefits obligation at the end of the reporting period less the fair value of plan assets. The Defined benefit obligation is calculated annually by actuaries using the Projected Unit Credit Method at the year end.
- The present value of the Defined benefit obligation is determined by discounting the estimated future cash outflows by reference to market yields at the end of the reporting period on government bonds that have terms approximating to the terms of the related obligations.
- The net interest cost is calculated by applying the discount rate to the net balance of the Defined benefit obligation and the fair value of plan assets. This cost is included in Employees Benefits Expense in the statement of profit and loss.
- Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in Other Comprehensive Income. They are included in retained earnings in the statement of changes in equity.
- Changes in the present value of the Defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in the statement of profit or loss as past service cost.

(II) Defined contribution plans

Contributions under Defined Contribution Plans payable in keeping with the related schemes are recognised as expenses for the period in which the employee has rendered the service.

(III) Other short-term employee benefit obligations

Liabilities for short term employee benefits that are expected to be settled wholly within 12 months after the end of the period are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefits payable in the balance sheet.

The Group provides for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on the number of days of unutilised leave at each balance sheet date on the basis of year-end actuarial valuation using projected unit credit method. The scheme is unfunded.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Salaries, wages and bonus	411.75	361.58
Contribution to provident and other funds (Refer note 18.1)	22.70	23.47
Staff welfare expense	28.93	27.77
	463.38	412.82

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

18.1 EMPLOYEE BENEFITS:

(I) Post employment obligations

(A) Gratuity

The Gratuity scheme is a defined benefit plan that provides for a lump sum payment on exit either by way of retirement, death, disability or voluntary withdrawal. The benefits are defined on the basis of last drawn salary and the period of service and paid as lump sum at exit in accordance with the provisions under the Code on Social Security, 2020 or as per the Group Scheme, as applicable. The liability in respect thereof is determined by actuarial valuation at the year end based on the Projected Unit Credit Method and is recognised as a charge on accrual basis. Trustees administer the contributions made to the Gratuity fund. Amounts contributed to the Gratuity fund are invested solely with the Life Insurance Corporation of India.

The following table sets forth the particulars in respect of the defined benefit plans of the Group for the year ended 31 March, 2026 and 31 March, 2025:

Particulars	Group		
	Gratuity Fund (Funded)		
	Present Value of Obligation	Fair value of plan assets	Net Amount
(i) 1 April, 2025	50.82	(27.85)	22.97
Current Service Cost	5.51	-	5.51
Past Service Cost	21.05	-	21.05
Interest expense/(Income)	3.05	(1.63)	1.42
Total Amount recognised in statement of profit or loss	29.61	(1.63)	27.98
Remeasurements (gain)/loss			
(Gain)/loss from change in financial assumptions	(1.98)	(0.14)	(2.12)
(Gain)/loss arising from experience adjustments	3.23	-	3.23
Total amount recognised in other comprehensive income	1.25	(0.14)	1.11
Employer's contributions	-	(0.83)	(0.83)
Benefit payments	(8.27)	7.15	(1.12)
31 March, 2026	73.41^{##}	(23.30)	50.11
(ii) 1 April, 2024	44.10	(28.21)	15.89
Current Service Cost	4.29	-	4.29
Interest expense/(Income)	3.27	(1.91)	1.36
Total Amount recognised in statement of profit or loss	7.56	(1.91)	5.65
Remeasurements (gain)/loss			
(Gain)/loss from change in financial assumptions	1.46	0.05	1.51
(Gain)/loss arising from experience adjustments	1.13	-	1.13
Total amount recognised in other comprehensive income	2.59	0.05	2.64
Employer's contributions	-	(0.60)	(0.60)
Benefit payments	(3.43)	2.82	(0.61)
31 March, 2025	50.82^{##}	(27.85)	22.97

^{##}Includes ₹4.41 Crores (31 March, 2025 : ₹ 4.11 Crores) related to present value obligation of gratuity payable for contractual workers of the Parent Company and one of its wholly owned subsidiaries. This is an unfunded plan.

The expected return on plan assets is determined after taking into consideration composition of plan assets held, assessed risks of asset management, historical results of return on plan assets, Group's policies for plan asset management and other relevant factors.

The expenses for the above mentioned Gratuity benefit is included and disclosed under the head "Contribution to provident and other funds" under Note 18.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	2025-26	2024-25
(iii) Actual Return on Plan Asset	1.63	1.91

(iv) The net liability disclosed above relating to funded are as follows

	As at 31 March, 2026	As at 31 March, 2025
Present value of funded obligations	73.41	50.82
Fair value of plan assets	(23.30)	(27.85)
Deficit of funded plan	50.11	22.97

(v) Principal : Actuarial assumptions

	As at 31 March, 2026	As at 31 March, 2025
(i) Discount rate	6.90% - 7.20%	6.50% - 6.70%
(ii) Salary escalation rate [#]	5.00% - 10.00%	7.00% - 10.00%
(iii) Withdrawal Rate	Management- 5.00% to 9.00% Non Management-0.00%	Management- 5.00% to 9.00% Non Management-0.00%
(iv) Mortality Table (In service)	Indian Assured Lives Mortality (2006-08) (Modified) Ult.	Indian Assured Lives Mortality (2006-08) (Modified) Ult.

[#]The estimate of future salary increase considered in actuarial valuation takes into account factors like inflation, seniority, promotion and other relevant factors, such as demand and supply in the employment market.

In case of funded plan, the Group ensures that the investment positions are managed within an Asset - Liability Matching (ALM) framework that has been developed to achieve investment that are in line with the obligation under the gratuity scheme. Within this framework the Group's ALM objective is to match asset with gratuity obligation. The Group actively monitors how the duration and the expected yield of instruments are matching the expected cash outflows arising from the gratuity obligations. The Group has not changed the process used to manage its risk from previous periods. The Group does not use derivatives to manage its risk. The gratuity scheme is funded with Life Insurance Corporation of India which has good track record of managing fund except contractor worker and subsidiary.

(vi) Sensitivity Analysis

	Increase/(Decrease) in DBO			Increase/(Decrease) in DBO		
		As at 31 March, 2026	As at 31 March, 2025		As at 31 March, 2026	As at 31 March, 2025
Discount Rate - Gratuity	Decrease by 1%	5.20	3.60	Increase by 1%	(4.52)	(3.10)
Withdrawal Rate	Decrease by 1%	0.11	0.05	Increase by 1%	(0.10)	(0.04)
Salary escalation Rate	Decrease by 1%	(4.41)	(3.05)	Increase by 1%	4.99	3.48

Method used for sensitivity analysis:

The sensitivity results above determine their individual impact on the plan's end of year Defined Benefit Obligation. In reality, the plan is subject to multiple external experience items which may move the Defined Benefit Obligation in similar opposite directions, while the plan's sensitivity to such changes can vary over time.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(vii) Risk Exposure

Through its defined benefit plans, the Group is exposed to some risks, the most significant of which are detailed below:

- Interest rate risk : The defined benefit obligation calculated uses a discount rate based on government bonds. If bond yields fall, the defined benefit obligation will tend to increase.
- Salary Inflation risk : Higher than expected increases in salary will increase the defined benefit obligation.
- Demographic risk : This is the risk of variability of results due to unsystematic nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria. It is important not to overstate withdrawals because in the financial analysis the retirement benefit of a short career employee typically costs less per year as compared to a long service employee.
- Investment risk : The probability or likelihood of occurrence of losses relative to the expected return on any particular investment.

(II) Defined Contribution Plans

The Group has certain Defined Contribution Plans viz. Provident Fund and Superannuation Fund. Contributions are made to provident fund for employees at the rate of 12% of basic salary as per regulations. The Group has a defined contribution Superannuation plan for which contribution is made at a rate not exceeding 4.87% of Basic and Dearness Allowance of the member with Superannuation. The contributions are made to registered provident fund administered by the government. The obligation of the Group is limited to the amount contributed and it has no further contractual nor any constructive obligation. The expense recognised during the period towards defined contribution plan is ₹ 17.09 Crores (31 March, 2025 : ₹ 15.87 Crores).

(III) Defined Benefit Liability and Employer Contributions

Expected contribution to Post-employment benefit plans for the year ending 31 March, 2026 basis the actuarial report is ₹ 6.88 Crores (31 March, 2025 : ₹ 4.14 Crores)

The weighted average duration of the defined benefit obligation of Group is 7 to 12 years (31 March, 2025 - 6 to 12 years) for employees and 12 to 19 years (31 March, 2025 - 12 years) for contractual employees.

The expected maturity analysis of undiscounted gratuity is as follows :

	Less than a year	Between 1 -2 years	Between 2 -3 years	Between 3 -4 years	Between 4 -5 years	Beyond 5 years	Total
31 March, 2026							
Defined benefit obligation							
Gratuity	15.12	8.05	5.23	4.84	6.43	92.18	131.85
Total	15.12	8.05	5.23	4.84	6.43	92.18	131.85
31 March, 2025							
Defined benefit obligation							
Gratuity	13.87	3.75	4.66	2.87	2.81	62.91	90.87
Total	13.87	3.75	4.66	2.87	2.81	62.91	90.87

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 19 : FINANCE COSTS

Accounting Policy

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale. Other borrowing costs are expensed in the period in which they are incurred.

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Interest expense on debts and borrowings	396.99	437.91
Interest on lease liabilities	14.47	14.12
Other Borrowings Costs (includes amortisation of processing charges)	11.52	8.88
	422.98	460.91

NOTE 20 : DEPRECIATION AND AMORTISATION EXPENSE

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Depreciation of property, plant and equipment (Refer Note 3(a))	240.73	216.50
Amortisation of intangible assets (Refer Note 3(e))	93.16	92.51
Depreciation on Right of use assets (Refer Note 3(f))	38.87	36.67
	372.76	345.68

NOTE 21 : OTHER EXPENSES

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Consumption of stores and spares	82.90	68.23
Consumption of packing materials	106.01	104.86
Power and fuel	75.51	78.49
Water charges	12.01	10.84
Rent	21.33	18.31
Rates and taxes	7.73	12.07
Repairs and maintenance :		
- Buildings	2.99	3.72
- Plant and Machinery	51.71	40.69
- Others	14.16	12.35
Insurance	18.19	17.01
Travelling and conveyance	28.43	26.09
Subscriptions and donations	38.17	51.77
Freight outward (net of recovery)	206.70	173.10
Commission to selling agents	29.51	30.32
Directors sitting fees & Commission	12.11	20.30
Bad Debt Written off	-	0.17
Allowance for doubtful debts/expected credit loss - trade receivable (net)	2.27	(0.06)
Corporate Social Responsibility Expenditure	12.99	15.95
Miscellaneous expenses	317.15	214.39
Less: Net gain on foreign currency transactions	75.79	53.49
	964.08	845.11

(a) The Group has incurred following Research and Development expenditure for Innovation Centre in Belgium and USA

Particulars	Year ended 31 March, 2026	Year ended 31 March, 2025
Revenue Expenses	42.72	24.27
Capital Expenses	3.18	-
	45.90	24.27

For Research and Development expenditure in India-Refer Note 36

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 22 : TAX EXPENSE

Accounting Policy

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect of situation in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the standalone financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction that at the time of the transaction affects neither accounting profit/loss nor taxable profit (tax loss). Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period.

Current and deferred tax is recognised in statement of profit and loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity, if any. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

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.

	Year ended 31 March, 2026	Year ended 31 March, 2025
a. Income-tax expense recognised in the Statement of Profit and Loss		
Current tax		
Current tax on profits for the year	90.03	178.98
Tax relating to earlier years charge/(credit)		
Income Tax charge relating to earlier years	(7.56)	0.38
Deferred Tax credit relating to earlier years (Refer note (b) below)	2.11 (5.45)	- 0.38
Total current tax expense	84.58	179.36
Deferred Tax		
Origination and reversal of temporary differences (Refer note (b) below)	(21.84)	(36.97)
Income-tax expense	62.74	142.39
b. Deferred Tax charge/(credit) recognised in the Statement of Profit and Loss		
Deferred Tax charge/(credit)	(21.84)	(36.97)
Deferred Tax credit relating to earlier years (Refer note (a) above)	2.11	-
Deferred Tax charge/(credit)	(19.73)	(36.97)
c. Income-tax expense on Other Comprehensive Income		
Total current tax impact on Other Comprehensive Income - Remeasurement of post employment defined benefit obligation	(0.29)	(0.63)
Total current tax impact on Other Comprehensive Income - Cash flow hedge reserve	-	0.06
Deferred tax - Fair value through other comprehensive income - equity instruments	(6.03)	9.37
Income-tax expense recognised in Other Comprehensive Income	(6.32)	8.80

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

	Year ended 31 March, 2026	Year ended 31 March, 2025
d. Reconciliation of statutory rate of tax and the effective rate of tax		
Profit before income tax	260.78	577.06
Enacted Income tax rate in India applicable to the Parent Company	25.17%	25.17%
Tax on Profit before tax at the enacted Income tax rate in India	65.64	145.25
Adjustments :		
Tax effect of amounts which are not deductible (taxable) in calculating taxable income :		
Items not deductible/Income exempt from tax/taxed at lower rate	12.01	8.43
Incentives/additional benefits allowable under Income-tax	(2.55)	(2.18)
Deferred tax assets not recognised on losses	2.30	-
Tax relating to earlier years charge/(credit)	(5.45)	0.38
Other items	(9.21)	(9.49)*
Total Income tax expense	62.74	142.39
Effective tax rate	24.06%	24.68%

*includes impact of change in income tax rate

NOTE 23 : CONTINGENT LIABILITIES

Accounting Policy

A disclosure for contingent liabilities is made when there is a possible obligation arising from past events, the existence of which will be confirmed only 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 arises from past events where it is either not probable that an outflow of resources embodying economic benefits will be required to settle or a reliable estimate of the amount cannot be made.

