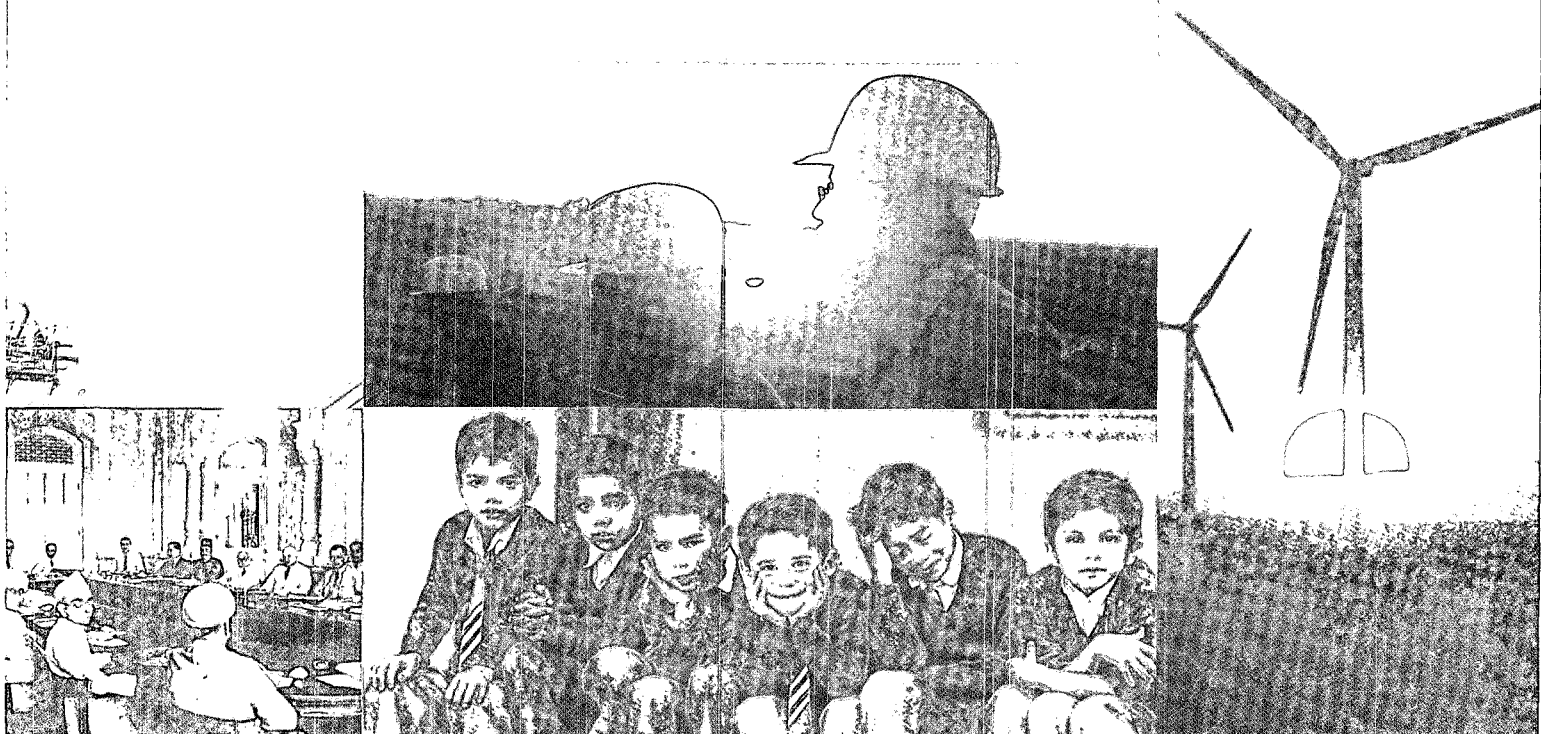


ACC

The past, present and future of cement

ACC Limited
72nd Annual Report 2007

Report  junction.com



BOARD OF DIRECTORS

Mr. N. S. Sekhsaria
Chairman

Mr. Paul Hugentobler
Deputy Chairman

Mr. Sumit Banerjee
Managing Director

Mr. A. L. Kapur

Mr. S. M. Palia

Mr. Naresh Chandra

Mr. Markus Akermann

Mr. M. L. Narula

Mr. D. K. Mehrotra

Mr. R. A. Shah

Dr. Nirmalya Kumar

Mr. Shailesh Haribhakti

Mrs. Shikha Sharma

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 Limited

Industrial Development Bank
Of India Ltd.

HDFC Bank Ltd.

ICICI Bank Ltd.

