



B U S I N E S S P L A N · I N D I A

E-Waste Recycling Business

Authorised dismantling, certified data destruction and EPR-compliant e-waste recovery

ENVIRONMENT

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

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This document is confidential and prepared for planning purposes. All financial figures are illustrative model assumptions for an Indian MSME context and must be validated against live quotes, local rates and professional advice before any investment or borrowing decision.

1. Executive Summary

This plan sets out an **E-Waste Recycling Business** in India — an authorised dismantling and recycling facility handling **end-of-life IT equipment, consumer electronics and electrical goods**, recovering ferrous, aluminium, copper and plastic fractions, channelling printed circuit boards to authorised refiners, and providing **corporate IT asset disposal with certified data destruction** alongside EPR certificate generation.

India generates a very large and rapidly growing volume of electronic waste, and the **E-Waste (Management) Rules** place recycling obligations on producers while requiring that dismantling and recycling be carried out only by authorised facilities. The category is unusual in waste terms because **the material has real intrinsic value** — gold, silver, palladium and copper in concentrations that exceed mined ore.

The defining competitive fact, stated plainly: the informal sector's cost advantage is the harm it causes. India's informal e-waste economy recovers metals through acid leaching in open drums, burning cable insulation to get at copper, and manual breaking without protection — cheap precisely because the poisoning of workers and the contamination of groundwater are costs it does not pay. **A compliant dismantler cannot match those prices and should not attempt to.** The correct strategic position is to compete for the feedstock that *cannot* lawfully go informal: corporate IT assets, producer take-back streams and bulk-consumer disposals, where the customer needs documentation, data security and a lawful disposal trail more than they need the highest bid.

Two structural points that separate a realistic plan from an optimistic one. First, **a dismantler is a preparation business, not a metal refinery.** The highest-value recovery — precious metals from circuit boards — requires smelting and refining capability that very few Indian facilities possess; the realistic model dismantles, segregates and sells fractions, with PCBs going to authorised refiners. **Plans that project precious-metal revenue at refinery margins are describing a different and far more capital-intensive business.** Second, **corporate IT asset disposal is a service, not a purchase** — a company retiring five hundred laptops is not looking for the best price; it needs certified data destruction and evidence of lawful disposal for its own compliance. That is why **service fees and EPR certificates together reach roughly 30% of revenue here against 15% in plastics recycling**, and it is what makes this the better-insulated of the two models. This plan requires **₹3.4 crore** (₹1.2 crore promoter + ₹1.6 crore term loan + ₹60 lakh working-capital finance), moving from **₹6 crore revenue and a ₹16 lakh loss** in Year 1 to **₹12.75 crore revenue and ₹1.4 crore profit** by Year 3. (*E-waste; tonnage × recovery + service fees + EPR, authorisation- & traceability-driven — figures illustrative.*)

2. Business Description, Vision & Legal Structure

Concept: An authorised e-waste dismantling and recycling facility - collection, data destruction, dismantling, segregation and fraction recovery, with PCBs to authorised refiners, hazardous residues to authorised disposal, and EPR certificate generation.

Vision: To make lawful disposal the easier choice for the people who generate e-waste - documented, data-secure and demonstrably safe.

Mission: Recover what has value without harming the people who handle it, dispose of what does not lawfully, and account for every kilogram.

Legal structure options

- **Private Limited** — effectively required: CPCB authorisation, EPR registration, corporate IT asset disposal contracts and term lending all presume an audited entity with traceable operations.

- **LLP** — not advisable given authorisation requirements and corporate client due diligence.