	As at 31 March, 2026	As at 31 March, 2025
Contingent Liabilities for :		
(a) (i) Claims against the Group not acknowledged as debts*		
Income-tax matters under dispute*	26.67	59.81
Excise duty matters under dispute	2.69	4.08
Sales tax matter under dispute	0.14	0.14
Service tax matters under dispute	5.90	5.90
Value added tax matters under dispute	0.78	0.78
Goods and Services Tax under dispute	1.18	1.40
Customs - MEIS under dispute**	-	48.66
Contractual dispute with one of its Subsidiary vendor***	5.11	-
(ii) Other money for which the Company is contingently liable		
Excise duty matters under dispute	1.57	1.57

It is not practicable for the Group to estimate the timings of the cash outflows, if any, in respect of the above contingent liabilities pending resolution of the respective proceedings.

The Group has assessed that it is only possible, but not probable, that outflow of economic resources will be required.

*Claims against the Group not acknowledged as debts includes contingent liability of ₹ 11.23 Crores (31 March, 2025 : ₹ 61.27 Crores) pertaining to one subsidiary acquired during the financial year 2023-24, which is jointly and severally indemnified by the erstwhile promoters as per the Share Purchase Agreement dated 28 November, 2023.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

*The Group has ongoing disputes with income tax authorities relating to tax treatment of certain items. These mainly includes disallowances of expenses, claims by the Group as deduction and the computation of, or eligibility of the Group's use of certain tax incentives or allowances and interest thereon which are pending at various appellate levels. Most of these disputes and/or disallowances, being repetitive in nature, have been raised by the income tax authorities consistently in most of the years. Based on evaluation, the Group believes that it has strong merits and accordingly, no provision is considered necessary.

**Pertains to one of its subsidiary for dispute over classification of the product.

***One of the subsidiary has ongoing dispute with one of the vendor arising from the non-performance of the Service Agreement. The subsidiary disputes the validity of invoices raised by the vendor on the grounds that the services were not performed in accordance with the contractual scope, required service specifications were never communicated, invoicing requirements were not met, and no mutual agreement exists regarding any further payments.

Under the termination provisions of the agreement, the subsidiary has the contractual right to seek recovery of all amounts paid, together with applicable liquidated damages, on the basis that services delivered were not satisfactory. Accordingly, management does not consider any further payment to be presently due under the Service Agreement.

Based on the current contractual assessment, available information, and the disputed nature of the claim, management has classified the matter as a contingent liability, rather than a probable obligation requiring a provision under the applicable financial reporting framework. This assessment will continue to be monitored, particularly in light of potential legal proceedings and the fact that vendor is subject to judicial reorganisation proceedings, which may impact enforceability and recoverability.

Based on evaluation, the Group believes that it has strong merits and accordingly, no provision is considered necessary.

NOTE 24 : COMMITMENTS

	As at 31 March, 2026	As at 31 March, 2025
Capital Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for		
Property, plant and equipment (net of capital advances)	80.89	115.53

NOTE 25 : DIVIDEND ON EQUITY SHARES

	As at 31 March, 2026	As at 31 March, 2025
Interim Dividend for the year ended 31 March, 2026 of ₹ 6/- per share on face value of Re. 1/- per share*	226.48	207.60
(31 March, 2025 : ₹ 5.50/- per share on face value of Re. 1/- per share) [Refer Note 9(e)]		
*Declared on 17 October, 2025 for the year ended 31 March, 2026.	226.48	207.60

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 26 : EARNING PER EQUITY SHARE

Accounting Policy

Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to owners of the equity by the weighted average number of equity shares outstanding during the year.

The weighted average number of equity shares outstanding during the year is adjusted for events such as bonus issue, bonus element in a rights issue, share split, share warrants and reverse share split (consolidation of shares) that have changed the number of equity shares outstanding, without a corresponding change in resources.

Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account :

- the after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

	Year ended 31 March, 2026	Year ended 31 March, 2025
Basic and Diluted		
(i) Number of Equity Shares at the beginning of the year	37,74,62,604	37,74,62,604
(ii) Equity shares issued against share warrants [Refer Note 8(i)]	1,60,00,000	-
(iii) Number of Equity Shares at the end of the year	39,34,62,604	37,74,62,604
(iv) Weighted average number of equity shares for Basic earnings per Share (BEPS)	38,39,94,111	37,74,62,604
(v) Effect of dilutive potential equity shares on account of convertible warrants	6,85,430	10,06,802
(vi) Weighted average number of equity shares for Diluted Earnings Per Share (DEPS) [Refer Note 9(iii)]	38,46,79,541	37,84,69,406
(vii) Face value of each Equity Share (Re.)	1.00	1.00
(viii) Profit after Tax available for Equity Shareholders (₹ in Crores)	197.87	434.60
(ix) Basic earnings per Share (₹) [(viii)/(iv)]	5.15	11.51
(x) Diluted earnings per Share (₹) [(viii)/(vi)]	5.13	11.48

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 27 : RELATED PARTY TRANSACTIONS

(a) Parent- under de facto control

Name	Type	Place of Incorporation/ Principal Place of Business	As at 31 March, 2026	As at 31 March, 2025
Rainbow Investments Limited	Parent- under de facto control as defined in Ind AS -110 ("Parent")	India	47.43%	45.84%

(b) Key management personnel of the Company and the Parent- under de facto control with whom transactions have taken place during the year

Name	Relationship
i) Sanjiv Goenka	Chairman and Non Executive Director
ii) Shashwat Goenka	Non Executive Director
iii) Preeti Goenka	Non Executive Director
iv) Kaushik Roy(Resigned with effect from 3 November, 2025)	Managing Director
v) Nilesh Koul (Appointed with effect from 3 November, 2025)	Managing Director
vi) Paras K Chowdhary (Refer Note below)	Non Executive Independent Director
vii) Pradip Roy (Refer Note below)	Non Executive Independent Director
viii) Rusha Mitra (Resigned with effect from 7 April, 2026)	Non Executive Independent Director
ix) Ram Krishna Agarwal	Non Executive Independent Director
x) T.C.Suseel Kumar	Non Executive Independent Director
xi) K Jairaj	Non Executive Independent Director
xii) Dr. Sethurathnam Ravi	Non Executive Independent Director
xiii) Umang Kanoria (Appointed with effect from 9 October,2024)	Non Executive Independent Director
xiv) Sneh Lata (Appointed with effect from 26 March, 2026)	Non Executive Independent Director
xv) Raj Kumar Gupta	Chief Financial Officer
xvi) Kaushik Mukherjee	Company Secretary
xvii) Sunil Bhandari	Employee holding Directorship in "Parent"
xviii) Yugesh Kanoria	Employee holding Directorship in "Parent"
xix) Harish Toshniwal	Employee holding Directorship in "Parent"
xx) Alok Kalani	Employee holding Directorship in "Parent"

Note :

Paras K Chowdhary and Pradip Roy have retired as Non Executive Independent Directors with effect from 21 July, 2024 and 29 July, 2024 upon completion of their term.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(c) Others with whom transactions have taken place during the year

Name	Relationship
RPG Power Trading Company Limited	Company under common control
Trade Apartments Limited	Company under common control
CESC Limited	Company under common control
RPSG Ventures Limited	Company under common control
Spencer's Retail Limited	Company under common control
Guiltfree Industries Limited	Company under common control
RPSG Resources Private Limited	Company under common control
Alipore Towers Pvt Ltd	Company under common control
Quest Capital Markets Limited	Company under common control
Off-Shore India Ltd	Company under common control
Brabourne Investments Ltd	Company under common control
Eastern Aviation & Industries Pvt Ltd	Company under common control
Lebnitze Real Estates Private Limited	Company under common control
Woodlands Multispeciality Hospital Limited	Company under common control
Duncan Brothers & Co. Ltd	Associate of "Parent"
STEL Holdings Limited	Company under common control
Business Media Private Limited	Company under common control
RPSG Sports Private Limited	Company under common control
Natures Basket Limited	Company under common control
Dotex Merchandise Private Limited	Company under common control
Saregama India Limited	Company under common control
Noida Power Company Private Limited	Company under common control
Digidrive Distributors Limited	Company under common control
Open Media Network Private Limited	Company under common control
International Management Institute	Company under common control
RPG International School	Company under common control
Firstsource Solutions Limited	Company under common control
Ritushree Vanijya Private Limited	Company under common control
Solty Commercial Private Limited	Company under common control
Herbolab India Private Limited	Company under common control
Purvah Green Power Private Limited	Company under common control
Devise Properties Pvt.Ltd	Company under common control
RPSG Solvanta Private Limited	Company under common control
Duncan Agency Senior Staff Superannuation Fund No. 3 (Superannuation Fund)	Post Employment Benefit Plan of the Company (Other related parties)
Phillips Carbon Black Limited Employees' Gratuity Fund (Gratuity Fund)	Post Employment Benefit Plan of the Company (Other related parties)

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(d) Details of transaction between the Group and related parties and outstanding balances

Sl. No.	Nature of Transactions	Parent- under de facto control AS -110, Company under Common Control		Associates of Parent- under de facto control as defined in Ind AS -110		Key Management Personnel of the Company, Parent- under de facto control as defined in Ind AS -110		Other Related Parties		Total	
		Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025
A.	Transactions										
1	Dividend paid on Equity Shares	116.42	106.72	-	-	-	-	-	-	116.42	106.72
2	Dividend received on Equity Shares	10.12	8.61	-	-	-	-	-	-	10.12	8.61
3	Money received against share warrants	336.00	112.00	-	-	-	-	-	-	336.00	112.00
4	Equity Share Allotment against Share Warrant	448.00	-	-	-	-	-	-	-	448.00	-
5	Conversion from Preference Shares into Equity Shares (Investment)	10.50	-	-	-	-	-	-	-	10.50	-
6	Sale of Non Current Investment	10.53	-	-	-	-	-	-	-	10.53	-
7	Security Deposit paid	1.05	-	-	-	-	-	-	-	1.05	-
8	Security Deposit Refund	3.50	-	-	-	-	-	-	-	3.50	-
9	Accommodation Charges paid**	0.00	0.00	0.01	0.04	-	-	-	-	0.01	0.04
10	Accommodation Charges recovered	0.32	0.19	-	-	-	-	-	-	0.32	0.19
11	Reimbursement of expenses paid	1.41	0.58	-	-	-	-	-	-	1.41	0.58
12	Reimbursement of expenses received*	13.44	9.01	-	-	-	-	-	-	13.44	9.01
13	Electricity charges paid	0.12	0.13	-	-	-	-	-	-	0.12	0.13
14	Rent & Flat Maintenance Paid	5.03	1.79	-	-	-	-	-	-	5.03	1.79
15	Power Selling expenses paid	10.17	9.30	-	-	-	-	-	-	10.17	9.30
16	Sale of Power	120.08	124.47	-	-	-	-	-	-	120.08	124.47
17	Liabilities no longer required written back	-	1.00	-	-	-	-	-	-	-	1.00
18	Licence Fees	57.50	46.50	-	-	-	-	-	-	57.50	46.50

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Sl. No.	Nature of Transactions	Parent- under de facto control as defined in Ind AS -110,Company under Common Control		Associates of Parent- under de facto control as defined in Ind AS -110		Key Management Personnel of the Company, Parent- under de facto control as defined in Ind AS -110		Other Related Parties		Total	
		Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025	Year ended 31 March, 2026	Year ended 31 March, 2025
19	Contributions paid	-	-	-	-	-	-	0.05	0.21	0.05	0.21
20	Remuneration to Key Management Personnel	-	-	-	-	29.48	30.59	-	-	29.48	30.59
21	Post-employment benefits to Key Management Personnel	-	-	-	-	2.56	0.87	-	-	2.56	0.87
22	Other long-term benefit to Key Management Personnel	-	-	-	-	1.62	0.10	-	-	1.62	0.10
23	Director's Sitting Fees	-	-	-	-	0.59	0.78	-	-	0.59	0.78
24	Director's Commission	-	-	-	-	11.50	19.50	-	-	11.50	19.50

Sl. No.	Nature of Transactions	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025	As at 31 March, 2026	As at 31 March, 2025
B.	Closing Balances								
1	Receivables	20.32	25.50	-	-	-	-	20.32	25.50
2	Payables	0.12	0.11	-	-	-	-	0.12	0.11
3	Investments	463.20	515.24	-	-	-	-	463.20	515.24

(e) Terms and Conditions

Sale of power, power selling expense, License fee are entered in accordance with the agreement entered between the parties as per rates mutually agreed. All transactions were made on normal commercial terms and conditions and are at arm's length.

