



Performance Update

For the half year ended 30th September, 2007

ADITYA BIRLA NUVO LIMITED

Registered Office: Indian Rayon Compound, Veraval 362 266, Gujarat.

Dear Shareholders,

I would like to share with you the performance of your Company for the half year ended 30th September 2007 and the outlook on its businesses, going forward.

Rs. Crores

	Consolidated		
	Half year ended 30th September		
	2007	2006	Growth %
Net Income from Operations	5321.3	3397.8	57%
Operating Profit	601.5	526.2	14%
Profit Before Tax	168.4	198.2	-15%
Net Profit (after Minority Interest)	142.5	143.4	-1%
Basic EPS (Rs.)	15.27	15.99	-5%

Aditya Birla Nuvo has posted satisfactory results for the half year ended 30th September 2007.

Continued growth in consolidated revenues

Its consolidated turnover at Rs. 5321.3 crores surged by 57% vis-à-vis Rs. 3397.8 crores achieved in the corresponding period of the previous year. Major growth businesses viz., Life Insurance, Telecom, BPO and Garments recorded impressive growth in the top line. The focus during the half year was :

- 1) accelerating growth in the telecom business,
- 2) regaining market share in the life insurance business,
- 3) building capacities in the BPO business and
- 4) expanding manufacturing capacities in value businesses.

All these objectives were largely achieved.

Divisional Performance

Particulars	Unit	Sales Volume		Net Sales (Rs. Crores)	
		Half Year ended 30th September		Half Year ended 30th September	
		2007	2006	2007	2006
Garments	Lacs Pieces	54.8	52.2	381.9	331.5
Rayon	Tons	9116	8455	227.5	224.6
Carbon Block	Tons	93647	90500	351.4	360.7
Insulators	Tons	15905	8535	185.3	52.2
Fertilisers	'000 Tons	326	479	254.8	354.6
Textiles				291.1	306.5

Note: Contract Exports business, transferred to a wholly owned subsidiary w.e.f 1st July, 2006, is excluded from the Garments segment to make the performance comparable.

Telecom

IDEA Cellular ended the half year with a subscriber base of 18.67 Mn adding 4.66 Mn subscribers during the period. The Company has a 9.1% market share in the total mobility segment. In its current 11 service areas of operations, IDEA grew its market share from 14.9% at the end of March 2007 to 15.6% at the end of September 2007. Revenues for the half-year rose by 59% to Rs. 3,039.5 crores from Rs. 1,909.8 crores. The Company's net profit jumped by 170% to Rs. 528.9 crores from Rs. 196.1 crores despite the gestation phase of the three newly rolled out circles.

Life Insurance

Birla Sun Life Insurance Company moved one step up to 5th rank, with a 6.5% market share amongst private players, as a result of expanded customer reach during the half-year. For the month of September 2007, it ranked 3rd with an 8% market share. The new business premium income grew by 88% to Rs. 596.8 crores supported by the excellent response to its new product "Gold Plus" launched in June 2007. Its total income rose by 137% to Rs. 1,703.7 crores from Rs. 718 crores. During the half year, 171 new branches were added to reach a total of 308 branches. The direct sales force increased to 69,137. A new OTC product "Saral Jeevan" has been launched in October 2007. Consequent to the gestating impact of growing new business premium and intensification of distribution reach, net loss is higher at Rs. 117.5 crores from Rs. 42.9 crores.

Asset Management

At **Birla Sun Life Asset Management Company**, Assets Under Management (AUM) stood at Rs. 30,452 crores as on September 30, 2007 with a domestic market share of 5.8%. Domestic AUM at Rs. 27,900 crores rose by 91% over the last one year, growing at higher than industry rate. The business attained revenues of Rs. 44.9 crores and net profit of Rs. 2.4 crores during the year. The company launched a new open-ended equity oriented fund - "Birla Sunlife International Equity Fund" in September 2007 with a record collection of over Rs. 1,300 crores.

ITES-BPO / IT

In the BPO business, **Aditya Birla Minacs** posted revenues of Rs. 746.1 crores with a net loss of Rs. 28.2 crores. The North America region posted revenues at Rs. 660.9 crores and a net loss of Rs. 6.5 crores before one time costs of

Rs. 11.5 crores during the half year. The revenues and profitability of the Asia Pacific region was impacted due to the weakening of the US dollar. Higher interest costs on borrowings for the acquisition of Minacs impaired its profitability. Three new sites in North America and one each in India and Philippines were launched during the half year, taking total number of seats to 9,365. The BPO business added six new clients during the half year, taking the total number of Fortune 500 clients to 17. Launch of two new sites in India with 953 seats is also on cards.