AUDITOR

Messrs S. R. Batliboi & Associates

Contents

o Introductory Profile	1-16
o Notice	17-19
o Directors' Report and MDA	20-32
o Annexures to Directors' Report ...	33-39
o Corporate Governance	40-68
o Performance Highlights	69-75
o Auditor's Report	76-79
o Balance Sheet	80
o Profit and Loss Account	81
o Cash Flow Statement	82-83
o Schedules - 1 to 3 and A to O	84-126
o Balance Sheet Abstract and Company's General Business Profile	127
o Statement under Section 212.	128
o Consolidated Financial Statements	130-167
o Accounts - Subsidiary Companies	168-213

REGISTERED OFFICE

Cement House

121, Maharshi Karve Road

Mumbai 400 020

Website: www.acclimited.com

**ANNUAL REPORT OF
SUBSIDIARY COMPANIES**

ACC Concrete Limited

ACC Machinery Company Limited

Bulk Cement Corporation (India) Limited

Lucky Minmat Private Limited

The Cement Marketing Company of
India Limited

ANNUAL GENERAL MEETING

On Thursday, April 24, 2008

at 3.00 p.m.

at Birla Matushri Sabhagar

19, Sir Vithaldas Thackersey Marg

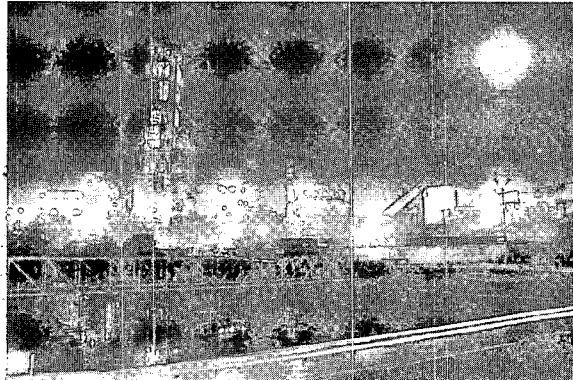
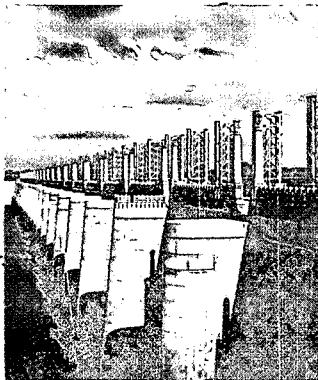
Mumbai 400 020.

Members are requested to kindly bring
their copies of the Annual Report to the
Meeting.

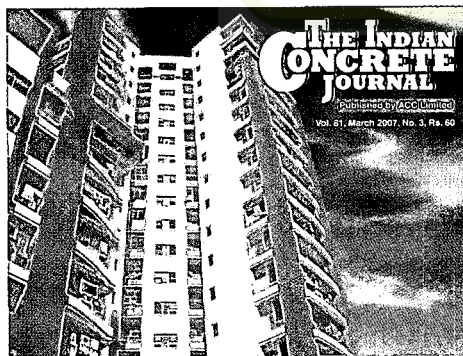
The Past, Present and Future of Cement

Cement has proved to be the most versatile and reliable of building materials, standing the exacting tests of time, weather and disaster with marked resilience. In a sense, ACC embodies the versatile qualities of this wonder material. Acknowledged as a pioneer and trendsetter in cement, ACC has continued to stand apart as an enduring name in the corporate world.

With a countrywide presence of Plants, Sales Offices and a vast distribution network, this organization is used as a benchmark for its capabilities, processes and good practices. ACC's brand name is synonymous with cement in India and is likely to remain so in future as well, embracing and fulfilling the aspirations of generations.



ACC - Confidence Building Measures



2007 was a year in which the Company enhanced its business capabilities, strengthening organizational processes across a wide range of functions. Winning approaches to customer orientation and effective stakeholder engagement were at the focus of our attention.

Advancements in Business Planning and Performance Management Systems enable a clear vision of corporate objectives and link individual and group performances with corporate goals. This allows for better role clarity, empowerment and team work among employees. With due consideration to the requirements of all stakeholders, the Company has charted an ambitious roadmap for the next five years, identifying key performance indicators and methods of monitoring and evaluation.

ACC stands even more confident now to face the challenge of global competitiveness.



