

## Message from the Joint Managing Director and CEO

# Executing with confidence, building with purpose

### Dear stakeholders,

If I were to distil FY 2025-26 into a single phrase, it would be: a year of building ahead. Ahead of demand. Ahead of the scale that is coming. Ahead of the market maturity we are creating. This philosophy guided how we approached the year, and the results demonstrate its effectiveness.

We prioritised market readiness and operational preparedness before physical capacity stabilisation. We invested in brand, channel, and sales infrastructure ahead of demand materialising. We strengthened operational discipline, cost management, and productivity initiatives. And we embedded a culture of responsible price realisation and margin improvement into our go-to-market strategy. What emerged was a year of accelerated growth anchored in disciplined execution, operational excellence, and a deepening understanding of how to translate capacity into sustainable market share and profitability.

### Delivering on capacity expansion

During FY 2025-26, we expanded 75 MnTPA of grey cement capacity, representing one of our most significant years. This includes 6 MnTPA expansion in Central India with capacity additions at Panna, Prayagraj and Hamirpur including split grinding unit in Buxar. With this our Central India expansion programme has been completed within stipulated time with -10% saving in cost. This has significantly improved our ability to serve demand corridors across Central and Eastern India with competitive logistics and market proximity. Another 1.5 MnTPA capacity has been increased by debottlenecking at Muddapur and Ujjain.

Further, we entered the Jammu and Kashmir market with the acquisition of a 60% controlling stake of Saifco Cement having capacity of 0.42 MnTPA.

However, commissioning capacity is only the first step. Real execution excellence lies in converting that capacity into market responsiveness and profitability. Throughout the year, we operated in project mode across the organisation, building sales teams, strengthening channel readiness, establishing logistics networks, and developing operating capabilities



Madhavkrishna Singhania  
Joint Managing Director and CEO

ahead of physical capacity coming online. This approach ensured that when capacity became available, we had the market infrastructure, channel relationships, and operational readiness to maximise utilisation and market capture.

The results speak for themselves. Grey cement volumes reached 20.7 million tonnes for the year, supported by expanded capacity, stronger market access, and the compounding effect of commissioning-led growth.

We are geared up and committed to execute the greenfield expansion in North India within estimated time and cost, our project team is also geared up to take up other projects of our 50 MnTPA journey by 2030.

### Strong financial performance

Our strong volume growth and continued focus on operational excellence translated into robust financial performance. Net sales increased by 16% to ₹ 12,568 Crores from ₹ 10,802 Crores in the previous year. EBITDA grew by 18% to ₹ 2,318 Crores, compared with ₹ 1,968 Crores in FY 2024-25, reflecting improved operating efficiency and disciplined execution. Profit after tax rose by 21% to ₹ 1,033 Crores from ₹ 851 Crores in the previous year, underscoring the strength of our business model and the quality of our growth.

### Towards greater value

One of our most important strategic focuses during FY 2025-26 has been the journey towards premiumisation. We are conscious that growth is only meaningful when it translates into stronger market outcomes and profitability. During the year, we continued this journey steadily and responsibly.

This journey is multifaceted. We have worked on reducing the realisation gap with stronger peers through targeted initiatives in key markets. We have implemented structured pricing strategies that reflect regional variations, product mix, and customer segments. We have strengthened our value communication to ensure customers understand the quality and reliability of our products, thereby supporting our premium positioning.

Our sales force automation system has been transformative in this regard. By integrating our sales teams, channel partners, and influencers into a unified digital ecosystem, we have improved visibility across pricing, volumes, and customer behaviour. Our customer loyalty platform has deepened engagement across the value chain, improving transparency and enabling faster, more informed decisions about pricing and promotion.

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# 16%

YoY growth in net sales in FY26

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### Operational excellence and cost discipline

Cost and productivity remain fundamental priorities. Fuel volatility, logistics trends, packaging inflation, and geopolitical developments required relentless attention. We responded through energy-mix optimisation, greater green power usage, alternative fuels strategies and rigorous cost discipline. At the plant level, capacity debottlenecking, waste heat recovery systems, energy efficiency initiatives and digital process intelligence reduced per tonne cash costs.

### Progressive capacity roadmap

Beyond FY 2025-26, we have a clear medium-term capacity expansion agenda. At Jaisalmer, an integrated project comprising 4 MntPA of clinker capacity and 3 MntPA of cement capacity is progressing well, with civil construction and equipment erection advancing on schedule. This project will significantly strengthen our presence in North India markets.

Planned split grinding units in Rajasthan and Punjab will provide shorter-distance market access to Northern India, improving our competitive position and logistics economics. The Nathdwara wall putty plant is progressing as scheduled, enabling us to serve dealers meaningfully.

As these new capacities come onstream and stabilise, our focus will remain on improving fixed-cost absorption through volume growth, strengthening service reliability and responsiveness, and ensuring that recently commissioned assets deliver the operating leverage they are designed for. We will continue the disciplined, phased approach that has characterised our expansion: building ahead of demand, establishing market position before stabilisation, and transitioning operational teams from project roles into steady-state operating functions.

### Embedding sustainability into operations

For JK Cement, sustainability is embedded into how we operate our plants and manage our supply chains. During the year, our green power mix reached 51.8%, reported thermal substitution rate of 11.97% and water positivity of 4.9x. We continue to scale waste heat recovery, renewable energy, and water conservation initiatives. Importantly, sustainability is part of how we run plants better, reduce risk, improve efficiency, and prepare for a more carbon-conscious future where energy costs and regulations will only increase. We are proud to state that all our integrated plants run WHRS system.

**51.8%**  
Green power mix

Jaisalmer Plant (under construction)



### Expanding value-added products range

Our value-added products portfolio has gained significant traction during the year. White cement and wall putty continued their contribution to overall profitability, while construction chemicals, tile adhesives, grouts, and paints expanded our relevance across the complete building lifecycle. For individual home builders and applicators, our mission is to provide the right cement and the right auxiliary product for the right application.

As our value-added products basket strengthens, we become a more valuable partner to our customers and channel partners. Builders prefer a single source for multiple products, improving our relevance and share of wallet. Retailers can stock a broader range of JK products, increasing basket size and profitability. End users benefit from integrated solutions that simplify their purchasing decisions and improve construction quality.

### Enhancing brand visibility

During the year, JK Cement significantly strengthened brand salience through strategic partnerships and influencer engagement. We signed Bollywood actor Akshay Kumar as brand ambassador for the JK Maxx premium range, enhancing market visibility and recall. Additionally, we deepened our sports engagement through association with Lucknow Super Giants (LSG). These brand investments, coupled with targeted digital activations and wider market campaigns, reinforced JK Cement's positioning as a premium, aspirational brand while strengthening customer and dealer engagement across its expanding building-materials portfolio.

### The road ahead is clear

As we look ahead to FY 2026-27 and beyond, our priorities are clear: stabilise the capacity added during this year, drive utilisation improvements, deepen market reach in chosen regions, continue strengthening our value-added products portfolio, sustain the journey on premiumisation, scale digital enablement and data-driven decision-making, embed safety even more deeply into our culture, and accelerate our sustainability journey across all dimensions of our operations.

We remain agile in a competitive market, responsive to customer needs and market dynamics, and disciplined in our execution. This combination of agility and discipline has brought us this far and it will continue to guide us.

I thank our employees, channel partners, customers, suppliers, logistics partners, and all our stakeholders for their trust and support. Together, we are unlocking JK Cement's next phase of growth and building a company that is larger, stronger, more responsible, and more valuable for all who have invested in our journey.

Sincerely,  
**Madhavrishna Singhania**  
Joint Managing Director and CEO