At **PSI Data Systems**, revenues stood at Rs. 48.7 crores during the half year. It has added 12 new clients during the period. The Company has enhanced share of high margin offshore business to 59% during the half year, from 50% during FY2007.

Garments

The **Branded Garments** business revenues, on a like to like basis, for the half year has increased by 15% to Rs. 381.9 crores vis-à-vis Rs. 331.5 crores recorded in corresponding period of the previous year. Louis Philippe, Van Heusen, Allen Solly and Esprit - its fashion brands rose by 24% in revenue. The Operating profit at Rs. 22.6 crores is, however, lower by 41%. Higher discounts offered to boost sales and rising lease rentals amidst gestating new stores impacted the bottom line. Peter England launched its premium segment brand "Peter England Elite" to enrich its brand value. Loss making SF Jeans was discontinued.

To enlarge its footprint in apparel retailing, the business is aggressively expanding exclusive brand outlets (EBOs). Forty-six such stores were opened during the half-year itself. Madura Garments has increased its retail space to 3.6 lacs sq ft across 192 EBOs and has also tied up another 1.53 lacs sq ft, to be operational by the end of the current year.

To give the customers an international retail experience, Aditya Birla Nuvo ventured into high-end apparel retailing through two separate subsidiaries for Peter England and Fashion brands which will offer a one-stop shopping experience through large format retail stores.

In **Contract exports** business, on a like to like basis, volumes grew by 36% during the half year. In August 2007, the capacity of the business was expanded to 15.4 Mn pieces from 6.1 Mn pieces. Revenues, on a like to like basis, grew by 15% to Rs. 94.4 crores from Rs. 82.2 crores. Profitability was impacted due to the weak dollar and because of ramp up costs.

FINANCIAL RESULTS FOR THE QUARTER ENDED 30TH SEPTEMBER, 2007

(Rs. Crores)

