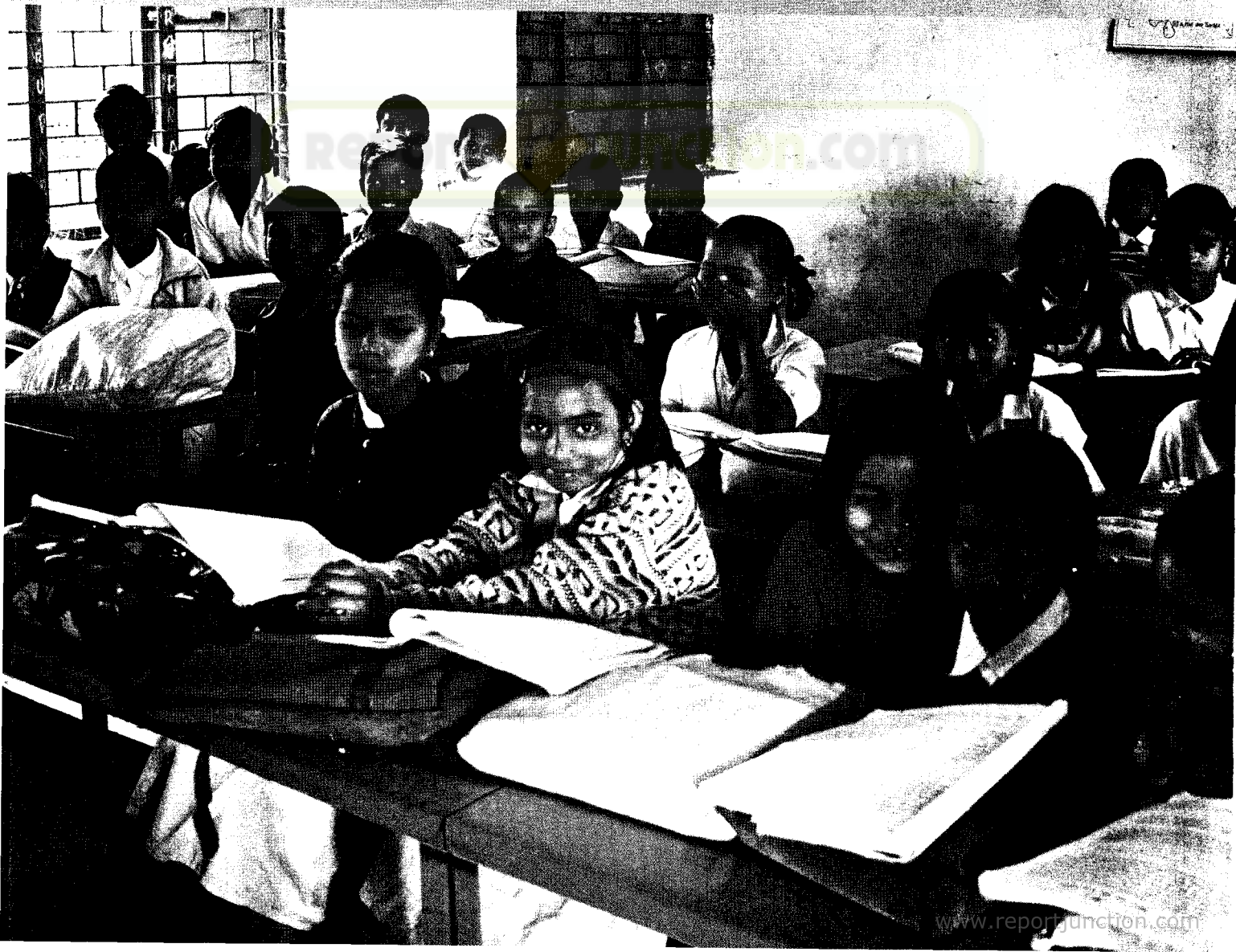


ACC

Build with confidence

Co-writing the future

ACC Limited
2008 Annual Report 2008



BOARD OF DIRECTORS

(As on February 19, 2007)

Mr. N. S. Sekhsaria
Chairman**Mr. Paul Hugentobler**
Deputy Chairman**Mr. M. L. Narula**
Managing Director**Mr. A. L. Kapur****Mr. S. M. Palia****Mr. Naresh Chandra****Mr. Markus Akermann****Mr. D. K. Mehrotra****Mr. R. A. Shah****Dr. Nirmalya Kumar****Mr. Shailesh Haribhakti****Mr. Anil Singhvi****Mrs. Shikha Sharma****Mr. Sumit Banerjee**
CEO Designate and Director**BANKERS**

State Bank Of India

Bank Of Baroda

Bank Of India

Central Bank Of India

Canara Bank

State Bank Of Hyderabad

State Bank Of Bikaner & Jaipur

Standard Chartered Bank

Bank Of America

Citibank, N.A.