Safety First is Safety Always

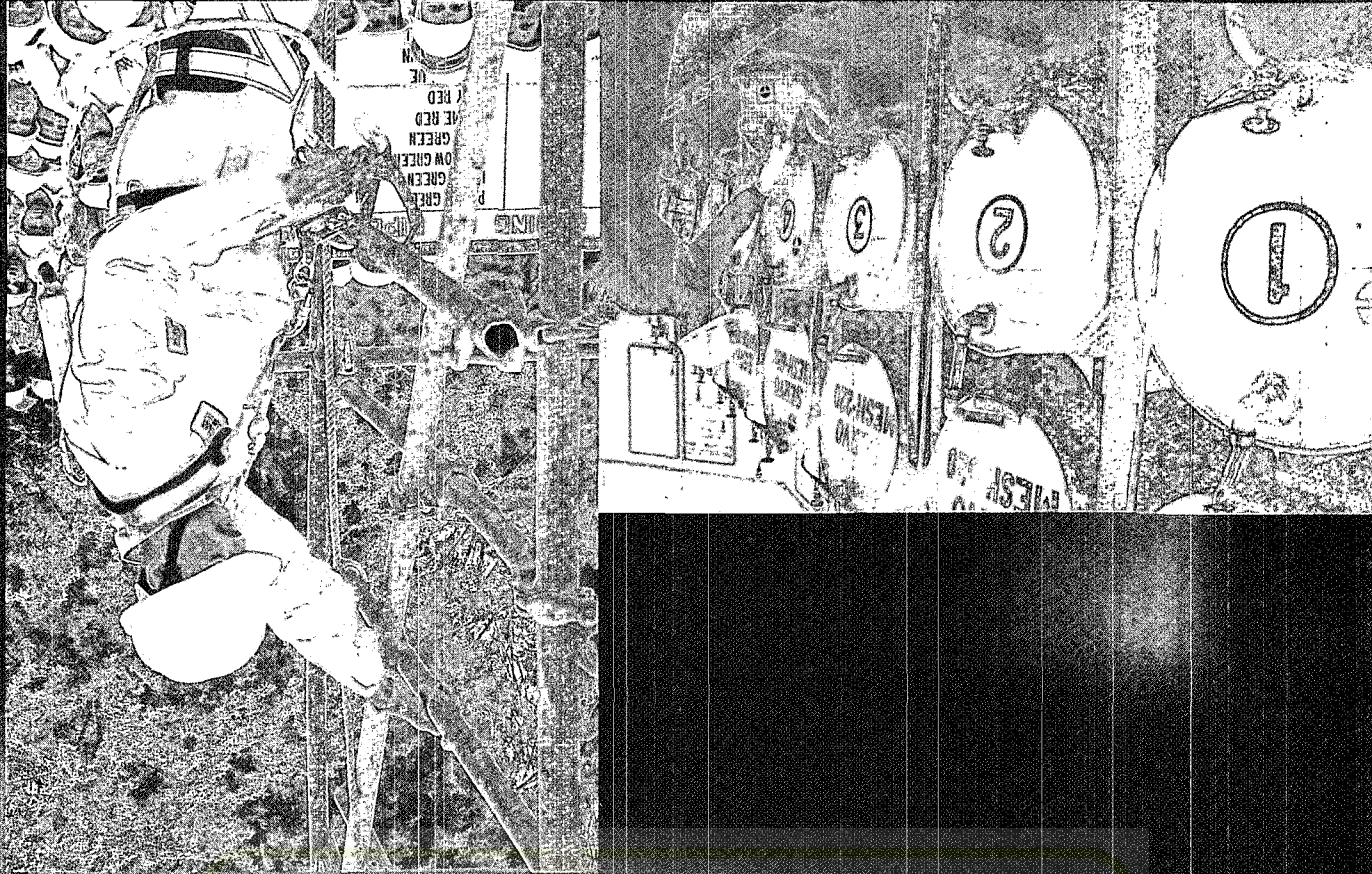
ACE

function

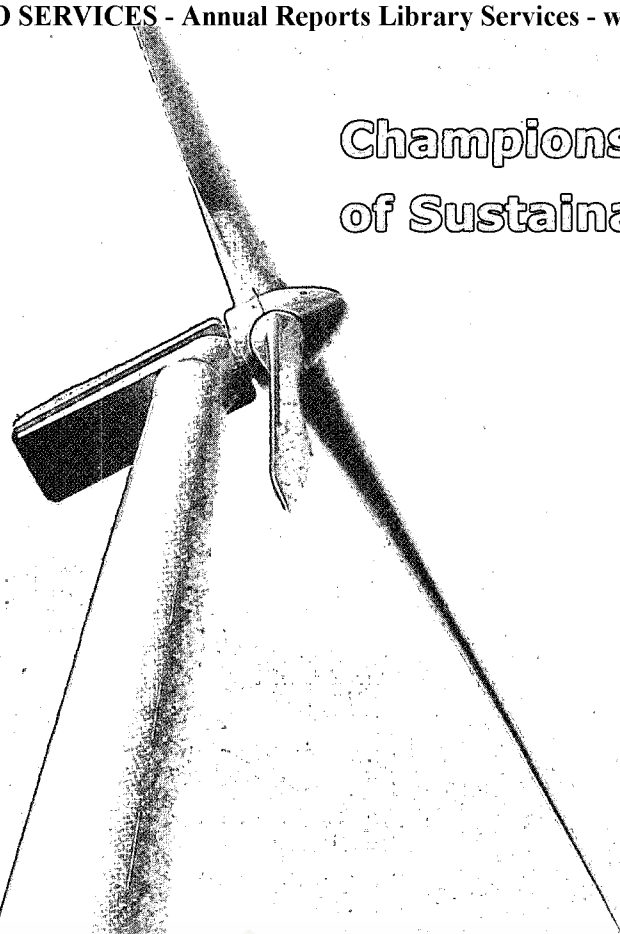
Occupational Health and Safety remains our foremost concern and priority. Strict adherence to the much publicized 5 Cardinal Rules of Safety is monitored constantly. Safety Management Systems are constantly reviewed and upgraded to reduce possibilities of accidents. All work places are well equipped with medical facilities and qualified doctors at hand in the event of any emergency.