All outstanding balances are unsecured and are repayable in cash.

(f) Unwinding of interest on investment in preference shares of Devise Properties Private Ltd. is not disclosed above considering it to be a IND AS adjustment.

*Parent Company has raised reimbursement of expenses of ₹ 11.16 Crores for services upto January, 2025, which was subsequently reversed during February, 2025.

**Amount is below the rounding off norm adopted by the Group.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 28 : SEGMENT

Accounting Policy

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker.

The Chief Operating Decision Maker is responsible for allocating resources and assessing performance of the operating segments and has been identified as the Managing Director.

(a) Description of segments and principal activities

Carbon Black : The Group is primarily engaged in production of Carbon Black through its five manufacturing units located at Durgapur, Kochi, Palej, Mundra and Tiruvallur District (Tamil Nadu).

Power: The Group is engaged in generation of electricity for the purpose of captive consumptions as well as sale of surplus to outsiders.

Chemicals: The Group is also engaged in the business of manufacturing, marketing and sale of water treatment chemicals and oil and gas chemicals, primarily phosphonates, low molecular weight polymers, Tetrasodium Glutamate Diacetate, Methylglycinediacetic acid, imidazoline, triazine, quaternary ammonium chlorides, biocides, and other downstream chemicals related to the foregoing.

Battery Chemical - The Group is also engaged in the business to develop Nano-Silicon additives to be used in the anode of lithium-ion battery.

Inter-Segment transfers being power consumed for manufacture of Carbon Black are based on price paid for power purchased from external sources. Segment revenue is measured in the same way as in the Statement of Profit and Loss.

The assets are allocated based on the operations of the segment and the physical location of the assets.

Non-current assets of the Group (excluding certain financial assets) are located in India,Belgium, USA, UAE and Australia.

(b) Segment Revenue, Segment Earnings and other information as at/for the year ended:-

Segment Revenue:

Particulars	Year ended 31 March, 2026				Year ended 31 March, 2025			
	Carbon Black	Power	Chemicals	Total	Carbon Black	Power	Chemicals	Total
Revenue from external customers	6,469.90	216.16	1,440.29	8,126.35	6,757.33	182.10	1,416.61	8,356.04
Other operating Revenues	41.76	18.75	2.44	62.95	45.01	-	3.20	48.21
Total revenue from operations	6,511.66	234.91	1,442.73	8,189.30	6,802.34	182.10	1,419.81	8,404.25
Inter-segment revenue	-	130.69	-	130.69	-	118.94	-	118.94
Total segment revenue	6,511.66	365.60	1,442.73	8,319.99	6,802.34	301.04	1,419.81	8,523.19

Revenue of Rs 1,958.55 Crores (31 March 2025 - Rs 2,429.40 Crores) is derived from customers in the Carbon Black segment, each of whom contribute to more than 10% of the total revenue. Revenue of Rs 147.66 Crores (31 March 2025 - Rs 81.44 Crore) is derived from customers in the Chemicals segment, each of whom contribute to more than 10% of the total revenue

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

The Group is domiciled in India. The amount of its revenue from external customers broken down by the location of the customers is shown in table below:

Revenue from external customers (excluding other operating revenues)	Year ended 31 March, 2026	Year ended 31 March, 2025
India	4,506.69	5,241.40
Other countries	3,619.66	3,114.64
Total	8,126.35	8,356.04

Segment Results:

Particulars	Year ended 31 March, 2026					Year ended 31 March, 2025				
	Carbon Black	Power	Chemicals	Battery Chemical	Total	Carbon Black	Power	Chemicals	Battery Chemical	Total
Segment profit before interest and tax and exceptional items	721.05	238.59	17.43	(0.15)	976.92	1,042.35	185.94	65.59	(0.12)	1,293.76
Reconciliation to Profit before tax										
Finance Cost	-	-	-	-	(422.98)	-	-	-	-	(460.91)
Interest Income	-	-	-	-	7.20	-	-	-	-	9.39
Unallocated expenses (Net)	-	-	-	-	(275.32)	-	-	-	-	(264.66)
Exceptional items	-	-	-	-	(25.04)	-	-	-	-	(0.52)
Profit before tax					260.78					577.06

Depreciation/Amortisation and non cash expenses

Particulars	Year ended 31 March, 2026					Year ended 31 March, 2025				
	Carbon Black	Power	Chemicals	Unallocated	Total	Carbon Black	Power	Chemicals	Unallocated	Total
Depreciation/Amortisation	167.47	49.57	143.37	12.35	372.76	157.78	46.91	128.09	12.90	345.68
Non cash expense	11.09	-	-	-	11.09	3.83	-	-	-	3.83

Segment Assets:

Particulars	As at 31 March, 2026					As at 31 March, 2025				
	Carbon Black	Power	Chemicals	Battery Chemical	Total	Carbon Black	Power	Chemicals	Battery Chemical	Total
Segment Assets	5,422.27	585.07	4,226.04	245.87	10,479.25	5,540.09	581.58	4,375.72	206.60	10,703.99
Reconciliation to total assets										
Investments	-	-	-	-	464.12	-	-	-	-	516.11
Non current tax assets (Net)	-	-	-	-	2.66	-	-	-	-	26.24
Other unallocable assets	-	-	-	-	348.51	-	-	-	-	475.55
Total assets as per the balance sheet	5,422.27	585.07	4,226.04	245.87	11,294.54	5,540.09	581.58	4,375.72	206.60	11,721.89

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Particulars	As at 31 March, 2026						As at 31 March, 2025					
	Carbon Black	Power	Chemicals	Battery Chemical	Unallocated	Total	Carbon Black	Power	Chemicals	Battery Chemical	Unallocated	Total
Addition to Non current assets other than financial instruments	496.58	55.74	89.93	57.92	15.57	715.74	380.17	29.48	262.17	24.42	29.13	725.37

The total of segments assets broken down by location of the assets, is shown below:

Assets by geographical location	As at 31 March, 2026	As at 31 March, 2025
India	9,408.19	9,538.55
Other countries	1,071.06	1,165.44
Total	10,479.25	10,703.99

Segment Liabilities:

Particulars	As at 31 March, 2026					As at 31 March, 2025				
	Carbon Black	Power	Chemicals	Battery Chemical	Total	Carbon Black	Power	Chemicals	Battery Chemical	Total
Total Segment liabilities	4,381.77	401.31	1,960.25	6.01	6,749.34	4,234.84	416.49	2,829.07	5.39	7,485.79
Reconciliation to total liabilities										
Borrowings	-	-	-	-	45.94	-	-	-	-	31.32
Current Tax Liabilities (Net)	-	-	-	-	0.23	-	-	-	-	0.16
Deferred Tax Liabilities	-	-	-	-	286.87	-	-	-	-	283.52
Other Unallocated liabilities	-	-	-	-	193.01	-	-	-	-	211.94
Total liabilities as per the balance sheet	4,381.77	401.31	1,960.25	6.01	7,275.39	4,234.84	416.49	2,829.07	5.39	8,012.73

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 29 : STATEMENT PURSUING TO REQUIREMENT OF SCHEDULE III TO THE COMPANIES ACT, 2013 RELATING TO GROUP'S INTEREST IN SUBSIDIARY AND STEP DOWN SUBSIDIARIES

Name of the entity in the group	Net Assets i.e., total assets minus total liabilities		Share in Profit or Loss		Share in Other Comprehensive Income		Share in Total Comprehensive Income	
	As % of Consolidated Net Assets	Amount	As % of Consolidated Profit or Loss	Amount	As % of Consolidated Other Comprehensive Income	Amount	As % of Consolidated Total Comprehensive Income	Amount
Parent								
PCBL Chemical Limited (Formerly PCBL Limited)								
31 March, 2026	100.80%	4,051.19	119.07%	235.82	(1534.98%)	(37.30)	99.03%	198.52
31 March, 2025	100.92%	3,743.15	103.77%	451.06	90.54%	108.48	100.91%	559.54
Subsidiaries								
Indian								
PCBL (TN) Limited								
31 March, 2026	1.37%	54.90	18.17%	35.99	4.53%	0.11	18.01%	36.10
31 March, 2025	0.51%	18.80	2.46%	10.69	(0.07%)	(0.08)	1.91%	10.61
Nanovace Technologies Limited (Consolidated Basis)**								
31 March, 2026	4.57%	183.78	(1.96%)	(3.89)	98.35%	2.39	(0.75%)	(1.50)
31 March, 2025	4.28%	158.63	(0.39%)	(1.71)	(0.69%)	(0.83)	(0.46%)	(2.54)
Aquapharm Chemical Limited ("ACL") (Formerly Advaya Chemical Industries Limited) (Consolidated Basis)*								
31 March, 2026	68.67%	2,760.08	(34.69%)	(68.70)	1488.48%	36.17	(16.23%)	(32.53)
31 March, 2025	75.29%	2,792.62	(6.70%)	(29.14)	6.87%	8.23	(3.77%)	(20.91)
Subsidiaries								
Foreign								
PCBL Chemical USA INC***								
31 March, 2026	0.00%	-	0.00%	-	0.00%	-	0.00%	-
31 March, 2025	-	-	-	-	-	-	-	-
PCBL EUROPE SRL								
31 March, 2026	0.07%	2.81	(2.80%)	(5.55)	(16.08%)	(0.39)	(2.96%)	(5.94)
31 March, 2025	0.20%	7.36	0.00%	(0.01)	-	-	0.00%	(0.01)
Phillips Carbon Black Cyprus Holdings Limited								
31 March, 2026	0.79%	31.92	(0.02%)	(0.04)	(163.37%)	(3.97)	(2.00%)	(4.01)
31 March, 2025	0.63%	23.53	(0.01%)	(0.04)	(0.40%)	(0.48)	(0.09%)	(0.52)
Phillips Carbon Black Vietnam Joint Stock Company (Stepdown Subsidiary)								
31 March, 2026	1.44%	58.02	1.15%	2.28	25.93%	0.63	1.45%	2.91
31 March, 2025	1.50%	55.65	0.56%	2.44	0.78%	0.93	0.61%	3.37

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Name of the entity in the group	Net Assets i.e., total assets minus total liabilities		Share in Profit or Loss		Share in Other Comprehensive Income		Share in Total Comprehensive Income	
	As % of Consolidated Net Assets	Amount	As % of Consolidated Profit or Loss	Amount	As % of Consolidated Other Comprehensive Income	Amount	As % of Consolidated Total Comprehensive Income	Amount
Non-Controlling Interest								
31 March, 2026	0.32%	12.85	0.09%	0.17	39.51%	0.96	0.56%	1.13
31 March, 2025	0.32%	11.72	0.02%	0.07	0.09%	0.11	0.03%	0.18
Adjustments								
31 March, 2026	(78.03%)	(3,136.40)	0.99%	1.96	157.63%	3.83	2.89%	5.79
31 March, 2025	(83.65%)	(3,102.30)	0.29%	1.31	2.88%	3.46	0.86%	4.77
TOTAL								
31 March, 2026	100.00%	4,019.15	100.00%	198.04	100.00%	2.43	100.00%	200.47
31 March, 2025	100.00%	3,709.16	100.00%	434.67	100.00%	119.82	100.00%	554.49

*Accounts of all subsidiaries of Aquapharm Chemical Limited have been consolidated.

**Accounts of all subsidiaries of Nanovace Technologies Limited have been consolidated.

***Subsidiary with effect from 23 July, 2025

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 30 : FAIR VALUE MEASUREMENT

(i) The carrying and fair value of financial instruments by category as at the end of the year are as follows:

	As at 31 March, 2026			As at 31 March, 2025		
	FVTPL	FVTOCI	Amortised Cost	FVTPL	FVTOCI	Amortised Cost
Financial assets						
Investments						
-Equity instruments	-	464.12	-	-	506.29	-
-Preference Shares	-	-	-	9.81	-	-
Trade receivables	-	-	1,395.35	-	-	1,793.74
Loans	-	-	1.75	-	-	2.18
Cash and cash equivalents	-	-	229.52	-	-	318.53
Other bank balances	-	-	58.49	-	-	70.63
Derivative financial assets	20.86	-	-	-	-	-
Other Financial Assets	-	-	114.74	-	-	56.22
Total financial assets	20.86	464.12	1,799.85	9.81	506.29	2,241.30
Financial liabilities						
Borrowings	-	-	4,258.37	-	-	4,805.33
Lease Liabilities	-	-	163.88	-	-	191.38
Current maturities of long term debts	-	-	566.81	-	-	574.62
Derivative financial liabilities	-	-	-	14.74	-	-
Trade payables	-	-	1,446.97	-	-	1,594.72
Other financial liabilities	-	-	292.12	-	-	368.35
Total financial liabilities	-	-	6,728.15	14.74	-	7,534.40

Investment in subsidiaries amounting to ₹ 0.01 Crores (31 March, 2025 ₹ 0.01 Crores) is recognised at cost and not included in table above.