The Hongkong & Shanghai
Banking Corporation LimitedIndustrial Development Bank
Of India Ltd.

HDFC Bank Ltd.

ICICI Bank Ltd.

AUDITORS

Messrs K.S. Aiyar & Co.

Messrs S.R. Batliboi & Associates

CONTENTS

• Introductory Profile	1-16
• Notice	17-27
• Director's Report	28-32
• Annexures to Director's Report	33-38
• Management Discussion and Analysis	39-47
• Corporate Governance	48-76
• Performance Highlights	77-83
• Auditor's Report	84-87
• Balance Sheet	88
• Profit and Loss Account	89
Schedules —	
• 1 to 3 and A to O	90-128
• Balance Sheet Abstract	129
and Company's General Business Profile	
• Cash Flow Statement	130
• Statement under Section 212	131
• Consolidated Financial	132-165
Statements	
• Accounts - Subsidiary Companies	166-205

REGISTERED OFFICECement House
121, Maharshi Karve Road
Mumbai 400 020.

Website: www.acclimited.com

**ANNUAL REPORT OF
SUBSIDIARY COMPANIES**

ACC Machinery Company Limited

ACC Nihon Castings Limited

Bulk Cement Corporation (India) Ltd.

The Cement Marketing Company of
India Limited**ANNUAL GENERAL MEETING****On Wednesday, March 28, 2007
at 10.00 a.m.
at Birla Matushri Sabhagar
19, Sir Vithaldas Thackersey Marg
Mumbai 400 020.**Members are requested to kindly
bring their copies of the Annual
Report to the Meeting.

Tapping into social change

Beyond a basic responsibility to shareholders, business needs to address a broader constituency the society in which it operates. It is this commitment, ACC has been executing with zeal and perseverance.

Since its inception in 1936, ACC has been a trendsetter, a benchmark for the Indian cement industry and a Company that enjoys excellent equity, a prominent overseas presence and figuring on the elite list of Consumer Superbrands of India. But most importantly, ACC has been amongst the first Indian companies to make environmental protection, a cornerstone of its corporate objectives.

In close concert with its key stakeholders, ACC is co-writing the future. It has put into place multi-faceted, multi-lateral corporate social responsibility initiatives and is actively engaged with its various publics.

Today, ACC is all set to reach greater heights, with an emphasis on social commitment. Because it believes that the brands of the future need to tap into social change.



Matching the challenge of change

Seventy years ago, the historic merger of ten existing cement companies led to the establishment of ACC - melding into a cohesive organization. The house of Tatas was intimately associated with ACC upto 1999 when they sold their stakes in stages to Ambuja Cement Group.

In 2005, an association was initiated between ACC and Holcim Group of Switzerland, a world leader in cement. An association, ACC welcomes with a keen eye on the future.

Report  Junction.com





CSR: A strategic imperative

Corporate Social Responsibility and Ethics might be the new competitive environment. However, ACC has been involved in community development, since 1940 with social volunteering at Sevalia in Gujarat and in a village at Virar near Mumbai.

Today, ACC has a range of activities that spans community and rural welfare, education, healthcare, HIV/ AIDS awareness and treatment, rural infrastructure, drinking water, disaster relief, conservation of heritage structures and support to national sports.

ACC staunchly believes that a corporation needs to be at the forefront of social responsibility issues and has pledged its commitment towards the same.





A caring people's approach

ACC has moved beyond Corporate Social Responsibility to social innovation and is in the vanguard of the new paradigm.

ACC's education and healthcare programmes are intended not only towards its employees, but also to the needy ones around their plants and facilities.

In support of the nationwide effort to combat HIV/AIDS, ACC is planning a meaningful role and has introduced a work place policy that guarantees and safeguards the rights of employees affected by HIV/AIDS. An Anti Retroviral Treatment Center for HIV/AIDS has been set up in Wadi, Karnataka while another is proposed in Tamil Nadu.



Protecting planet earth

Even before the environmental norms were mandated, ACC had considered environmental protection as its key corporate objective. In 1966, it inducted the use of sophisticated, high-efficiency pollution control equipment.

Each of ACC's plants, mines and townships visibly demonstrate the Company's 'greening' endeavors, including afforestation, tree plantation and horticulture, apart from landscaping to enrich and beautify the environment.

Better and cleaner mining techniques have helped safeguard and conserve the environment. Additionally, positive and vital measures such as top-soil conservation, efficient water management systems and the identification and the utilization of alternate fuels and raw materials have been initiated.