Contract labour in all our major project expansion sites also come under the ambit of the company's OH&S programme.

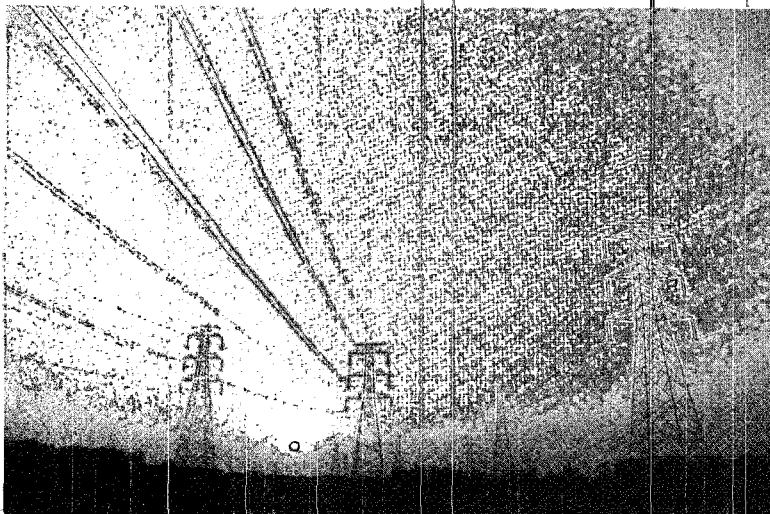
ACC is committed to provide a harm-free work environment.



Champions of Sustainable Development



Report Junction.com



ACC is proud to have been among the first few Indian companies to include commitment to environmental protection as a corporate objective.

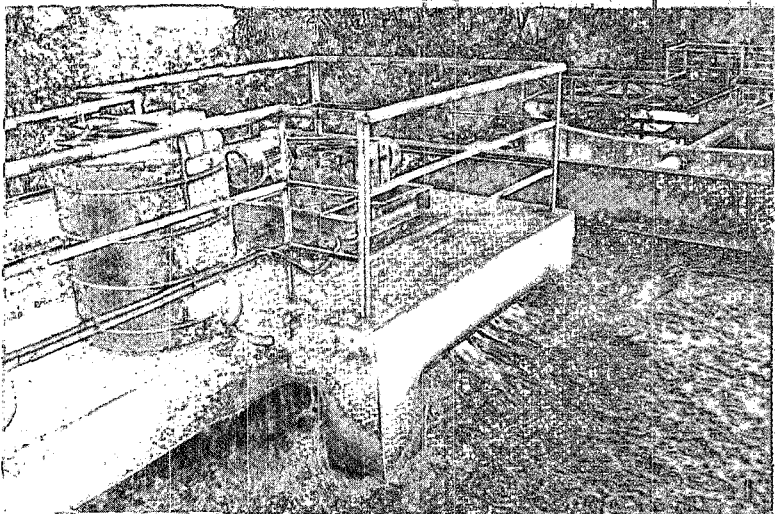


Our proactive environmental policy includes constant air quality monitoring, clean mining techniques, a decisive strategy for rehabilitation of used mines and a dedicated tree plantation drive.

Environment conservation is achieved through steps such as recycling of water, the quest for renewable energy sources, alternate fuels and raw materials.

A Wind Energy Farm was commissioned in Tamil Nadu to promote green energy.

Our Waste Management group entered new contracts with waste generators from different industrial processes for the co-processing of hazardous and non hazardous waste.



Providing Education for Society's Future

ACC schools in our townships continue to maintain high educational standards. These are open to all children of the vicinity.

ACC entered partnerships with several State Governments and industry associations to upgrade the quality of education at Industrial Training Institutes (ITI) located near our plants.

The prestigious Sumant Moolgaokar Technical Institute at Kymore was reopened with a fresh mandate and curriculum to complement the education provided at ITIs. The curriculum at the Regional Training Centre in Jamul has also been redesigned to offer professional technical courses of relevance to manufacturing sectors such as cement.