Regulatory anchor: the facility requires **authorisation as a dismantler/recycler under the E-Waste (Management) Rules** from the SPCB and **registration with the CPCB on the EPR portal**, which is what permits EPR certificate generation. Reporting obligations are substantive: **quantities collected, dismantled, recovered and channelled must be recorded and filed with traceability**, and inflated or unsupported reporting risks the registration and the certificate revenue that depends on it. Add **Hazardous & Other Wastes authorisation** for the fractions the process itself generates — CRT glass, capacitors, batteries, mercury-containing components — which must go to **authorised TSDF or specialist handlers rather than into the general waste stream**. Occupational health obligations are serious here given **lead, mercury, cadmium and brominated flame retardant exposure**: PPE, ventilation and extraction, exposure monitoring, and periodic medical examination including blood-lead testing for exposed workers. Data-destruction services bring their own obligations under the **DPDP Act and IT Act**, since the business handles storage media containing client personal data before destroying it.

3. Promoter & Ownership

Led by a promoter with e-waste, electronics, metals-recovery or environmental-services background. Two competences determine the outcome: *corporate account development*, since the profitable feedstock comes from organisations that buy a service rather than sell a commodity, and *fraction economics* — knowing what each stream is actually worth and to whom, because a dismantler's margin is made in how material is separated and where it is sold. The workforce is substantial and exposed, making EHS a core function rather than an overhead. Authorisation standing, traceability, data-destruction credibility & recovery discipline are the differentiators. Ownership, equity & any partner are editable inputs.

4. Market Analysis — India

Demand is driven by rapid electronics turnover, corporate IT refresh cycles, producer EPR obligations, data-protection concerns making informal disposal untenable for organisations, and enforcement pressure on unauthorised handling. Supply — the feedstock — is contested. Demand is regulation-, refresh-cycle- & data-risk-driven. The market rewards authorisation, traceability & data-destruction credibility; it is **feedstock-competitive and compliance-differentiated**.

Demand drivers

- **Producer EPR obligations** under the E-Waste Rules, requiring documented recycling of specified quantities.
- **Corporate IT refresh cycles** generating steady volumes of high-value, well-documented equipment.
- **Data-protection concern** — under DPDP, organisations cannot casually dispose of storage media, which pushes them toward certified handlers.
- **Electronics penetration and shortening product lives** expanding the waste stream continuously.
- **Enforcement against unauthorised handling**, gradually shifting volume toward authorised facilities.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Indian e-waste generation & authorised processing	Very large, growing fast
SAM	Regional corporate, producer & bulk-consumer streams	Serviceable
SOM (Yr 1-3)	Tonnage processed & EPR certificates generated	Scaling with feedstock access

Target segments

- **Corporates and IT companies** for asset disposal with certified data destruction — the most profitable stream.
- **Producers with EPR obligations** buying certificates and channelling take-back volumes.
- Banks, insurers and BPOs with high storage-media sensitivity.
- Bulk consumers — government departments, educational institutions, hospitals.
- Retailers and service centres with return and warranty-replacement streams.

5. Competition & Competitive Advantage

Landscape: a growing set of authorised dismantlers and recyclers, producer-appointed PROs channelling volumes, and — dominating collected volumes — **the informal sector**. The informal segment outbids on price for consumer and small-business material and cannot be beaten on that basis. It cannot, however, offer a certificate of data destruction, an EPR credit, or an auditable disposal trail — which is precisely where an authorised facility competes.

The business's edge

- **Certified data destruction** — degaussing, shredding and documented destruction certificates, which corporate clients require and informal handlers cannot provide.
- **Authorisation and EPR capability** — certificate generation that unregistered operators cannot access.
- **Traceability** — item-level or lot-level records from collection to final disposition, which corporate compliance teams increasingly audit.
- **Safe handling record** — demonstrable worker protection and hazardous-fraction routing, which matters to clients with their own ESG reporting.
- **Reverse-logistics capability** — collecting from multiple client sites reliably, which is a service in itself.