(ii) Fair Value

The fair values of financial assets and liabilities are included at the amount 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. Methods and assumptions used to estimate the fair values are consistent in all the years. The following methods and assumptions were used to estimate the fair values:

- In respect of investments in mutual funds, the fair values represent net asset value as stated by the issuers of these mutual fund units in the published statements. Net asset values represent the price at which the issuer will issue further units in the mutual fund and the price at which issuers will redeem such units from the investors. Accordingly, such net asset values are analogous to fair market value with respect to these investments, as transactions of these mutual funds are carried out at such prices between investors and the issuers of these units of mutual funds.
- In respect of investments in listed equity instruments, the fair values represents available quoted market price at the Balance Sheet date.
- The fair value of derivative contracts (foreign exchange forward contracts and Currency and Interest rate swaps) is determined using discounted cash flow analysis and swaps and options pricing models.
- The management assessed that fair values, of trade receivables, cash and cash equivalents, other bank balances, other financial assets, loans, trade payables, borrowings, lease liabilities and other financial liabilities, approximate to their carrying amounts largely due to the short-term maturities of these instruments. Further, management also assessed the carrying amount of certain non-current loans which are a reasonable approximation of their fair values and the difference between the carrying amounts and fair values is not expected to be significant.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(iii) Fair value of financial assets and liabilities measured at amortised cost

The carrying amount of financial assets and financial liabilities measured at amortised cost in the financial statements are a reasonable approximation of their fair values since the Group does not anticipate that the carrying amount would be significantly different from the values that would eventually be received or settled.

(iv) Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are (a) recognised and measured at fair value and (b) measured at amortised cost and for which fair values are disclosed in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its financial instruments into the three levels prescribed under the accounting standard. Explanation of each level follows underneath the table:

Financial assets and liabilities measured at fair value - recurring fair value measurements	As at 31 March, 2026				As at 31 March, 2025			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Financial assets at FVTPL								
Investments in preference shares	-	-	-	-	-	-	9.81	9.81
Foreign-exchange forward contract	-	20.86	-	20.86	-	-	-	-
Financial assets at FVTOCI								
Investments in equity instruments	283.95	-	180.17	464.12	296.20	-	210.09	506.29
Total financial assets	283.95	20.86	180.17	484.98	296.20	-	219.90	516.10
Financial liabilities								
Financial liabilities at FVTPL								
Foreign-exchange forward contract	-	-	-	-	-	14.74	-	14.74
Total financial liabilities	-	-	-	-	-	14.74	-	14.74

Level 1: Level 1 hierarchy includes financial instruments measured using quoted prices. This includes listed equity instruments and mutual funds that have net asset value as stated by the issuers in the published statements. The fair value of all equity instruments which are traded in the stock exchanges is valued using the closing price as at the reporting period.

Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3. This is the case for unlisted equity securities included in Level 3.

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. There are no transfers between Level 1 and Level 2 fair value measurements during the year ended 31 March, 2026 and 31 March, 2025.

Some of the Group's financial assets are carried at fair value for which Level 3 inputs have been used. The following table gives information about how the fair values of these financial assets are determined (in particular, the valuation technique(s) and inputs used).

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Valuation inputs and relationship to fair value

Particulars	Fair Value at		Valuation Technique	Significant unobservable input	Sensitivity	
	31 March, 2026	31 March, 2025			31 March, 2026	31 March, 2025
Unquoted equity shares	180.17	210.09	Discounted cash flow/ Net Asset Value	Earning growth rate / Discounting rate	Increase in earning growth rate by 1% and lower discount rate by 1% would increase fair value by ₹ 2.50 Crores Decrease in earning growth rate by 1% and higher discount rate by 1% would decrease fair value by ₹ 1.72 Crores	Increase in earning growth rate by 1% and lower discount rate by 1% would increase fair value by ₹ 1.95 Crores Decrease in earning growth rate by 1% and higher discount rate by 1% would decrease fair value by ₹ 1.42 Crores
Unquoted Preference shares	-	9.81	Discounted Amortised cost	Discounting rate to determine PV	- Decrease in discount rate by 1% will increase the fair value by ₹ 0.09 Crores - Increase in discount rate by 1% will decrease fair value by ₹ 0.09 Crores	

Valuation process:

The main Level 3 inputs for unquoted equity shares and unquoted preference share used by the Group are derived and evaluated as follows:

Discount rates are determined using a capital asset pricing model to calculate a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the asset.

NOTE 31 : FINANCIAL RISK MANAGEMENT

The Group's principal financial liabilities comprises of borrowings, trade, lease liabilities and other financial liabilities. The main purpose of these financial liabilities is to finance and support the operations of the Group. The Group's principal financial assets include trade and other receivables, loans, current investments and cash & cash equivalents that derive directly from its operations.

The Group's business activities are exposed to a variety of risks including liquidity risk, credit risk and market risk. The Group seeks to minimise potential adverse effects of these risks by managing them through a structured process of identification, assessment and prioritisation of risks followed by coordinated efforts to monitor, minimise and mitigate the impact of such risks on its financial performance and capital. For this purpose, the Group has laid comprehensive risk assessment and minimisation/mitigation procedures, which are reviewed by the Audit Committee and approved by the Board from time to time. These procedures are reviewed to ensure that executive management controls risks by way of properly defined framework. The Group does not enter into derivative financial instruments for speculative purposes.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(A) Credit risk

Credit risk refers to risk of financial loss to the Group if customers or counterparties fail to meet their contractual obligations. The Group is exposed to credit risk from its operating activities (mainly trade receivables) and from its investing activities (primarily deposit with banks and investment in mutual funds).

(i) Credit risk management

(a) Trade Receivable

Customer credit risk is managed by the Group through its established policies and procedures which involve setting up credit limits based on credit profiling of individual customers, credit approvals for enhancement of limits and regular monitoring of important developments viz. payment history, change in credit rating, regulatory changes, industry outlook etc. Outstanding receivables are regularly monitored and an impairment analysis is performed at each reporting date on an individual basis for each major customer. In addition, small customers are grouped into homogeneous groups and assessed for impairment collectively. The Group also has a policy to provide for all receivables which are overdue for a period over 365 days. In accordance with Ind AS 109, the Group uses expected credit loss model to assess the impairment loss or reversal thereof.

Reconciliation of loss allowance provision - Trade receivables are as follows:

	Year Ended 31 March, 2026	Year Ended 31 March, 2025
Loss allowance at the beginning of the year	1.24	1.30
Charge / (reversal) in allowance during the year (net)	2.27	(0.06)
Loss allowance at the end of the year	3.51	1.24

(b) Deposits and financial assets (Other than trade receivables):

The Group maintains exposure in cash and cash equivalents, term deposits with banks and money market liquid mutual fund schemes. Investments of surplus are made within assigned credit limits with approved counterparties who meet the threshold requirements with respect to ratings, financial strength, credit spreads etc. Counterparty credit limits are set to minimise concentration risk and are reviewed periodically by the Board.

(B) Liquidity Risk

Liquidity risk implies that the Group may not be able to meet its obligations associated with its financial liabilities. The Group manages its liquidity risk on the basis of the business plan that ensures that the funds required for financing the business operations and meeting financial liabilities are available in a timely manner and in the currency required at optimal costs. The Management regularly monitors rolling forecasts of the Group's liquidity position to ensure it has sufficient cash on an ongoing basis to meet operational fund requirements. The surplus cash generated, over and above the operational fund requirement is invested in bank deposits/marketable debt securities/debt mutual fund schemes of highly liquid nature to optimise cash returns while ensuring adequate liquidity for the Group.

Additionally, the Group has committed fund and non-fund based credit lines from banks which may be drawn anytime based on Group's fund requirements. The Group maintains a cautious liquidity strategy with positive cash balance and undrawn bank lines throughout the year.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include contractual interest payments.

Contractual maturity of financial liabilities	Upto 1 year	1 Year to 3 year	3 year to 5 year	More than 5 years	Total
31 March, 2026					
Borrowings	1,627.94	2,230.33	680.30	286.61	4,825.18
Trade payable	1,446.97	-	-	-	1,446.97
Lease Liabilities	49.50	84.02	46.08	21.87	201.47
Other financial liabilities	280.52	11.56	0.04	-	292.12
	3,404.93	2,325.91	726.42	308.48	6,765.74
31 March, 2025					
Borrowings	1,733.10	1,976.27	1,469.64	200.94	5,379.95
Trade payable	1,594.72	-	-	-	1,594.72
Lease Liabilities	48.92	90.65	62.67	40.28	242.52
Other financial liabilities	381.66	1.38	0.01	0.04	383.09
	3,758.40	2,068.30	1,532.32	241.26	7,600.28

(C) Market Risk

Market risk is the risk that the fair value of future cash flow of financial instruments may fluctuate because of changes in market conditions. Market risk broadly comprises three types of risks namely currency risk, interest rate risk and price risk (for commodities or equity instruments). The above risks may affect the Group's income and expenses and/or value of its investments. The Group's exposure to and management of these risks are explained below

(i) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group operates in international markets and therefore is exposed to foreign currency risk arising from foreign currency transactions. The exposure relates primarily to the Group's operating activities (when the revenue or expense is denominated in foreign currency), borrowings in foreign currencies and investment in overseas subsidiaries. Over ninety percent of Group's foreign currency transactions are in USD while the rest are in EURO, CNY, KRW, GBP and VND. The risk is measured through forecast of highly probable foreign currency cash flows.

The Group's risk management policy is hedging of net foreign currency exposure at all points in time through foreign exchange forward contracts, vanilla option contracts and cross currency interest rate swaps. The objective of the hedging is to eliminate the currency risk due to volatility in exchange rates.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(a) Foreign currency risk exposure

The Group's exposure to foreign currency risk at the end of the reporting period expressed in ₹, are as follows:

Particulars	31 March, 2026						31 March, 2025					
	INR equivalent of						INR equivalent of					
	USD	EUR	CNY	KRW	GBP	VND	USD	EUR	CNY	KRW	GBP	VND
Financial assets												
Trade receivables	390.91	125.31	-	-	-	-	471.15	255.01	-	-	-	-
Advance to Suppliers	-	-	-	-	-	-	-	-	0.02	-	-	0.00*
Cash and cash equivalents	7.38	2.56	-	-	-	-	10.70	3.83	-	-	-	-
Other financial assets	0.67	-	0.36	-	-	0.00*	-	-	-	-	-	-
Derivative assets												
Foreign exchange forward contracts	-	-	-	-	-	-	-	-	-	-	-	-
Net exposure to foreign currency risk (assets)	398.96	127.87	0.36	-	-	0.00 *	481.85	258.84	0.02	-	-	0.00*
Financial liabilities												
Borrowings	700.00	-	-	-	-	-	835.41	-	-	-	-	-
Trade payables	971.29	3.98	0.01	0.01	0.04	0.00 *	1,134.51	42.77	-	0.00*	-	-
Other financial liabilities	6.57	-	-	-	-	-	10.71	-	-	-	-	-
Derivative liabilities												
Foreign exchange forward contracts												
Buy foreign currency	(1,161.79)	-	-	-	-	-	(1,282.16)	-	-	-	-	-
Net exposure to foreign currency risk (liabilities)	516.07	3.98	0.01	0.01	0.04	0.00	698.47	42.77	-	0.00*	-	-
Net exposure to foreign currency risk (Assets-Liabilities)	(117.11)	123.89	0.35	(0.01)	(0.04)	(0.00)*	(216.62)	216.07	0.02	(0.00)*	-	0.00*

*Amount is below the rounding off norm adopted by the Group.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(b) Sensitivity

A fluctuation in the exchange rates of 1% with other conditions remaining unchanged would have the following effect on Group's profit or loss before taxes/Equity as at 31 March, 2026 and 31 March, 2025:

	Impact on profit before tax		Impact on Equity (net of tax)	
	Year Ended 31 March, 2026	Year Ended 31 March, 2025	Year Ended 31 March, 2026	Year Ended 31 March, 2025
US\$ sensitivity				
₹/US\$- Increase by 1%*	(1.17)	(2.17)	(0.88)	(1.62)
₹/US\$- Decrease by 1%*	1.17	2.17	0.88	1.62
EUR sensitivity				
₹/EUR- Increase by 1%*	1.24	2.16	0.93	1.62
₹/EUR- Decrease by 1%*	(1.24)	(2.16)	(0.93)	(1.62)
CNY sensitivity**				
₹/CNY- Increase by 1%*	0.00	0.00	0.00	0.00
₹/CNY- Decrease by 1%*	(0.00)	(0.00)	(0.00)	(0.00)
KRW sensitivity**				
₹/KRW- Increase by 1%*	(0.00)	(0.00)	(0.00)	(0.00)
₹/KRW- Decrease by 1%*	0.00	0.00	0.00	0.00
GBP sensitivity**				
₹/GBP- Increase by 1%*	(0.00)	-	(0.00)	-
₹/GBP- Decrease by 1%*	0.00	-	0.00	-
VND sensitivity**				
₹/VND- Increase by 1%*	(0.00)	0.00	(0.00)	0.00
₹/VND- Decrease by 1%*	0.00	(0.00)	0.00	(0.00)

* Holding all other variable constant

** Amount is below the rounding off norm adopted by the Group.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to risk of change in market interest rates relates primarily to its debt interest obligations. Its borrowings are at floating rates and its future cash flows will fluctuate because of changes in market interest rates.

(a) Interest Rate Risk Exposure

The exposure of the Group's borrowings to interest rate changes at the end of the reporting period are as follows:

Particulars	31 March, 2026	31 March, 2025
Total borrowings [including current maturities and excluding Non-Convertible Debentures ("NCD")]	3,952.96	4,321.85

(b) Sensitivity

Profit or loss / Equity is sensitive to higher/lower interest expense from borrowings as a result of changes in interest rates.