Consolidated Financial Results					FINANCIAL RESULTS	Standalone Financial Results				
Quarter Ended 30th Sept		Year to Date		Year Ended 31st March		Quarter Ended 30th Sept		Year to Date		Year Ended 31st March
2007	2006	2007	2006	2007 (Audited)		2007	2006	2007	2006	2007 (Audited)
3,052.60	2,133.94	5,419.78	3,480.90	8,434.16	Income from Operations	969.85	935.55	1,794.51	1,757.10	3,577.89
52.10	41.88	98.49	83.15	176.16	Less: Excise Duty	52.10	39.06	98.49	77.43	157.42
3,000.50	2,092.06	5,321.29	3,397.75	8,258.00	Net Income from Operations	917.75	896.49	1,696.02	1,679.67	3,420.47
15.91	13.95	31.94	35.33	63.87	Other Income	5.43	15.58	12.72	31.84	44.51
3,016.41	2,106.01	5,353.23	3,433.08	8,321.87	Total Income	923.18	912.07	1,708.74	1,711.51	3,464.98
					Expenditure:					
(31.50)	6.99	(75.76)	(19.00)	(53.84)	Decrease / (Increase) in Stock in Trade	(32.38)	11.32	(71.54)	(19.29)	(45.48)
478.65	438.45	902.12	841.38	1,824.57	Consumption of Raw Materials	443.09	423.33	835.61	823.44	1,676.04
51.38	39.54	81.79	76.19	138.12	Purchase of Traded Goods	51.38	37.67	81.78	73.67	164.32
487.75	280.83	895.78	415.72	1,228.63	Employees Cost	67.94	53.53	126.84	100.58	193.22
124.42	112.08	239.60	186.52	422.78	Depreciation and Amortisation	35.23	32.03	66.23	63.26	120.32
910.13	643.25	1,671.58	1,114.39	2,661.31	Other Expenditure	234.49	224.23	454.13	424.69	873.09
825.64	391.91	1,276.17	478.24	1,383.55	Change in valuation of liability in respect of life Insurance policies in force					
2,846.47	1,913.05	4,991.28	3,093.44	7,605.12	Total Expenditure	799.75	782.11	1,493.05	1,466.35	2,981.51
169.94	192.96	361.95	339.64	716.75	Profit Before Interest & Tax	123.43	129.96	215.69	245.16	483.47
108.55	89.75	194.24	140.57	363.28	Interest and Finance Expenses (Net)	47.54	48.01	91.03	76.51	171.16
61.39	103.21	167.71	199.07	353.47	Profit Before Tax and Exceptional Items	75.89	81.95	124.66	168.65	312.31
-	-	0.73	-	2.53	Gain on sale of Subsidiary/Undertaking	-	0.20	0.73	0.20	0.20
-	(0.11)	-	(0.87)	(2.01)	VRS Cost	-	(0.11)	-	(0.88)	(1.43)
61.39	103.10	168.44	198.20	353.99	Profit After Exceptional Items	75.89	82.04	125.39	167.97	311.08
					Less: Provision for Taxation:					
23.75	20.89	40.38	57.44	114.58	Current Tax	17.31	17.90	29.37	52.00	98.82
11.99	9.85	16.03	4.83	18.37	Deferred Tax (Net)	4.25	9.53	8.79	4.27	15.16
2.81	1.88	5.16	3.81	9.26	Fringe Benefit Tax	0.90	0.88	1.75	1.69	3.39
(1.42)	(0.15)	(3.09)	(0.15)	(30.31)	Provision for Tax for earlier years written back	(1.42)	-	(3.10)	-	(31.26)
24.26	70.63	109.96	132.27	242.09	Net Profit	54.85	53.73	88.58	110.01	224.97
(23.52)	(6.03)	(32.51)	(10.65)	(38.34)	Less : Minority Interest					
-	-	-	0.46	0.46	Share of Profit/(Loss) of Associates					
47.78	76.66	142.47	143.38	280.89	Net Profit	54.85	53.73	88.58	110.01	224.97
93.31	83.50	93.31	83.50	93.31	Equity Share Capital	93.31	83.50	93.31	83.50	93.31
					(Face Value of Rs.10 each)					
				3,026.29	Reserves					3,031.24
5.12	8.50	15.27	15.99	31.96	Basic Earnings Per Share (Rs)	5.88	6.20	9.49	12.70	25.60
5.12	8.50	15.26	15.98	31.95	Diluted Earnings Per Share (Rs)	5.88	6.20	9.49	12.70	25.58
					Public Shareholding					
					Number of Shares			53,541,638	48,131,454	53,531,369
					Percentage of Shareholding			57.38%	57.64%	57.37%

Notes:

- 1) The brown field expansion of 60,000 tons at Carbon Black, Gummidipoondi, commissioned in July 2007, is fully stabilised.
- 2) The operations at Fertiliser Division, Jagdishpur were affected in July/August' 07 due to collapse of Cooling Tower leading to plant shutdown for 27 days.
- 3) The Employee Stock Option Scheme (ESOS) Compensation Committee of Board of Directors of the Company has, in its meeting held on August 23, 2007, approved grant of 1,63,280 Stock Options (for equal number of Equity shares of Rs.10/- each of the Company) to the Officers of the Company as per terms of ESOS - 2006.
- 4) a) On receipt of requisite approvals on August 08, 2007 the Scheme of Amalgamation of the wholly owned Subsidiary of the Company, Aditya Birla Insulators (ABIL), with the Company had become effective with effect from the Appointed Date i.e., April 01, 2007. Accordingly, as on the Appointed Date, the financials of ABIL have been incorporated in the books of the Company and the results for the previous Quarter ended June 30, 2007 also have been recasted.
 b) AV TransWorks Limited, Canada, a Subsidiary of the Company has completed the acquisition of Minacs Worldwide Inc., Canada on August 17, 2006.
 c) On receipt of requisite approvals on September 14, 2007 the Scheme of Amalgamation of Idea Cellular Limited, a Joint Venture company, and its certain subsidiaries have become effective with effect from the appointed date, 1st April 2006. Accordingly FY-07 consolidated results of the company have been recasted to give effect thereof.
 d) The results for the period(s) are strictly not comparable with that of corresponding period(s) on account of (a) to (c) above.
 (e) Other previous year's/period's figures are regrouped/rearranged wherever necessary.