6. Services & Revenue Model

Revenue line	Model	Basis
Recovered fractions (ferrous, aluminium, copper, plastics)	Per tonne, commodity-priced	Volume base
PCB & high-value fraction sales to authorised refiners	Assay-based pricing	Highest value per kg
EPR certificate income	Per tonne registered & certified	Price-independent
Corporate IT asset disposal & certified data destruction	Service fee per asset / per engagement	Fee-based, best margin
Dismantling/processing charges & by-products	Per tonne / per unit	Capacity utilisation

Revenue combines **material value, service fees and compliance certificates** — and the mix matters more than the tonnage. **Service fees and EPR certificates together reach about 30% of revenue**, roughly double the equivalent share in plastics recycling, because corporate IT asset disposal is bought as a service rather than sold as scrap. This is the structural reason e-waste is the better-insulated model: **when metal prices fall, a plastics recycler's revenue falls with them, while a third of this business's income does not move at all**. Growing the corporate service share is therefore the single most effective strategic action available.

7. Go-to-Market — Feedstock & Corporate Accounts

- **Corporate IT asset disposal contracts** — approached through IT, procurement and compliance functions, sold on data security and disposal documentation rather than on buy-back price.
- **Producer and PRO relationships** for EPR channelled volumes and certificate offtake.
- **Bulk-consumer tenders** — government departments and institutions disposing of equipment, usually with documentation requirements.
- **Reverse-logistics service** for retailers and service centres handling returns and replacements.
- **Aggregator relationships** for consumer-stream material, accepting that price competition here is against the informal sector.

Sales approach

Build the corporate account base first, because it delivers documented, higher-value, service-fee-bearing feedstock and it is the segment where compliance beats price → secure producer and PRO relationships that combine volume with certificate offtake → treat consumer-stream aggregation as volume filler rather than as the core → invest in data-destruction credibility, since that single capability is what makes a corporate choose an authorised facility. **The discipline to hold is refusing to bid against informal operators for consumer material.** A price at which informal handlers profit is a price at which a compliant facility loses money, and chasing that volume simply funds the losses with the profits from the corporate business.

8. Operations Plan (collection, destruction, dismantling)

- **Collection & reverse logistics:** scheduled pickup from client sites, sealed transport for data-bearing assets, item-level receipt and acknowledgement.
- **Data destruction:** degaussing, physical shredding of drives and media, witnessed destruction where clients require, and **serial-number-level certificates of destruction** — the deliverable the corporate client is actually buying.
- **Dismantling:** manual and mechanised disassembly into fractions — housings, cables, power supplies, PCBs, displays, batteries — with hazardous components removed before any shredding.
- **Segregation & recovery:** ferrous and non-ferrous separation, copper recovery from cabling, plastics sorting by polymer; PCBs graded and consolidated for refiner sale.
- **Hazardous routing:** CRT glass, capacitors, mercury lamps and batteries segregated and sent to **authorised TSDF or specialist handlers** — never shredded into general fractions.
- **Worker protection:** PPE, local exhaust ventilation at dismantling stations, no open burning or acid processes under any circumstance, exposure monitoring and periodic medical examination.

Processing cycle

Stage	Activity	Metric
Collect	Client pickup & sealed transport	Item-level receipt accuracy
Destroy	Data destruction & certification	Destruction certificates issued
Dismantle	Disassembly into fractions	Kg per operator per shift
Segregate	Fraction separation & grading	Recovery yield by fraction
Route	PCBs to refiners, hazardous to TSDF	Hazardous routing compliance

Report	EPR filing & client documentation	Traceability completeness
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The data-destruction certificate is the product, and it must be beyond question. A corporate client disposing of storage media is transferring a genuine liability — under data-protection law, a leaked drive remains their exposure regardless of who was holding it. That makes the destruction record more important to them than the metal value of everything in the consignment. **The practical implications are strict: serial-number-level tracking from collection to destruction, sealed and controlled custody in between, no resale of data-bearing devices whatever their working condition, and no gap in the chain that a client's auditor could question.** A facility that treats destruction as a routine step rather than as the deliverable will eventually lose a drive, and that single incident ends the corporate business the model depends on.