	Impact on profit before tax		Impact on Equity (net of tax)	
	Year Ended 31 March, 2026	Year Ended 31 March, 2025	Year Ended 31 March, 2026	Year Ended 31 March, 2025
Interest Rates - Increase by 50 basis points (50 bps)*	(19.76)	(21.61)	(14.79)	(16.17)
Interest Rates - Decrease by 50 basis points (50 bps)*	19.76	21.61	14.79	16.17

* Holding all other variable constant

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

(iii) Security Price risk

Securities price risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded prices.

The Group invests its surplus funds in various debt instruments and equity instruments. These comprise of mainly liquid schemes of mutual funds, short term debt funds & income funds (duration investments), certain quoted equity instruments and bank fixed deposits. To manage its price risk arising from investments in mutual funds and equity instruments, the Group diversifies its portfolio. Mutual fund and equity investments are susceptible to market price risk, mainly arising from changes in the interest rates or market yields which may impact the return and value of such investments.

(a) Securities Price Risk Exposure

The Group's exposure to securities price risk arises from investments in mutual funds and equity instruments held by the Group and classified in the Balance Sheet as fair value through profit or loss/fair value through other comprehensive income is disclosed under Note 30.

(D) Commodity Price Risk

Commodity price risk results from changes in market prices for raw materials, mainly carbon black feedstock which forms the largest portion of Group's cost of sales.

The Group endeavours to reduce such risks by maintaining inventory at optimum level through a highly probable sales forecast on quarterly basis and also through worldwide purchasing activities. Raw materials are purchased exclusively to cover Group's own requirements. Further, a significant portion of Group's volume is sold based on formula-driven price adjustment mechanism which allows for recovery of the changed raw material cost from customers. The Group also endeavours to offset the effects of increases in raw material costs through price increases in its non-contract sales, productivity improvement and other cost reduction efforts. The Group has not entered into any derivative contracts to hedge exposure to fluctuations in commodity prices.

NOTE 32 : CAPITAL MANAGEMENT

For the purposes of the Group's capital management, capital includes issued capital, all other equity reserves and borrowed capital less reported cash and cash equivalents and current investments.

The primary objective of the Group's capital management is to maintain an efficient capital structure to reduce the cost of capital, support the corporate strategy and to maximise shareholder's value.

The Group's policy is to borrow primarily through banks to maintain sufficient liquidity. The Group also maintains certain undrawn committed credit facilities to provide additional liquidity. These borrowings, together with cash generated from operations are utilised for operations of the Group.

The Group monitors capital on the basis of cost of capital. The Group is not subject to any externally imposed capital requirements.

The following table summaries the total capital of the Group:

Particulars	As at 31 March, 2026	As at 31 March, 2025
Long Term Borrowings (including current maturities of long term debt)	3,764.05	4,221.47
Short Term Borrowings	1,061.13	1,158.48
Less: Cash and cash equivalents	229.52	318.53
Total Net Debt (A)	4,595.66	5,061.42
Total equity (B)	4,019.15	3,709.16
Total Capital (C = (A+B))	8,614.81	8,770.58
Gearing ratio (A/C)	53.35%	57.71%

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, if any would permit the bank to immediately call loans and borrowings. There have been no breaches in the financial covenants/appropriate deferment of financial covenants has been obtained for interest-bearing loans and borrowings for the year ended 31 March 2026.

No changes were made to the objectives, policies or processes for managing capital during the year ended 31 March, 2026 and 31 March, 2025.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 33 : OTHER STATUTORY INFORMATION

- The Group does not have any transaction with struck off companies during the year ended 31 March, 2026.
- The Group does not have any charges or satisfaction which is yet to be registered with ROC (Registrar of Companies) beyond the statutory period.
- The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year ended 31 March, 2026 and 31 March, 2025.
- The Group has 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 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 provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- The Group has 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 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 provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- The Group has not surrendered or disclosed any transaction, previously unrecorded in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.
- There are no proceedings initiated or are pending against the Group for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- The Group is maintaining its books of accounts in electronic mode and these books of accounts are accessible in India at all times and the back-up of the books of accounts has been kept in servers physically located in India on a daily basis except that 1 Subsidiary has defined process to take daily back up of books of account maintained electronically and kept on servers physically located in India except for an application in respect of which the backup is stored in tape drives. The requirements for maintaining back up of books of account on daily basis is not applicable to the subsidiaries incorporated outside India.
- The Holding Company and subsidiaries which are companies incorporated in India and whose financial statements have been audited under the Act have complied with the requirements of audit trail except in case of 1 subsidiary which has used accounting software for maintaining its books of account which has a feature of recording of audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software except that audit trail feature is not enabled for certain changes made, if any, using privileged/ administrative access rights and in the absence of Service Organisation Controls report of the aforesaid subsidiary, we are unable to assess whether the audit trail at database level was enabled as per the statutory requirements. Further, the Holding Company and above referred subsidiaries did not come across any instance of audit trail feature being tampered with, in respect of accounting software(s) where the audit trail has been enabled. Additionally, the audit trail of prior years has been preserved by the Holding Company and the above referred subsidiaries as per the statutory requirements for record retention.
- The Group has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- The Group has 4 Core Investment Companies as a part of the Group.
- No fraud/material fraud by the Group or no fraud/ material fraud on the Group has been noticed or reported and no whistle blower complaints received, during the year ended 31 March, 2026 and 31 March, 2025.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 34 : EXCEPTIONAL ITEMS

- The Board of Directors of Advaya Chemical Industries Limited ("ACIL" or "Transferee Company"), a subsidiary of the Parent Company, and the Board of Directors of Aquapharm Chemical Private Limited ("ACPL" or "Transferor Company"), a wholly owned subsidiary of ACIL, at their respective meetings held on 01 August, 2024 approved the Scheme of Amalgamation of ACPL with ACIL under Section 233 and other applicable provisions of the Companies Act, 2013 ("Scheme"). The Scheme provides for amalgamation of ACPL with ACIL and other matters incidental thereto.

The Central Government through the Regional Director, Western Region, Ministry of Corporate Affairs ("Regional Director") vide order dated 06 December, 2024 has approved the Scheme. The effect of the scheme has been taken during the quarter ended 31 December, 2024. Consequently, ACPL stands amalgamated with ACIL and ACPL ceases to exist as a separate entity. Post amalgamation, the name of Transferee Company has been changed from 'Advaya Chemical Industries Limited' to 'Aquapharm Chemical Limited'.

The aforesaid amalgamation has been accounted under 'the pooling of interests method' as per Appendix C of Ind AS 103 "Business Combination".

Pursuant to aforesaid amalgamation of ACPL into ACIL and consequent change in tax base of the assets, deferred tax liability of ₹ 554.20 Crores is reversed through statement of Profit & Loss.

ACIL had further performed impairment assessment of goodwill arisen on acquisition of ACPL and has accounted for impairment loss of ₹ 554.72 Crores (Refer Note 3(d)) based on valuation done by external valuer. The impairment assessment was triggered by aforesaid reversal of deferred tax liability and consequent increase in carrying amount of Cash Generating Unit, on account of amalgamation.

The aforesaid reversal of deferred tax liabilities and impairment of goodwill has been recognised as Exceptional items in the financial statements during the year ended 31 March, 2025.

- On 21 November, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty- nine existing labour laws into a unified framework governing employee benefits during employment and post employment. The Labour Codes, amongst other things introduces changes, including a uniform definition of wages and enhanced benefits relating to leave. The Group has assessed the financial implications of these changes which has resulted in increase in gratuity liability arising out of past service cost and increase in leave liability, in aggregate by ₹ 25.04 Crores for year ended 31 March, 2026. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Group has presented this incremental amount as "Statutory impact of new Labour Codes" under "Exceptional Items" in the Statement of Profit and Loss. The Group continues to monitor the developments pertaining to Labour Codes and will evaluate impact if any on the measurement of liability pertaining to employee benefits.

NOTE 35 :

Subscriptions and donations in Note 21 includes contribution of ₹ 35 Crores (Previous year- ₹ 44.50 Crores) which were made in accordance with Section 182 of the Companies Act, 2013.

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

NOTE 36 : RESEARCH AND DEVELOPMENT EXPENSES

Accounting Policy

The Group's business research and development concentrates on the development of improved finished goods and better operational efficiency. Research costs are expensed as incurred. Expenditure on development that does not meet the specified criteria under Ind AS 38 'Intangible Assets' is recognised as expense as incurred.

Revenue Expenses incurred in India

	Year ended 31 March, 2026						Year ended 31 March, 2025					
	Total	Durgapur	Kochi	Palej	Mundra	Pune	Total	Durgapur	Kochi	Palej	Mundra	Pune
Raw Materials & Stores Consumed	7.85	0.89	0.00*	1.81	5.15	-	2.06	0.96	-	1.10	0.00*	-
Salaries, Wages and Bonus	14.45	1.02	1.55	3.65	0.49	7.74	12.54	0.92	1.32	2.48	0.39	7.43
Contribution to Provident and Other Funds	0.58	0.04	0.06	0.15	0.02	0.31	0.56	0.04	0.05	0.10	0.02	0.35
Staff Welfare Expense	0.93	-	-	0.90	-	0.03	0.56	-	-	0.54	-	0.02
Miscellaneous Expenses	10.96	0.00*	0.00*	2.81	0.00*	8.15	6.80	0.01	0.05	2.47	0.01	4.26
Total	34.77	1.95	1.61	9.32	5.66	16.23	22.52	1.93	1.42	6.69	0.42	12.06

One of the Subsidiary has incurred capital expenditure in Pune, India of Rs 0.30 Crores (31 March, 2025 - Rs 0.38 Crores).

Also Refer Note 21 (a) for Research and development expenditure incurred for Innovation centre in Belgium and USA.

* Amount is below the rounding off norm adopted by the Group.

NOTE 37 : DISCLOSURE FOR NON-CONTROLLING INTERESTS

This information is based on amounts before inter-company eliminations.

Financial information of subsidiaries that have material non-controlling interests is provided below:.

Proportion of equity interest held by non-controlling interests (NCI):

Name of the Company	Principal activity	Effective ownership as on March 31, 2026	Effective ownership as on March 31, 2025	Country of Incorporation
Unique Solutions for Chemical Industries Company ("USCIC")	Chemicals	5%	5%	Saudi Arabia
Phillips Carbon Black Vietnam Joint Stock Company(PCBVJSC)	Carbon Black	20%	20%	Vietnam
Nanovace Technologies Limited (NTL) and its subsidiaries	Battery Chemical	49%	49%	India

Summarised Statement of Profit and Loss for the year ended 31 March, 2026 and 31 March, 2025

	Year ended 31 March, 2026				Year ended 31 March, 2025			
	USCIC	PCBVJSC	NTL	Total	USCIC	PCBVJSC	NTL	Total
Profit/(loss) for the year attributable to NCI	(0.20)	0.46	(0.09)	0.17	(0.35)	0.49	(0.07)	0.07
Other comprehensive Income attributable to NCI	(0.23)	0.02	1.17	0.96	(0.15)	0.67	(0.41)	0.11
Total Other comprehensive Income attributable to NCI	(0.43)	0.48	1.08	1.13	(0.50)	1.16	(0.48)	0.18

Notes to Consolidated Financial Statements

as at and for the year ended 31 March, 2026

(All amounts in ₹ Crores, unless otherwise stated)

Summarised Accumulated NCI	Year ended 31 March, 2026				Year ended 31 March, 2025			
	USCIC	PCBVJSC	NTL	Total	USCIC	PCBVJSC	NTL	Total
Opening balance	(2.07)	10.50	3.29	11.72	(5.61)	9.34	-	3.73
Total Other comprehensive Income attributable to NCI	(0.43)	0.48	1.08	1.13	(0.50)	1.16	(0.48)	0.18
Money received against equity shares and CCD	-	-	-	-	-	-	3.77	3.77
Payment towards acquisition of non controlling interest	-	-	-	-	4.04	-	-	4.04
Closing balance	(2.50)	10.98	4.37	12.85	(2.07)	10.50	3.29	11.72

NOTE 38 :

During the year ended 31 March, 2025, the Parent Company has changed its name from 'PCBL Limited' to 'PCBL Chemical Limited' pursuant to issuance of fresh Certificate of Incorporation dated 6 November, 2024 by Ministry of Corporate Affairs.