SEGMENTAL REPORTING FOR THE QUARTER ENDED 30TH SEPTEMBER, 2007

(Rs. Crores)

Consolidated Financial Results					SEGMENT REPORTING	Standalone Financial Results				
Quarter Ended 30th Sept		Year to Date		Year Ended 31st March		Quarter Ended 30th Sept		Year to Date		Year Ended 31st March
2007	2006	2007	2006	2007 (Audited)		2007	2006	2007	2006	2007 (Audited)
270.14	231.98	470.73	406.70	830.38	Segment Revenue					
123.51	112.38	227.47	224.56	441.46	Garments	220.72	190.22	381.92	360.77	700.12
190.21	185.57	351.44	360.70	738.94	Rayon Yarn (Including Caustic & Allied Chemicals)	123.51	112.38	227.47	224.56	441.46
101.27	48.24	185.33	101.65	225.30	Carbon Black	190.21	185.57	351.44	360.70	738.94
142.41	153.58	292.01	308.98	625.00	Insulators	101.27	24.36	185.33	52.24	112.81
138.47	223.43	254.80	354.64	778.48	Other Textiles (Spun Yarn & Fabrics)	142.41	153.58	292.01	308.98	625.00
42.07	25.46	77.71	52.67	137.53	Fertilizers	138.47	223.43	254.80	354.64	778.48
1,078.24	512.94	1,703.65	717.99	1,960.01	Financial Services	1.22	8.85	3.93	20.28	27.65
25.18	23.74	48.67	46.89	93.58	Life Insurance					
393.72	216.01	746.14	264.14	1,015.54	Software					
496.48	360.91	965.97	562.38	1,421.81	BPO					
					Telecom					
3,001.70	2,094.24	5,323.92	3,401.30	8,268.03	Total Segmental Revenue	917.81	898.39	1,696.90	1,682.17	3,424.46
(1.20)	(2.18)	(2.63)	(3.55)	(10.03)	Less: Inter Segment Revenue	(0.06)	(1.90)	(0.88)	(2.50)	(3.99)
3,000.50	2,092.06	5,321.29	3,397.75	8,258.00	Net Income from Operations	917.75	896.49	1,696.02	1,679.67	3,420.47
					Segment Results (Profit before Interest and Tax - PBIT)					
11.83	23.30	(0.95)	33.18	64.57	Garments	13.90	19.44	7.88	29.05	58.04
27.80	30.99	46.82	52.40	88.74	Rayon Yarn (Including Caustic & Allied Chemicals)	27.80	30.99	46.82	52.40	88.74
33.25	23.89	61.99	54.84	116.03	Carbon Black	33.25	23.89	61.99	54.84	116.03
29.80	6.64	53.27	13.34	42.80	Insulators	29.80	6.53	53.27	14.26	35.07
13.72	15.74	25.46	28.19	52.13	Other Textiles (Spun Yarn & Fabrics)	13.72	15.74	25.46	28.19	52.13
10.86	17.71	24.11	36.32	100.89	Fertilizers	10.86	17.71	24.11	36.32	100.89
10.37	8.56	16.91	19.46	34.15	Financial Services	(0.60)	2.40	(0.15)	6.58	7.76
(82.28)	(22.89)	(114.61)	(40.96)	(135.45)	Life Insurance					
0.92	1.07	1.95	2.81	4.86	Software					
5.80	13.69	11.75	20.55	33.76	BPO					
103.00	68.12	218.32	104.28	271.46	Telecom					
165.07	186.82	345.02	324.41	673.94	Total Segment Result	128.73	116.70	219.38	221.64	458.66
(96.47)	(83.88)	(170.18)	(128.95)	(321.25)	Less: Interest & Finance Expenses (Net)	(46.01)	(43.50)	(88.31)	(66.22)	(157.29)
(7.21)	0.27	(7.13)	3.61	0.78	Add: Net of Unallocable Income/(Expenditure)	(6.83)	8.75	(6.41)	13.23	10.94
61.39	103.21	167.71	199.07	353.47	Profit Before Tax and Exceptional Items	75.89	81.95	124.66	168.65	312.31
-	-	0.73	-	2.53	Gain on sale of Subsidiary/Undertaking	-	0.20	0.73	0.20	0.20
-	(0.11)	-	(0.87)	(2.01)	VRS Cost	-	(0.11)	-	(0.88)	(1.43)
61.39	103.10	168.44	198.20	353.99	Profit After Exceptional Items	75.89	82.04	125.39	167.97	311.08
		As on 30th Sept 2007	As on 30th Sept 2006	As on 31st March 2007	Capital Employed (Segment Assets - Segment Liabilities)		As on 30th Sept 2007	As on 30th Sept 2006	As on 31st March 2007	
		616.72	420.07	494.89	Garments		414.61	282.13	331.16	
		443.23	416.80	450.54	Rayon Yarn (Including Caustic & Allied Chemicals)		443.23	416.80	450.54	
		566.91	510.32	487.25	Carbon Black		566.91	510.32	487.25	
		210.49	89.56	186.10	Insulators		210.49	16.80	27.47	
		344.27	268.60	311.17	Other Textiles (Spun Yarn & Fabrics)		344.27	268.60	311.17	
		320.54	307.21	400.75	Fertilizers		320.54	307.21	400.75	
		209.75	112.30	171.28	Financial Services		9.13	22.11	15.75	
		314.94	209.82	226.96	Life Insurance					
		28.72	25.25	29.13	Software					
		931.47	973.59	910.74	BPO					
		2,498.25	1,720.20	2,043.56	Telecom					
		6,485.29	5,053.72	5,712.37	Total Segment Capital Employed		2,309.18	1,823.97	2,024.09	
		2,024.98	2,125.95	2,473.53	Add: Unallocated Corporate Assets		3,502.08	3,136.71	3,780.30	
		8,510.27	7,179.67	8,185.90	Total Capital Employed		5,811.26	4,960.68	5,804.39	

