

ACC

Sada Atoot Raho

Embracing Tomorrow

ACC Limited
76th Annual Report 2011



Board of Directors

Mr N S Sekhsaria
Chairman

Mr Paul Hugentobler
Deputy Chairman

Mr Kuldip Kaura
Chief Executive Officer &
Managing Director

Mr S M Palia

Mr Naresh Chandra

Mr Markus Akermann

Mr M L Narula

Mr R A Shah

Mr Shailesh Haribhakti

Mr Aidan Lynam

Mr Sushil Kumar Roongta

Mr Ashwin Dani

Audit Committee

Mr Shailesh Haribhakti, Chairman

Mr S M Palia

Mr Naresh Chandra

Mr Paul Hugentobler

Mr Sushil Kumar Roongta

**Shareholders'/Investors'
Grievance Committee**

Mr Paul Hugentobler, Chairman

Mr M L Narula

Mr Kuldip Kaura

Compensation Committee

Mr N S Sekhsaria, Chairman

Mr Paul Hugentobler

Mr Shailesh Haribhakti

Compliance Committee

Mr R A Shah, Chairman

Mr Naresh Chandra

Mr Shailesh Haribhakti

Mr Paul Hugentobler

Mr Kuldip Kaura

CAPEX Committee

Mr Paul Hugentobler, Chairman

Mr S M Palia

Mr M L Narula

Mr Aidan Lynam

Mr Sushil Kumar Roongta

Mr Kuldip Kaura

Managing Committee

Mr Kuldip Kaura, Chairman

Mr Sunil Nayak

Mr J DattaGupta

Mr Ramit Budhreja

Mr Rajiv Prasad

Mr Vivek Chawla

Mr Shakti Arora

**Company Secretary &
Head Compliance**

Mr Burjor D Nariman

Auditor

S R Batliboi & Associates

Cost Auditor

N I Mehta & Company

Bankers

State Bank of India

Citibank, N.A.

The Hongkong & Shanghai
Banking Corporation Limited

HDFC Bank Limited

ICICI Bank Limited

Registered Office

Cement House
121 Maharshi Karve Road
Mumbai 400 020

Website: www.acclimited.com

Contents

Introductory Profile	01-13
Performance Highlights	14-16
Financial Highlights	17
Economic Value Added	18
Notice	19-23
Directors' Report and Management Discussion & Analysis	24-32
Annexures to Directors' Report	33-36
Corporate Governance	37-62
Financial Analysis	63-69
Auditor's Report	70-73
Balance Sheet	74
Profit and Loss Account	75
Cash Flow Statement	76
Schedules (1 to 18)	77-108
Balance Sheet Abstract and Company's General Business Profile	109
Statement under Section 212	110
Consolidated Financial Statements	111-143

Accounts – Subsidiary Companies

ACC Concrete Limited	144-160
ACC Mineral Resources Limited	161-171
Bulk Cement Corporation (India) Limited	172-184
Encore Cement & Additives Private Limited	185-199
Lucky Minmat Limited	200-213
National Limestone Company Private Limited	214-224

Annual General Meeting

On Wednesday, March 28, 2012
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.

Our performance in 2011 was satisfying. We want to sustain this progress to ensure that the company continues on its growth trajectory.

Our core processes exhibit vitality, teamwork and innovativeness which will help the entire organization to move together and seize various growth opportunities that come our way.



Plant Operations



ACC Wadi

The state-of-the-art kiln at Wadi, the Kudithini and Thondebhavi grinding plants in Karnataka and the Chanda clinkering line in Maharashtra stabilized during the year. The other plants improved in overall performance, efficiency and productivity.

Four of our plants received national manufacturing excellence awards.

We aim to sustain this trend, particularly in respect of key deliverables like capacity utilization, energy efficiency, quality, safety, maintenance and cost competitiveness. We wish to raise the bar in manufacturing performance through continuous improvements in operation processes, comprehensive maintenance and high safety standards.



ACC Chanda



ACC Lakheri



ACC Gagaj



Customer Service



One of our most important objectives is to provide superior value to our customers through continuous improvements in quality and service levels.

A large and committed dealer network, are partners in servicing customers throughout the country.

Special application cements namely, F2R, Concrete+ and Coastal+, were extended to new regional markets and were well received.



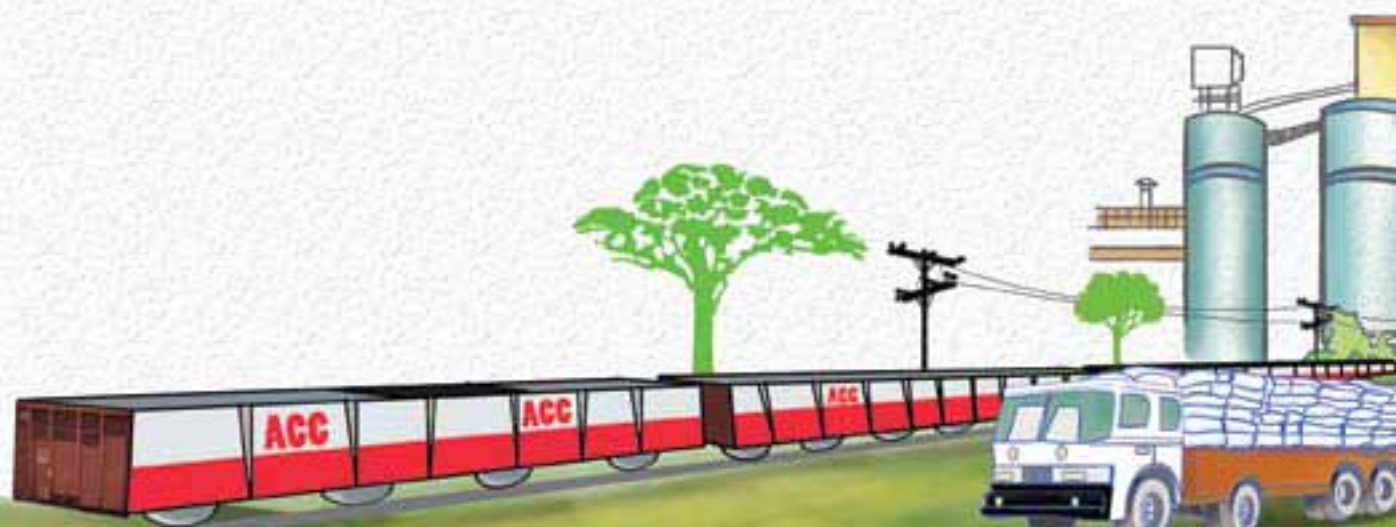
Reaching the End-user



Efficient distribution and logistics management is a key differentiator in customer servicing.

We initiated a plan to enhance delivery performance by improving in-plant logistics, optimizing rail movement, faster vehicle turnaround time and better warehousing.





Sustainability

We are proud of our track record as a trend-setter among cement companies in sustainable development. An overarching target is the reduction of carbon dioxide emissions through improvements in each major stage of production in different ways:

- a) by promoting blended cements
- b) by implementing improvements in energy efficiency
- c) by promoting the use of alternative fuels and raw materials (AFR)
- d) by promoting clean green technologies



We actively support water management and conservation schemes for the communities around our operations.



ACC's environment-friendly ethos is illustrated by the green campus of our plants.