For **S. R Batliboi & Co. LLP**

ICAI Firm Registration Number 301003E/E300005

Chartered Accountants

For and on behalf of Board of Directors of **PCBL Chemical Limited**

CIN: L23109WB1960PLC024602

per Jai Prakash Yadav

Partner

Membership Number: 066943

Nilesh Koul

Managing Director

(DIN: 10963815)

Umang Kanoria

Director

(DIN: 00081108)

Place: Mumbai

Date: 30 April, 2026

Kaushik Mukherjee

Company Secretary

Membership Number: F5000

Raj Kumar Gupta

Chief Financial Officer

Form AOC-I

Statement containing salient features of the financial statement of subsidiaries / associate companies / joint ventures (Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Part "A" : Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹ in Crores)

Sl. No.	Name of the subsidiary	FY 2025-26					
		1	2	3	4	5	6
		Phillips Carbon Black Cyprus Holdings Limited	PCBL (TN) Limited	Phillips Carbon Black Vietnam Joint Stock Company	PCBL Europe SRL	Nanovace Technologies Limited (Consolidated) #	Aquapharm Chemical Limited (Consolidated Basis) ##
1	Reporting period for the subsidiary concerned, if different from the holding company's reporting period	Same as Holding Company	Same as Holding Company	Same as Holding Company	Same as Holding Company	Same as Holding Company	Same as Holding Company
2	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries.	Euro 109.50	₹ NA	VND 0.000033	Euro 109.50	₹ NA	₹ NA
3	Share capital	0.21	30.00	43.19	8.76	5.00	2,850.00
4	Equity Component of Compound Financial Instruments	-	-	-	-	182.82	-
5	Non-controlling interest	-	-	-	-	-	(2.48)
6	Reserves & surplus	31.70	24.90	14.84	(5.95)	(4.04)	(87.44)
7	Total assets	38.31	2,629.93	62.23	2.90	245.86	4,250.06
8	Total Liabilities	6.39	2,575.03	4.20	0.09	62.08	1,489.98
9	Investments	33.21	570.00	-	-	-	0.01
10	Turnover	-	1,213.60	-	-	-	1,442.73
11	Profit / (Loss) before taxation	-	43.42	2.28	(5.55)	(3.89)	(99.47)
12	Provision for taxation	0.04	7.43	-	-	-	(30.77)
13	Profit / (Loss)after taxation	(0.04)	35.99	2.28	(5.55)	(3.89)	(68.70)
14	Proposed Dividend	-	-	-	-	-	-
15	% of shareholding	100%	100%	80%	100%	51%	80%

Notes : The following information shall be furnished at the end of the Statement :

1 Names of subsidiaries which are yet to commence operations :

Phillips Carbon Black Cyprus Holdings Ltd
 Phillips Carbon Black Vietnam Joint Stock Company (Step down Subsidiary)
 PCBL Chemical Europe SRL
 Nanovace Technologies Limited
 PCBL Chemical USA INC

2 Names of subsidiaries which have been liquidated or sold during the year :

None

3 Names of subsidiaries which have been incorporated during the year :

PCBL Chemical USA INC

#Accounts of all subsidiaries of Nanovace Technologies Limited have been consolidated with Nanovace Technologies Limited.

##Accounts of all subsidiaries of Aquapharm Chemical Limited have been consolidated with Aquapharm Chemical Limited.

Part "B" : Associates and Joint Ventures

Statement pursuant to Section 129(3) of the Companies Act, 2013 related to Associate Companies and joint Ventures

Name of Associates / Joint Ventures	NA
1 Latest audited Balance Sheet Date	-
2 Shares of Associates / Joint Ventures held by the Company on the year end No.	-
Amount of Investment in Association / Joint Venture	-
Extent of Holding %	-
3 Description of how there is significant influence	-
4 Reason why the associate/Joint venture is not consolidated	-
5 Networth attributable to Shareholding as per latest audited Balance Sheet	-
6 Profit / Loss for the year	-
i. Considered in Consolidation	-
ii. Not Considered in Consolidation	-
1. Names of associates or joint ventures which are yet to commence operations.	NA
2. Names of associates or joint ventures which have been liquidated or sold during the year.	NA

GRI Content Index

Statement of use	PCBL Chemical Limited has reported the information cited in this GRI content index for the period 1 April, 2025 to 31 March, 2026 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
GRI 2: General Disclosures 2021	2-1 Organizational details	About the Report	1
		The Group, PCBL Today: A Global Specialty Chemical Platform, Aquapharm Chemical Limited, Nanovace Technologies Limited	12-27
		Our Presence	28-31
		Management Discussion and Analysis	206-208
		BRSR Section A	291
	2-2 Entities included in the organization's sustainability reporting	About the Report	1
		BRSR Section A	291
	2-3 Reporting period, frequency and contact point	About the Report	1
		BRSR Section A	291
	2-4 Restatements of information	Environment Stewardship	133
		BRSR Section C Principle 6	329, 331
	2-5 External assurance	About the Report	1
		BRSR Section A	291
		Independent Assurance Statement	341-346, 512-523
	2-6 Activities, value chain and other business relationships	The Group, PCBL Today: A Global Specialty Chemical Platform, Aquapharm Chemical Limited, Nanovace Technologies Limited	12-27
		Our Product-to-Application Matrix	32-37
		Business Model	54-55
		Supply Chain Partners	84-89
		Management Discussion and Analysis	209-211
		BRSR Section A	292-293
	2-7 Employees	BRSR Section A	293
	2-8 Workers who are not employees	BRSR Section A	293
	2-9 Governance structure and composition	Governance	144, 149-150
		Report on Corporate Governance	250-258
	2-10 Nomination and selection of the highest governance body	Report on Corporate Governance	250-255, 262-265
	2-11 Chair of the highest governance body	Governance	144, 149-150
		Report on Corporate Governance	250-255
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance	144
		BRSR Section B	302

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
	2-13 Delegation of responsibility for managing impacts	Report on Corporate Governance	257-272
	2-14 Role of the highest governance body in sustainability reporting	BRSR Section B	302
	2-15 Conflicts of interest	BRSR Section C Principle 1	307
	2-16 Communication of critical concerns	BRSR Section A	296-297
	2-17 Collective knowledge of the highest governance body	Report on Corporate Governance	273
	2-18 Evaluation of the performance of the highest governance body	Boards' Report	177
		Report on Corporate Governance	262-265
	2-19 Remuneration policies	Boards' Report	177-178, 181
		Report on Corporate Governance	263-265
	2-20 Process to determine remuneration	Boards' Report	177-178, 181
	2-21 Annual total compensation ratio	Report on Corporate Governance	263-265
	2-22 Statement on sustainable development strategy	From the Chairman's Desk	40-43
		Letter from the Managing Director	44-47
		BRSR Section B	302
	2-23 Policy commitments	BRSR Section B	302
	2-24 Embedding policy commitments	BRSR Section B	302
	2-25 Processes to remediate negative impacts	BRSR Section A	296-297
	2-26 Mechanisms for seeking advice and raising concerns	BRSR Section A	296-297
	2-27 Compliance with laws and regulations	BRSR Section C Principle 1	306
	2-28 Membership associations	BRSR Section C Principle 7	334-335
	2-29 Approach to stakeholder engagement	Stakeholder engagement	56-59
		BRSR Section C Principle 4	318-319
	2-30 Collective bargaining agreements	BRSR Section C Principle 3	313
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment	62
	3-2 List of material topics	Materiality Assessment	62-63
	3-3 Management of material topics	BRSR Section A	297-301
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Environment Stewardship	114-141
	102-2 Climate change adaptation plan	Environment Stewardship	114-141

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
	102-3 Just transition	BRSR Section C Principle 6	325
	102-4 GHG emissions reduction targets and progress	Environment Stewardship	118-119
	102-5 Scope 1 GHG emissions	Environment Stewardship	136-137
		BRSR Section C Principle 6	327-328
	102-6 Scope 2 GHG emissions	Environment Stewardship	136-137
		BRSR Section C Principle 6	327-328
	102-7 Scope 3 GHG emissions	Environment Stewardship	136-137
		BRSR Section C Principle 6	331
	102-8 GHG emissions intensity	Environment Stewardship	138
		BRSR Section C Principle 6	328, 331
GRI 103: Energy 2025	102-9 GHG removals in the value chain	Environment Stewardship	136-138
	102-10 Carbon credits	BRSR Section C Principle 6	334
	103-1 Energy policies and commitments	Environment Stewardship	118-119
	103-2 Energy consumption and self-generation within the organization	Environment Stewardship	134-135
		BRSR Section C Principle 6	325
	103-3 Upstream and downstream energy consumption	-	-
	103-4 Energy intensity	BRSR Section C Principle 6	325
	103-5 Reduction in energy consumption	Environment Stewardship	134-135
		BRSR Section C Principle 6	332-333
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Shareholders, Investors, and Lenders	108-109
	201-3 Defined benefit plan obligations and other retirement plans	Business Model	54-55
		BRSR Section C Principle 3	310-311
		Standalone Financial Statements	361, 369, 398-401
		Consolidated Financial Statements	439, 449, 480-483
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	BRSR Section C Principle 5	321
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	BRSR Section C Principle 8	337
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	BRSR Section C: Principle 1	306
	205-2 Communication and training about anti-corruption policies and procedures	Governance	144-145, 148

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
	205-3 Confirmed incidents of corruption and actions taken	BRSR Section C: Principle 1	306
	GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BRSR Section C: Principle 7 335
GRI 207: Tax 2019	207-1 Approach to tax	Governance	148
	207-2 Tax governance, control, and risk management	Governance	148
	207-3 Stakeholder engagement and management of concerns related to tax	Governance	148
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environment Stewardship	132-133
	301-2 Recycled input materials used	BRSR Section C: Principle 2	309
	301-3 Reclaimed products and their packaging materials	BRSR Section C: Principle 2	310
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environment Stewardship	139
		BRSR Section C: Principle 6	326
	303-2 Management of water discharge-related impacts	Environment Stewardship	139
		BRSR Section C: Principle 6	326
	303-3 Water withdrawal	BRSR Section C: Principle 6	326
	303-4 Water discharge	BRSR Section C: Principle 6	326
GRI 305: Emissions 2016	303-5 Water consumption	BRSR Section C: Principle 6	326
	305-6 Emissions of ozone-depleting substances (ODS)	-	-
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	BRSR Section C: Principle 6	327
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment Stewardship	140-141
		BRSR Section C: Principle 6	330
	306-2 Management of significant waste-related impacts	Environment Stewardship	140-141
		BRSR Section C: Principle 6	330
	306-3 Waste generated	Environment Stewardship	140-141
		BRSR Section C: Principle 6	329
	306-4 Waste diverted from disposal	Environment Stewardship	140-141
		BRSR Section C: Principle 6	329
	306-5 Waste directed to disposal	Environment Stewardship	140-141
		BRSR Section C Principle 6	329

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	People BRSR Section A	79, 83 295
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	BRSR Section C Principle 3	311
	401-3 Parental leave	BRSR Section C Principle 3	311, 312
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	At PCBL, we ensure to provide ample notice periods to our employees before making any significant operational changes that could substantially affect them. We offer a 30-day notice period for trainees, a 60-day notice period for employees up to the manager grade, and a 90-day notice period for senior managers and above at the time of cessation of employment.	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	BRSR Section C Principle 3	315-317
	403-2 Hazard identification, risk assessment, and incident investigation	BRSR Section C Principle 3	315-317
	403-3 Occupational health services	BRSR Section C Principle 3	315-317
	403-4 Worker participation, consultation, and communication on occupational health and safety	People	78
		BRSR Section C Principle 3	315-317
	403-5 Worker training on occupational health and safety	People	78
		BRSR Section C Principle 3	315-317
	403-6 Promotion of worker health	BRSR Section C Principle 3	315-317
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	BRSR Section C Principle 3	315-317
	403-8 Workers covered by an occupational health and safety management system	BRSR Section C Principle 3	315-317
	403-9 Work-related injuries	BRSR Section C Principle 3	315-317
	403-10 Work-related ill health	BRSR Section C Principle 3	315-317

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	People	80-82
	404-2 Programs for upgrading employee skills and transition assistance programs	People	80-82
		BRSR Section C Principle 1	304-305
	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR Section C Principle 3	314
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	BRSR Section A	293-294
	405-2 Ratio of basic salary and remuneration of women to men	BRSR Section C Principle 5	321
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BRSR Section C Principle 5	323
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	BRSR Section C Principle 3	313
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	BRSR Section C Principle 5	323
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	BRSR Section C Principle 5	323
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Zero identified incidents of violations involving the rights of indigenous people during the reporting period.	
GRI 413: Local Communities 2016	413-1 Operations with local community	Communities	96-103
	engagement, impact assessments, and development programs	BRSR Section C: Principle 8	326-328
	413-2 Operations with significant actual and potential negative impacts on local communities	BRSR Section C: Principle 8	326-328
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customers	93

GRI STANDARD	DISCLOSURE	LOCATION	PAGE NO.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customers	93
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	BRSR Section C Principle 9	338-340
	417-2 Incidents of non-compliance concerning product and service information and labeling	BRSR Section C Principle 9	339
	417-3 Incidents of non-compliance concerning marketing communications	BRSR Section C Principle 9	339
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	BRSR Section C Principle 9	339

Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in



Independent Assurance Statement

To the Management of PCBL Chemical Limited

PCBL Chemical Limited (Corporate Identity Number: L23109WB1960PLC024602) (hereinafter referred to as "PCBL" or "the Company") engaged Forvis Mazars LLP ("Forvis Mazars", "we", "us", or "our") to undertake an independent assurance engagement on selected non-financial disclosures presented in the Company's Integrated Report for the financial year ended March 31, 2026, covering the reporting period from April 1, 2025 to March 31, 2026.

The scope of our assurance engagement comprised selected non-financial indicators, as specified in Annexure I & II to this Assurance Statement, which are disclosed in and mapped to the Global Reporting Initiative (GRI) Content Index included in the Integrated Report of PCBL.