Notes:

5) Status of Investor Complaints for the quarter ended September 30, 2007.

	Opening	Received	Redressed	Pending
Related to Rights Issue:	80	263	335	8
Others:	NIL	8	8	NIL
Total:	80	271	343	8

6) The above results have been reviewed by the Audit Committee of the Board and taken on record at the meeting of the Board of Directors held on October 31, 2007. The statutory auditors of the company have carried out the Limited Review of Unaudited Standalone Financial Results for the quarter and Consolidated Financial Results for the six month ended September 30, 2007 as required under Clause 41 of Listing Agreement and the related report will be submitted to the concerned stock exchanges.

Rayon

The **Rayon** business revenues at Rs. 227.5 crores are marginally higher vis-à-vis Rs. 224.6 crores in the corresponding half-year of the previous year. VFY revenue rose by 8% to Rs. 152.2 Crores because of higher exports. VFY exports volume doubled during the half year, contributing 25% of total sales volumes. Overall, VFY realisation has been flat at Rs. 167 per kg. Caustic soda volumes rose by 7% on the back of expanded caustic soda capacity by 65 TPD during the second half of last year. However, Chlor-alkali's revenue declined due to low ECU realisation.

The Operating profit is marginally lower at Rs. 63.1 crores (Rs. 66.9 crores in H1 FY07) due to low VFY and ECU realisation and rising pulp cost. However, VFY and ECU realisation improved in the second quarter of the current financial year.

Carbon Black

Revenues from the **Carbon Black** business at Rs. 351.4 crores are lower vis-à-vis Rs. 360.7 crores attained in the corresponding period of the previous year. Realisation decreased in line with cheaper CBFS imports due to lower crude oil prices and weak dollar. Sales volumes are up by 3% at 93,647 tons. Capacity expansion by 60,000 MTPA was completed in July'07, full benefit of which will be seen in the second half-year.

The Operating profit, however, is higher by 15% at Rs. 71.8 crores during the half-year against Rs. 62.7 crores (exports incentive of Rs. 6.8 crores is included in H1 FY07) in corresponding period last year. Focus on optimising market-product-logistics mix contributed to higher profitability. The Company is exploring a Greenfield expansion of 120,000 MTPA in western India.

Insulators

Aditya Birla Insulators Limited, the wholly owned subsidiary of Aditya Birla Nuvo, was merged into Aditya Birla Nuvo w.e.f. 1st April, 2007. On a like to like basis, revenues from **insulators** business grew by 78% to Rs. 185.3 crores during the half-year against Rs. 104.2 crores in the corresponding period last year. Improved yield, under the new productivity norms, contributed. Last year, volumes were impacted by a strike in one of its manufacturing units at Halol.