9. Regulatory, Licences & Compliance (India)

- **E-Waste (Management) Rules authorisation** as dismantler/recycler from the SPCB, with facility standards, capacity declaration and record-keeping obligations.
- **CPCB EPR portal registration** — the gate for certificate generation; **quantities collected, processed and channelled must be reported with traceability, and unsupported reporting risks registration and revenue together.**
- **Hazardous & Other Wastes authorisation** for CRT glass, capacitors, batteries and mercury-bearing components, with disposal only to **authorised TSDF or specialist handlers.**
- **Occupational health:** PPE, ventilation and extraction at dismantling stations, exposure monitoring, **periodic medical examination including blood-lead testing** for exposed workers; **no acid leaching or open burning under any circumstances.**
- **Data protection:** handling client storage media brings **DPDP Act and IT Act** obligations — controlled custody, access restriction, documented destruction, and breach-response provisions in client contracts.
- **Plant & general:** SPCB consent, factory licence, fire NOC, weighbridge calibration, PF/ESI and minimum wages for a large dismantling workforce.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / managing director	1	1	2
Dismantling operators & technicians	38	58	78
Sorters & material handlers	22	34	46
Logistics & collection	8	12	16
QC, data destruction & certification	6	10	13
EHS & compliance (incl. EPR reporting)	5	8	10
Sales & corporate accounts	5	8	11
Admin, accounts & credit	5	8	10
Maintenance	4	6	8
Total	94	145	194

The **EHS function is staffed properly from the outset**. In a facility where workers handle lead, mercury and cadmium daily, occupational health is not a compliance line item — it is the difference between this business and the informal operators it is competing against, and clients with ESG reporting obligations increasingly ask to see it.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Approvals & build	Month 0-9	SPCB authorisation, CPCB EPR registration , facility, hazardous storage, data-destruction setup
Ramp	Month 9-12+	Corporate accounts & producer channels; ₹6cr revenue, ₹16L loss
Grow	Year 2	Service share & throughput build; ₹9.3cr, ₹59L profit
Scale	Year 3	₹12.75cr revenue, ₹1.4cr profit; ~7,400 tonnes processed

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. They are not projections of guaranteed results. Feedstock cost, fraction recovery, service-fee share, EPR realisation & hazardous disposal cost are the levers.

12.1 Project cost & means of finance

Capital requirement	₹
Plant & machinery (dismantling line, shredder, separation)	1,05,00,000
Land, building & civil works	75,00,000
Working capital (feedstock purchase & receivables)	60,00,000
Hazardous storage, pollution control & safety systems	45,00,000
Data-destruction facility, weighbridge & material handling	28,00,000
Consents, CPCB/EPR registration, lab & certification	18,00,000
Preliminary & pre-operative	9,00,000
Total project cost	3,40,00,000
Term loan	1,60,00,000
Promoter contribution	1,20,00,000
Working-capital finance	60,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Recovered fractions (ferrous, aluminium, copper, plastics)	2,30,00,000	3,50,00,000	4,70,00,000
PCB & high-value fraction sales to authorised refiners	1,60,00,000	2,50,00,000	3,40,00,000
EPR certificate income	95,00,000	1,45,00,000	2,00,00,000

Corporate IT asset disposal & certified data destruction	75,00,000	1,25,00,000	1,80,00,000
Dismantling/processing charges & by-products	40,00,000	60,00,000	85,00,000
Total revenue	6,00,00,000	9,30,00,000	12,75,00,000
Feedstock purchase (e-waste procurement)	2,76,00,000	4,19,00,000	5,61,00,000
Salaries (technical, ops, compliance, sales, admin)	64,00,000	86,00,000	1,12,00,000
Depreciation, interest & other	60,00,000	64,00,000	68,00,000
Direct labour & dismantling operations	56,00,000	78,00,000	1,02,00,000
Hazardous waste disposal to authorised TSDF	34,00,000	48,00,000	62,00,000
Power, fuel & utilities	28,00,000	40,00,000	52,00,000
Freight, packing & selling	25,00,000	36,00,000	48,00,000
Safety, PPE, monitoring & environmental compliance	24,00,000	32,00,000	42,00,000
Overheads, insurance & other	20,00,000	28,00,000	36,00,000
Repairs, maintenance & spares	18,00,000	24,00,000	30,00,000
Bad debts & credit losses	11,00,000	16,00,000	22,00,000
Total expenses	6,16,00,000	8,71,00,000	11,35,00,000
Net profit / (loss) before tax	(16,00,000)	59,00,000	1,40,00,000
Net margin	(2.7%)	6.3%	11.0%
Feedstock as % of revenue	46.0%	45.1%	44.0%
Service fees + EPR share of revenue	28.3%	29.0%	29.8%
Tonnage processed (approx.)	~3,500	~5,400	~7,400