Our Conclusion:

Reasonable level of Assurance

Based on the review performed and the procedures undertaken to obtain a reasonable level of assurance, Forvis Mazars concludes that, in all material respects, the Company's Identified Sustainability Information, as listed in Annexure I to this Assurance Statement and presented in the Integrated Report for FY 2025-26 have been reported in conformity with the requirements specified in the GRI Guidelines 2021.

Limited Level of Assurance

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Company's Identified Sustainability Information, as listed in Annexure II to this Assurance Statement and presented in the Integrated Report for FY 2025-26 have not been prepared, in all material respects, in conformity with the GRI Guidelines 2021.

Scope of Work

The scope of our engagement included a reasonable level of assurance on the selected non-financial disclosures specified in Annexure I to this Assurance Statement and identified as being subject to reasonable assurance, and a limited level of assurance on other non-financial disclosures as specified in Annexure II and identified as being subject to limited assurance, presented in the Integrated Report of PCBL for the reporting period from April 1, 2025 to March 31, 2026 (collectively referred to as the "Identified Sustainability Information").

We performed our assurance engagement on the Identified Sustainability Information for the reporting boundary as defined by the Company in its Integrated Report. The reporting boundary encompasses the following locations and offices, including both owned and leased workplaces, as disclosed by the Company:

Sl No:	Location Type	Address
1	Registered Office	Duncan House, 31 Netaji Subhas Road, Kolkata – 700001, West Bengal
2	Corporate Office	RPSG House, 4th Floor, 2/4 Judges Court Road, Kolkata – 700027, West Bengal
3	Manufacturing Plant	27, R.N. Mukherjee Road, Dist. Paschim Burdwan, Durgapur – 713201, West Bengal
4	Manufacturing Plant	National Highway No. 8, Palej – 392220, Gujarat
5	Manufacturing Plant	Survey No. 47, SH-46, Village Mokha (Near Vadala), Mundra – 370421, Gujarat
6	Manufacturing Plant	Brahmapuram, Karimugal, Kochi – 682303, Kerala
7	Sushila Goenka Research & Development Centre	National Highway No. 8, Palej – 392220, Gujarat
8	Sushila Goenka Innovation Centre	7822 Ghislenghien, Rue des Foudriers 1, Belgium
9	Regional Office	315, Third Floor, MGF Metropolis, M.G. Road, Gurugram – 122002, Haryana
10	Regional Office	Zenia Building, Hiranandani Circle, Hiranandani Business Park, Thane – 400607, Maharashtra
11	Regional Office	Level 5, Prestige Palladium Bayan, No. 129–140, Greams Road, Chennai – 600006, Tamil Nadu

Forvis Mazars LLP

Regd. Office: 106, 107 Mercantile House, 15, Kasturba Gandhi Marg, New Delhi 110001, India Tel: +91 11 4368 4444

Identified Sustainability Information and Criteria

Identified Sustainability Information and Criteria are detailed in the table below:

Identified Sustainability Information subject to assurance	Period subject to Assurance	Level of Assurance	Reporting criteria used by the Company to prepare Identified Sustainability Information
Select GRI indicators (Mentioned in Annexure I)	April 1, 2025 - March 31, 2026	Reasonable	i. Global Reporting Initiative Standards 2021 ("GRI Standards") ii. Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. iii. ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.
Select GRI indicators (Mentioned in Annexure II)	April 1, 2025 - March 31, 2026	Limited	

Basis of our conclusion

As part of the assurance process, a multidisciplinary team of assurance specialists conducted assurance procedures across the sites of PCBL. Assessment was conducted through onsite visits at 27, R.N. Mukherjee Road, Dist. Paschim Burdwan, Durgapur – 713201, West Bengal and Survey No. 47, SH-46, Village Mokha (Near Vadala), Mundra – 370421, Gujarat and remote verification of other locations.

The following activities were undertaken:

Select GRI Indicators (as mentioned in Annexure I) – Reasonable level of assurance	Select GRI Indicators (as mentioned in Annexure II) – Limited level of assurance
Reviewed the selected GRI disclosures reported in the Integrated Report in conformity with the applicable GRI Standards, applying a reasonable level of assurance.	Reviewed the selected GRI disclosures reported in the Integrated Report in accordance with the applicable GRI Standards, applying a limited level of assurance.
Assessed the design and implementation of key systems, processes, and controls established for the collection, management, and reporting of the selected GRI indicators, including an evaluation of operational controls and reporting boundaries.	Gained an understanding of the key systems, processes, and controls established for the collection, management, and reporting of the selected GRI indicators, and performed sample-based testing to assess adherence to the reporting principles.
Obtained comprehensive evidence across all relevant areas to enable a thorough review of the selected GRI indicators and engaged directly with stakeholders to gather insights and supporting evidence for each disclosed indicator.	Collected and assessed documentary evidence and management representations to support compliance with the applicable GRI standards and reporting principles. A risk-based approach was applied, focusing assurance efforts on areas of high material significance to the Company's operations and its key stakeholders.
The audit team conducted an on-site audit to perform data testing, assess consistency in reporting processes, and carry out quality checks at selected sites and offices. Sites selected for data testing and evaluation of reporting systems were determined based on their contribution to the reported indicators, and the nature of reporting systems in place.	The audit team conducted on-site audit at selected sites and offices, carrying out sample-based assessments of site-specific data disclosures.

Management's Responsibility

The management of PCBL is responsible for establishing the “Criteria” for preparing the Identified Sustainability Information in all material respects, including the reporting boundary of Identified Sustainability Information taking into account applicable Laws and Regulations, if any, related to reporting on Identified Sustainability Information, identification of key aspects, engagement with stakeholders, content, preparation and presentation of Identified Sustainability Information in accordance with the “Criteria”. This responsibility includes design, implementation and maintenance of internal controls, relevant to the preparation and measurement of the Identified Sustainability Information, which is free from material misstatement, whether due to fraud or error.

Inherent limitations

The assurance engagements are conducted on the assumption that the data and information provided by the Company for our review have been supplied in good faith and are accurate, complete, adequate, authentic, and free from any material misstatements.

- Forvis Mazars has not participated in the evaluation or assessment of the Company's financial data or performance. Accordingly, Forvis Mazars assumes no responsibility for the financial data presented in the Company's audited financial statements.
- Data relating to operations outside the defined assurance boundary is excluded from this engagement, unless explicitly stated otherwise in this report.
- This assurance does not cover statements made by the Company that reflect opinions, claims, beliefs, aspirations, expectations, objectives, or forward-looking intentions. Furthermore, any assertions concerning Intellectual Property Rights or other competitively sensitive matters are outside the scope of this engagement.
- The assessment does not extend to evaluating the Company's strategy or any related linkages presented in Integrated Report, as these elements fall beyond the assurance scope.
- Additionally, this engagement does not include mapping Integrated Report against reporting frameworks other than those specifically referenced. Any evaluation or comparison with other frameworks is excluded from the scope.
- Content within the Integrated Report that lies outside the defined scope and boundary has not been subjected to assurance, as the review is confined to the specified parameters.
- Finally, this assurance engagement does not include an assessment of legal compliance. Ensuring adherence to applicable laws and regulations remains the responsibility of the Company.

Our Independence and Quality Control

- We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India and have the required competencies and experience to conduct this assurance engagement.
- Our firm applies International Standard on Quality Management ('ISQM') 1, "Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements" and accordingly maintains a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

In performing this assurance work, Forvis Mazars' responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. Forvis Mazars disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. Our responsibility is solely to the Company in accordance with the terms of our engagement. We do not accept or assume responsibility to any party other than the Company for our work, this assurance statement, or the conclusions we have reached, except where expressly agreed in writing or as required by law.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements (ISAE) 3000 (Revised)*, "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we plan and perform our engagement to obtain reasonable or limited assurance, as applicable, about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria and to issue a report.

Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in

Exclusions

Our assurance scope excludes the following and therefore we do not express an opinion on the same:

- Operations of the Company other than the Identified Sustainability Information.
- Data and information outside the defined reporting period i.e., April 1, 2025 - March 31, 2026.
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Restriction on use

Our Reasonable and Limited Assurance report has been prepared and addressed to the Management of "PCBL Chemical Limited" at the request of the Company solely, to assist the Company in reporting on its sustainability performance and activities.

Our Reasonable and Limited Assurance Report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **FORVIS MAZARS LLP**

Firm Registration No.: AAI-2887



Suddhwasattwa Mukherjee
Partner

Gurugram, India
27-07-2026

Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in

Identified Sustainability Information

Annexure I

Select GRI Indicators (Reasonable Level of Assurance)

SI No.	GRI Indicators	Disclosures
1	305-1	Scope 1 GHG emissions
2	305-2	Scope 2 GHG emissions
3	305-4	GHG emissions intensity
4	302-1	Energy consumption and self-generation within the organization
5	302-3	Energy intensity
6	303-3	Water withdrawal
7	303-4	Water discharge
8	303-5	Water consumption
9	306-3	Waste generated
10	306-4	Waste diverted from disposal
11	306-5	Waste diverted to disposal

Annexure II

Select GRI Indicators (Limited Level of Assurance)

Disclosure	Indicator
General disclosures 2021	GRI 2-1- 2-30
Material topics 2021	GRI 3-1- 3-3
Market presence 2016	GRI 202-1 to GRI 202-2
Anti-corruption 2016	GRI 205-1to GRI 205-3
Materials 2016	GRI 301-1to GRI 301-3
Energy 2016	GRI 302-2, GRI 302-4, GRI 302-5
Water and Effluents 2018	GRI 303-1, GRI 303-2
Emissions 2016	GRI- 305-3, GRI 305-5, GRI 305-7
Waste 2020	GRI 306-1, GRI 306-2
Supplier Environmental Assessment 2016	GRI 308-1to GRI 308-2
Employment 2016	GRI 401-1 to GRI 401-3
Labour/Management Relations 2016	GRI 402-1
Occupational health and safety 2018	GRI 403-1 to GRI 403-10
Training and Education 2016	GRI 404-1 to GRI 404-3
Diversity and Equal Opportunity 2016	GRI 405-1 to GRI 405-2
Non-discrimination 2016	GRI 406-1
Freedom of Association and Collective Bargaining 2016	GRI 407-1
Child Labour 2016	GRI 408-1
Forced or Compulsory Labour 2016	GRI 409-1
Security Practices: 2016	GRI 410-1
Rights of Indigenous People 2016	GRI 411-1
Local Communities 2016	GRI 413-1to GRI 413-2
Supplier Social Assessment 2016	GRI 414-1to GRI 414-2
Political contributions 2016	GRI 415-1
Customer Health and Safety 2016	GRI 416-1 to GRI 416-2
Marketing and Labelling 2016	GRI 417-1 to GRI 417-3
Customer Privacy 2016	GRI 418-1



VERIFICATION STATEMENT

Zero Waste to Landfill (ZWL) Verification

This is to confirm that the Verification Team from TÜV India Private Limited, as part of a Limited Assurance Verification engagement has thoroughly examined the data related to waste management, including the following processes: Recycling, Reuse, Reduction, Pre-processing, Incineration with energy recovery, Incineration without energy recovery, Landfill disposal, Composting, and other applicable disposal methods. The assurance is based on sampling and therefore not every transaction was verified.

It has been verified and confirmed that:

M/s. PCBL Chemical Limited,
RPSG House, 2/4 Judges Court Road
Alipore, Kolkata - 700027, West Bengal, India

has adhered to TÜV India's 'Zero Waste to Landfill' (ZWL) methodology (ZWL-STD-001 Version 3.0 (Jan 2026)) and verification guidelines and has achieved compliance with the criteria for Zero Waste to Landfill, with the diversion rate for each manufacturing location **as detailed in Annexure 1**. The verification boundary is limited to Manufacturing Operations only; administrative offices and warehouses are outside the scope of this verification. The diversion categories achieved for each manufacturing location are Durgapur Plant – 95.00% (Platinum); Palej Plant – 95.00% (Platinum); Mundra Plant – 95.00% (Platinum); and Kochi Plant – 95.98% (Platinum), as further detailed in Annexure 1.

This verification is limited to solid waste streams generated within the defined verification boundary. Wastewater, liquid waste, municipal waste, construction & demolition (C&D) waste and hazardous waste are excluded from the scope of this verification and the associated Zero Waste to Landfill (ZWL) claim; details of these exclusions are provided in the Annexure. These exclusions are made in accordance with Clause 5 (Scope) of TÜV India's Zero Waste to Landfill Methodology (ZWL-STD-001 Version 3.0 (Jan 2026)). For clarity, while hazardous waste is excluded from the Zero Waste to Landfill diversion rate calculation, hazardous waste management practices (including segregation, storage, and authorized disposal) were reviewed by TÜV India as part of this verification engagement, as further described in the associated Verification Report.

TÜV India, as an independent verifier, has issued this statement solely on the basis of data provided by the organization. Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the information subject to this limited assurance engagement (Document ID: ZWL-STD-001 Version 3.0 (Jan 2026)) was not prepared, in all material respects, in accordance with the stated criteria. No assessment of environmental marketing claims or greenwashing allegations was performed. The engagement was limited to waste diversion verification only.