The Operating profit of the business, on a like to like basis, more than trebled to Rs. 60.2 crores during the half year, from Rs. 18.4 crores last year. Optimisation of product mix, by focusing on high rating insulators, fetched better realisation.

The Capacity of the Halol unit expanded by 3,000 MTPA through de-bottlenecking in Sep'07 end and is on trial run. Further, business is targeting expansion in the Rishra unit by 8,000 MTPA by first quarter of next year besides foraying in polymer insulators.

Fertilisers

Net turnover of the **Fertilisers** business stood at Rs. 254.8 crores during the half year vis-à-vis Rs. 354.6 crores attained in the corresponding period of the previous year. Scheduled plant shutdown for 42 days in first quarter and then a plant break-down for 27 days in second quarter led to lower production and consequently lower sales volume. Production stood at 3.36 Lacs MT and sales volumes at 3.26 Lacs MT. Its Operating profit at Rs. 32.5 crores is impacted due to lower volumes and higher repairs and maintenance costs. The Operating profit of Rs. 56.1 crores attained during corresponding period of the last year includes Rs. 6.9 crores from sale of carbon credits.

Textiles

The **Textiles** business revenues were lower by 5% at Rs. 291.1 crores, as against Rs. 306.5 crores in the corresponding period of the last year. Excluding the synthetic yarn segment, which we completely exited in October 2007, top line grew by 8%, on a like to like basis. The Operating profit was lower by 4%, mainly due to rupee appreciation, down sizing of synthetic segment and lower volumes in linen fabrics segment. The wool segment's performance was marginally impacted by steep rise in wool prices which got reflected in its revenues. Textiles business also received Rs. 2.4 crores from sale of carbon credit during the period. To meet the growing demand for Linen, capacity of linen fabrics and flax spinning was increased by 16 looms and 3,328 spindles during the half year. The currency appreciation is eroding competitiveness of Textiles industry as a whole.

Employee Stock Option Scheme (ESOS)-2006

The ESOS compensation committee of the Company, at its meeting held on 23rd August, 2007, approved grant of 1,63,280 Stock Options, under the 'Employee Stock

Option Scheme - 2006", each option being convertible into one Equity Share of the Company upon vesting, at a price of Rs. 1,180/- per share. The options will vest in 4 equal annual instalments after one year of the grant and shall be exercisable within a period of 5 years from the date of vesting

Overall, the **outlook** for Aditya Birla Nuvo is optimistic given the strategic thrust, growth and capex initiatives taken in each of the businesses.

Growth initiatives

- Birla Sun Life Insurance's emphasis is on regaining its market share, expanding branch network, strengthening its agency force and launching contemporary products.
- Birla Sunlife Asset Management Company has aggressive plans to open new branches and launch innovative products.
- Telecom will strengthen and expand its network in existing circles and better its reach through roll out in Mumbai and Bihar circles. Plans for pan India presence are underway.
- BPO business is scaling up its global delivery capacity with focus on migration to high margin KPO segment and low cost locations.
- Madura Garment will aggressively pursue apparel retailing with the launch of large format stores for Peter England and Mens Lifestyle stores for Fashion brands.

- Carbon Black business is accelerating greenfield expansion by 1,20,000 MT in Western India.
- Insulators business is expanding its capacity by 8,000 MT besides foraying into polymer insulators
- Textiles business will leverage on expanded capacity in linen fabrics and flax yarn segments.
- Fertilisers business will focus on de-bottlenecking to increase capacity.

A detailed presentation is available on your company's website in the Investors' section. Should you require a copy of the same, please email us at nuvocfd@adityabirla.com .

Yours sincerely,



Adesh Gupta
Wholetime Director & CFO

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Mumbai, 31st October 2007

Cautionary Statement

Statements in this "Performance Update" describing the Company's objectives, projections, estimates, expectations or predictions may be "forward looking statements" within the meaning of applicable securities laws and regulations. The actual results could differ materially from those expressed or implied. The important factors that could make a difference to the Company's operations include the global and Indian demand supply conditions, finished goods prices, feed stock availability and prices, cyclical demand and pricing in the Company's principal markets, changes in Government regulations, tax regimes, economic developments within India and the countries within which the Company conducts business and other factors such as litigation and labour negotiations.