12.3 Unit economics & break-even

- **The service and certificate share is what makes this model work:** at roughly 30% of revenue — double the plastics equivalent — a third of income is unaffected by metal prices. **Growing the corporate service base is worth more than growing tonnage**, because it improves margin and reduces commodity exposure simultaneously.
- **Feedstock cost is the constraint on scale, not demand:** at 44–46% of revenue and contested by informal buyers paying cash, procurement determines how much the facility can process. Corporate contracts partly solve this by supplying material as part of a paid service rather than as a purchase.
- **Fraction economics matter more than tonnage:** a tonne of mixed IT equipment yields very different value depending on how carefully it is separated and where each stream is sold. Careless dismantling loses value permanently — copper left in a harness or PCBs downgraded into mixed scrap cannot be recovered later.
- **Hazardous disposal is a real and rising cost** at ₹34–62 lakh, and it is precisely the cost informal operators avoid by dumping. It must be budgeted honestly rather than assumed away.
- **Break-even:** reached in Year 2 as corporate accounts and throughput build. Margins expand with service share and fraction discipline rather than with metal prices.

12.4 Projected Cash Flow — Year 1 (quarterly, illustrative)

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	60,00,000	37,00,000	19,00,000	7,00,000
Collections	1,25,00,000	1,40,00,000	1,48,00,000	1,55,00,000
Feedstock, wages, TSDF, power, overheads & loan servicing	1,48,00,000	1,58,00,000	1,60,00,000	1,48,00,000
Closing balance	37,00,000	19,00,000	7,00,000	14,00,000

The cash pattern mirrors plastics recycling with one meaningful improvement. Feedstock from aggregators and consumer channels is paid for in cash or on very short terms, while fraction buyers and refiners settle on commercial terms — the familiar squeeze. **What improves the position is the corporate service business, where the client pays a fee rather than being paid for material**, which reverses the cash direction on that stream entirely. **PCB sales to refiners deserve particular attention:** they are assay-based, settled after analysis, and can take weeks to convert into cash despite representing the highest value per kilogram in the facility — so they should be planned as a receivable rather than treated as liquid. EPR certificate income is likewise realised on its own timetable. The facility should be revolving and sized against feedstock purchasing, with corporate service growth treated as the structural fix rather than a marginal improvement.

12.5 Key Performance Indicators to Monitor

- **Mix: service-fee and EPR share of revenue;** corporate accounts active; tonnage from corporate vs. aggregator channels.
- **Recovery: fraction yield by stream;** realisation per tonne processed; PCB grading accuracy; value lost to mixed-scrap downgrade.
- **Compliance & safety: EPR certificates vs. processed tonnage;** hazardous routing to authorised handlers; **blood-lead and exposure monitoring coverage;** zero acid/burning incidents.
- **Data security: serial-level chain-of-custody completeness;** destruction certificates issued vs. assets received; zero unaccounted data-bearing devices.

13. Funding Requirement & Bankability

Total ask: **₹1.6 crore term loan plus ₹60 lakh working-capital finance** against ₹1.2 crore promoter contribution. Plant, land, building and pollution-control infrastructure provide security, and MSME and environment-sector schemes apply. Four points for a lender. **The revenue mix is the credit story:** with service fees and EPR at ~30%, this business is materially less commodity-exposed than a plastics recycler, and that share is the number to track. **Authorisation and CPCB registration are credit-relevant facts**, since certificate income depends on them and their loss would remove roughly 16% of revenue immediately. **Working capital funds feedstock purchasing** against buyers who settle on commercial terms and refiners who settle after assay — so the facility should be sized against procurement, not turnover. And **the operational risk that matters most is a data-security failure**, not a market one: losing a client's drive would end the corporate business that carries the model's margin, which is why chain-of-custody discipline belongs in the credit assessment.