For TÜV India Private Limited
Mumbai; 23 July 2026



Verification Period: 2025-04-01 to 2026-03-31
Verification Statement No. 8125114716

Issued on: 23 July 2026
Valid until: 22 July 2027

Waste Diversion Category:

Baseline Diversion Rate: The waste diversion rate not less than 80 %

Silver Diversion Rate: The waste diversion rate at least 85 % or above

Gold Diversion Rate: The waste diversion rate at least 90 % or above

Platinum Diversion Rate: The waste diversion rate at least 95 % or above

This Verification Statement should be read in conjunction with the associated Verification Report. It remains the property of TÜV India Private Limited, and must be returned upon request. Use of this Verification Statement is subject to the Verification terms and conditions. TÜV's liability is limited to its agreement with the client and assumes no responsibility to third parties. Client is solely responsible for continued conformity during the validity period. This statement does not imply product or service certification by TÜV. Its validity is subject to continued conformity and annual re-verification subject to no material change in waste management system; annual re-verification constitutes a full surveillance assessment covering the same scope, criteria and sampling approach as this engagement, and is required to maintain the validity of this statement beyond the period stated above. To verify authenticity, contact: energy@tuv-nord.com



Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in

Independent Assurance Statement

To the Management of PCBL Chemical Limited

PCBL Chemical Limited (Corporate Identity Number: L23109WB1960PLC024602, hereafter also referred to as 'PCBL' or 'the Company') has engaged Forvis Mazars LLP ('Forvis Mazars', 'us' or 'we' or 'our') to undertake independent assurance of the Company's disclosures in its GHG Emissions Report (hereafter referred to as 'GHG') for the Financial Year (FY) 2025-26.

Our Conclusion:

Reasonable level of Assurance- Scope 1 and Scope 2 emissions

Based on the review performed and the procedures undertaken to obtain a reasonable level of assurance, Forvis Mazars concludes that, in all material respects, GHG emissions indicators for FY 2025-26 have been reported in accordance with the requirements specified in the ISO 14064-1: 2018 and Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. on Reporting of Scope 1 and Scope 2 emissions.

Limited Level of Assurance- Scope 3 emissions

Based on the assessment undertaken, nothing has come to our attention to suggest that Scope 3 emissions reported in GHG emission Report do not properly adhere to the reporting requirements as per ISO 14064-1: 2018 and Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Scope of Work

The scope of our engagement includes a reasonable level of assurance for the 'Scope 1 and Scope 2 emissions and a limited level of assurance for Scope 3 emissions, for the FY 2025-26, in accordance with the identified sustainability information and criteria listed below.

We have performed an assurance engagement on the Identified Sustainability Information (ISI) for the Reporting Boundary. The boundary includes the following locations and offices inclusive of owned and leased workplaces:

SL No.	Location Type	Address
1	Registered Office	Duncan House, 31 Netaji Subhas Road, Kolkata – 700001, West Bengal
2	Corporate Office	RPSG House, 4th Floor, 2/4 Judges Court Road, Kolkata – 700027, West Bengal
3	Manufacturing Plant	27, R.N. Mukherjee Road, Dist. Paschim Burdwan, Durgapur – 713201, West Bengal
4	Manufacturing Plant	National Highway No. 8, Palej – 392220, Gujarat
5	Manufacturing Plant	Survey No. 47, SH-46, Village Mokha (Near Vadala), Mundra – 370421, Gujarat
6	Manufacturing Plant	Brahmapuram, Karimugal, Kochi – 682303, Kerala
7	Sushila Goenka Research & Development Centre	National Highway No. 8, Palej – 392220, Gujarat
8	Sushila Goenka Innovation Centre	7822 Ghislenghien, Rue des Foudriers 1, Belgium
9	Regional Office	315, Third Floor, MGF Metropolis, M.G. Road, Gurugram – 122002, Haryana
10	Regional Office	Zenia Building, Hiranandani Circle, Hiranandani Business Park, Thane – 400607, Maharashtra
11	Regional Office	Level 5, Prestige Palladium Bayan, No. 129–140, Greams Road, Chennai – 600006, Tamil Nadu

Identified Sustainability Information and Criteria

Forvis Mazars LLP

Regd. Office: 106, 107 Mercantile House, 15, Kasturba Gandhi Marg, New Delhi 110001, India Tel: +91 11 4368 4444



Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in



Identified Sustainability Information (ISI) and Criteria are detailed in the table below:

Identified Sustainability Information subject to assurance	Period subject to Assurance	Level of Assurance	Reporting criteria used by the Company to prepare Identified Sustainability Information
- Scope 1 emissions - Scope 2 emissions	April 1, 2025 - March 31, 2026	Reasonable	i. Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.
Scope 3 emissions	April 1, 2025 - March 31, 2026	Limited	ii. ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.

Basis of our conclusion

As part of the assurance process, a multidisciplinary team of assurance specialists conducted assurance procedures across the sites of PCBL. Assessment was conducted through onsite visits at 27, R.N. Mukherjee Road, Dist. Paschim Burdwan, Durgapur – 713201, West Bengal and Survey No. 47, SH-46, Village Mokha (Near Vadala), Mundra – 370421, Gujarat and remote verification of other locations.

The following activities were undertaken:

Scope 1 and Scope 2 emissions- Reasonable level of assurance	Scope 3 emissions – Limited level of assurance
Reviewed the disclosures under the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard and ISO 14064-1:2018 standard, which comprises organization level for quantification and reporting of GHG emissions	Reviewed the disclosures in line with Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard and ISO 14064-1:2018 standard, which comprises organization level for quantification and reporting of GHG emissions. These disclosures were assessed using a limited level of assurance.
Assessed the design and implementation of key systems, processes, and controls established for the collection, management, and reporting of indicators, including an evaluation of operational controls and reporting boundaries.	Gained an understanding of the key systems, processes, and controls established for the collection, management, and reporting of Disclosures, and performed sample-based testing to assess adherence to the reporting principles.
Obtained comprehensive evidence across all relevant areas to enable a thorough review of the GHG indicators and engaged directly with stakeholders to gather insights and supporting evidence for each disclosed indicator.	Collected and assessed documentary evidence and management representations to support compliance with the reporting principles. A risk-based approach was applied, focusing assurance efforts on areas of high material significance to the Company's operations and its key stakeholders.
The audit team conducted an on-site audit to perform data testing, assess consistency in reporting processes, and carry out quality checks at selected sites and offices. Sites selected for data testing and evaluation of reporting systems were determined based on their contribution to the reported indicators, and the nature of reporting systems in place.	The audit team conducted on-site audit at selected sites and offices, carrying out sample-based assessments of site-specific data disclosures.

GHG Emission: PCBL Chemical has reported the following GHG emission for the reporting period

Forvis Mazars LLP

Regd. Office: 106, 107 Mercantile House, 15, Kasturba Gandhi Marg, New Delhi 110001, India Tel: +91 11 4368 4444

Scope-1 (Direct GHG Emissions)	GHG Emissions	Unit
GHG emission due to Captive power generation & Dryer Operation - Fuel Gas	10,09,924.30	tCO2e
GHG Emissions due to Diesel consumption in DG	46.50	tCO2e
GHG Emissions due to LPG consumption in canteen	127.34	tCO2e
GHG Emissions due to LDO or CBM use in process	1,138.63	tCO2e
Fugitive GHG emissions from Refrigeration	1,384.81	tCO2e
Fugitive GHG emissions from CO2 based Fire Extinguisher	212.31	tCO2e
GHG Emissions due to operations of Company Owned Vehicles	528.49	tCO2e
Total Scope 1 GHG Emissions	10,13,362.39	tCO2e
Scope-2 (Indirect GHG Emissions)	GHG Emissions	Unit
GHG Emissions due to purchased electricity	1,011.51	tCO2e
Total Scope 2 GHG Emissions (Location Based)	1,011.51	tCO2e
Total Scope 2 GHG Emissions (Market Based0	1,011.51	tCO2e
Scope-3 (Indirect GHG Emissions)	GHG Emissions	Unit
Category 1 Purchased goods and services	3,30,230	tCO2e
Category 2 Capital goods	2,660	tCO2e
Category 3 Fuel-and energy-related activities not included in Scope1 or Scope2	1,237	tCO2e
Category 4 Upstream Transportation	1,54,498	tCO2e
Category 5 Waste generated in operations	988	tCO2e
Category 6 Business Travel	870	tCO2e
Category 7 Employee Commuting	966	tCO2e
Category 8 Upstream leased assets	171	tCO2e
Category 9 Downstream Transportation	45,832	tCO2e
Category 10 Processing of sold products	5,17,033	tCO2e
Category 11 Use of sold products	0	tCO2e
Category 12 End-of-life treatment of sold products	8,098	tCO2e
Category 13 Downstream Leased assets	0	tCO2e
Category 14 Franchises	0	tCO2e
Total Scope 3 GHG Emissions	10,62,583	tCO2e

Management's Responsibility

PCBL has the sole responsibility for the preparation of the GHG emissions report and is responsible for all information disclosed in the GHG emissions report. The company is responsible for maintaining processes and procedures for collecting, analysing and reporting the information and also, ensuring the quality and consistency of the information presented in the GHG emissions report. PCBL is also responsible for ensuring the maintenance and integrity of its website and any referenced GHG emissions disclosures on their website. The Management and the Board of Directors of the Company are also responsible for overseeing the Company's compliance with the requirements of Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard and ISO 14064-1:2018 standard. Forvis Mazars undertook the assurance engagement of the GHG data in line with the terms of the contract.

Inherent limitations

The assurance engagements are conducted on the assumption that the data and information provided by the Company for our review have been supplied in good faith and are accurate, complete, adequate, authentic, and free from any material misstatements.

- 1) Forvis Mazars has not participated in the evaluation or assessment of the Company's financial data or performance. Accordingly, Forvis Mazars assumes no responsibility for the financial data presented in the Company's audited financial statements.
- 2) Data relating to operations outside the defined assurance boundary is excluded from this engagement, unless explicitly stated otherwise in this report.
- 3) This assurance does not cover statements made by the Company that reflect opinions, claims, beliefs, aspirations, expectations, objectives, or forward-looking intentions. Furthermore, any assertions concerning Intellectual Property Rights or other competitively sensitive matters are outside the scope of this engagement.
- 4) The assessment does not extend to evaluating the Company's strategy or any related linkages presented in the report, as these elements fall beyond the assurance scope.
- 5) Additionally, this engagement does not include mapping GHG emissions against reporting frameworks other than those specifically referenced. Any evaluation or comparison with other frameworks is excluded from the scope.
- 6) Content within the Report that lies outside the defined scope and boundary has not been subjected to assurance, as the review is confined to the specified parameters.
- 7) Finally, this assurance engagement does not include an assessment of legal compliance. Ensuring adherence to applicable laws and regulations remains the responsibility of the Company.

Our Independence and Quality Control

- 1) We have maintained our independence and confirm that we have met the requirements of the Code of Ethics issued by the Institute of Chartered Accountants of India and the SEBI Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023, and its clarifications thereto and have the required competencies and experience to conduct this assurance engagement.
- 2) Our firm applies International Standard on Quality Management ('ISQM') 1, "Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements" and accordingly maintains a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

In performing this assurance work, Forvis Mazars' responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. Forvis Mazars disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement. Our responsibility is solely to the Company in accordance with the terms of our engagement. We do not accept or assume responsibility to any party other than the Company for our work, this assurance statement, or the conclusions we have reached, except where expressly agreed in writing or as required by law.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements (ISAE) 3000 (Revised)*, "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we plan and perform our engagement to obtain reasonable or limited assurance, as applicable, about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria and to issue a report.

Exclusions

Our assurance scope excludes the following and therefore we do not express an opinion on the same:

- Operations of the Company other than the Identified Sustainability Information.
- Data and information outside the defined reporting period i.e., April 01, 2025 - March 31, 2026.
- The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.



Forvis Mazars LLP
51-52, Sector 18, Phase-IV, Udyog Vihar,
Gurugram, Haryana 122015, India
Tel +91 124 481 4444

www.forvismazars.com/in

Restriction on use

Our Reasonable and Limited Assurance report has been prepared and addressed to the Management of "PCBL Chemical Limited" at the request of the Company solely, to assist the Company in reporting on its sustainability performance and activities.

Our Reasonable and Limited Assurance Report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

For **FORVIS MAZARS LLP**

Firm Registration No.: AAI-2887



Siddhwasattwa Mukherjee
Partner

Gurugram, India
27-07-2026

Notes

Forvis Mazars LLP

Regd. Office: 106, 107 Mercantile House, 15, Kasturba Gandhi Marg, New Delhi 110001, India Tel: +91 11 4368 4444

**REGISTERED OFFICE:**

PCBL Chemical Limited
31 Netaji Subhas Road
Kolkata - 700 001
West Bengal, India
Phone: +91 033 2230 8515/ 9281

CORPORATE OFFICE:

PCBL Chemical Limited
RPSG House, 4th Floor
2/4 Judges Court Road
Kolkata - 700 027
West Bengal, India
Phone: +91 33 4087 0500/600

Email: pcbl@rpsg.in | Website: www.pcbltld.com | CIN: L23109WB1960PLC024602

Follow us on