13.1 Funding utilisation

Use of funds	₹	% of total
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Plant & machinery (dismantling line, shredder, separation)	1,05,00,000	31.0%
Land, building & civil works	75,00,000	22.1%
Working capital (feedstock purchase & receivables)	60,00,000	17.6%
Hazardous storage, pollution control & safety systems	45,00,000	13.2%
Data-destruction facility, weighbridge & material handling	28,00,000	8.2%
Consents, CPCB/EPR registration, lab & certification	18,00,000	5.3%
Preliminary & pre-operative	9,00,000	2.6%
Total	3,40,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Data-security failure — a lost or unaccounted drive	Serial-level chain of custody from collection to destruction; sealed transport; controlled storage with access logs; no resale of data-bearing devices whatever their condition ; witnessed destruction where required; breach-response provisions and cyber/professional cover
Informal-sector price competition for feedstock	Do not bid against operators whose cost advantage is non-compliance; compete for corporate, producer and institutional streams on documentation and data security; treat consumer aggregation as filler, not core
Worker exposure to lead, mercury, cadmium	PPE, local exhaust ventilation, exposure monitoring, periodic medicals including blood-lead testing, absolute prohibition on acid leaching and open burning, training and supervision
Loss of authorisation or EPR registration	Accurate traceable records of collected, processed and channelled quantities; timely portal filing; never report unsupported quantities — registration loss removes ~16% of revenue immediately
Hazardous fraction mishandling	Segregate CRT glass, capacitors, batteries and mercury components before shredding; authorised TSDF only; manifests retained; never route into general fractions
Metal price volatility	Grow service-fee and EPR share as the commodity-immune portion; avoid speculative feedstock inventory; assay-based PCB pricing rather than fixed offers
Feedstock scarcity limiting throughput	Corporate contracts supplying material as part of a paid service; producer/PRO channels; multiple aggregator relationships; prompt payment as a retention tool
Value lost through careless dismantling	Fraction discipline and grading standards; operator training; track realisation per tonne by stream; PCB grading before consolidation
PCB receivable delay from assay-based settlement	Plan as a receivable not liquidity; reputable refiners with defined settlement terms; partial advances where achievable
Rising TSDF and disposal costs	Minimise hazardous residue through careful segregation; budget disposal honestly; monitor cost per tonne as a KPI

15. SWOT Analysis

Strengths ~30% of revenue from services and certificates — commodity-insulated and double the plastics equivalent; data destruction is a capability informal competitors cannot offer; authorisation is a genuine barrier; corporate clients pay a fee rather than being paid; feedstock has real intrinsic value; growing regulatory enforcement favours authorised facilities.	Weaknesses Feedstock contested by cash-paying informal buyers; severe occupational hazard profile requiring real investment; hazardous disposal cost that competitors avoid; PCB receivables settle slowly on assay; dependent on authorisation for a sixth of revenue; not a refinery, so the highest-value recovery is sold on rather than captured.
Opportunities Corporate IT refresh volumes with DPDP-driven data-security demand; producer EPR channelling; institutional and government disposal tenders; reverse logistics as a distinct service; battery and solar-panel waste as emerging streams; refining partnerships to capture more of the PCB value.	Threats Informal sector retaining consumer volumes; EPR policy or certificate-price changes; metal price collapse; a data-security incident ending corporate credibility; enforcement inconsistency letting non-compliant operators persist; import competition for feedstock.

16. Recommended AiSevak Tools for This Business

This e-waste recycling business would use AiSevak's Environment vertical tools in operations:

- **Chain of custody: serial-level asset tracking & destruction-certificate generation**, sealed-transport and access-log records.
- **Recovery: fraction-yield and realisation-per-tonne by stream**, PCB grading records, value-loss tracking.
- **Compliance:** EPR portal filing calendar & certificates-vs-tonnage reconciliation, hazardous-routing manifests, authorisation currency.
- **Safety: exposure monitoring & medical-examination coverage**, PPE issue records, incident logging.
- **Practice:** Business Plan, break-even and fraction-economics tools to model the facility.

17. Key Assumptions & Notes

- E-waste recycling: authorised dismantling of end-of-life IT/electronics — collection, certified data destruction, dismantling, fraction recovery, PCBs to authorised refiners, hazardous residues to TSDF, plus EPR certificates; revenue = material + service fees + certificates.
- **THE DEFINING COMPETITIVE FACT: THE INFORMAL SECTOR'S COST ADVANTAGE *IS* THE HARM IT CAUSES.** Acid leaching in open drums, burning cable insulation for copper, manual breaking without protection — cheap precisely because the poisoning of workers and contamination of groundwater are costs it does not pay. **A compliant dismantler cannot match those prices and should not try.** The correct position is to compete for feedstock that CANNOT lawfully go informal: corporate IT assets, producer take-back and bulk-consumer streams, where the customer needs documentation, data security and a lawful trail more than the highest bid. **Refuse to bid against informal operators for consumer material** — a price at which they profit is a price at which a compliant facility loses, and chasing it funds the losses with corporate profits.
- **A DISMANTLER IS A PREPARATION BUSINESS, NOT A METAL REFINERY.** The highest-value recovery (precious metals from PCBs) needs smelting/refining that very few Indian facilities have — the realistic model dismantles, segregates and sells fractions with PCBs to authorised refiners. **Plans projecting precious-metal revenue at refinery margins are describing a different and far more capital-intensive business.**

- **CORPORATE IT ASSET DISPOSAL IS A SERVICE, NOT A PURCHASE** — a company retiring 500 laptops isn't seeking the best price, it needs certified data destruction and evidence of lawful disposal for its own compliance. That is why **service fees + EPR reach ~30% of revenue here vs ~15% in plastics recycling**, making this **the better-insulated of the two models: when metal prices fall a plastics recycler's revenue falls with them, while a third of this business's income does not move at all**. Growing corporate service share is worth more than growing tonnage.
- **THE DATA-DESTRUCTION CERTIFICATE IS THE PRODUCT AND MUST BE BEYOND QUESTION** — the client is transferring a genuine liability, since under data-protection law a leaked drive remains THEIR exposure regardless of who held it, which makes the destruction record more important to them than the metal value of the whole consignment. Implications are strict: **serial-number-level tracking from collection to destruction, sealed controlled custody, NO RESALE of data-bearing devices whatever their working condition, and no gap a client's auditor could question**. A facility treating destruction as a routine step rather than the deliverable will eventually lose a drive — and that single incident ends the corporate business the model depends on.
- Feedstock (44-46% of revenue) is the constraint on scale, not demand — contested by cash-paying informal buyers; corporate contracts partly solve it by supplying material as part of a PAID SERVICE rather than a purchase. **Fraction economics matter more than tonnage** — careless dismantling loses value PERMANENTLY (copper left in a harness, PCBs downgraded into mixed scrap cannot be recovered later). Hazardous disposal to authorised TSDF (₹34-62L) is exactly the cost informal operators avoid by dumping — budget it honestly.
- Hazard profile is severe (lead, mercury, cadmium, brominated flame retardants) → PPE, local exhaust ventilation, exposure monitoring, **periodic medicals incl. BLOOD-LEAD TESTING**, and an absolute prohibition on acid leaching and open burning. **Cash note: PCB sales are ASSAY-BASED and settle after analysis**, taking weeks despite being the highest value per kg — plan them as a receivable, not liquidity; EPR income likewise on its own timetable; the corporate service business is the structural fix since the client PAYS a fee, reversing the cash direction on that stream. ₹3.4cr, ~3,500→7,400 t/yr, rev 6→12.75cr. Figures illustrative, exclude GST.

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