



Enhancing
Customer Value

ACC LIMITED
79th Annual Report 2014



Board Of Directors

(As on February 3, 2015)

Mr N S Sekhsaria
Chairman

Mr Bernard Terver
Deputy Chairman

Mr Harish Badami
*Chief Executive Officer &
Managing Director*

Mr Bernard Fontana

Mr Shailesh Haribhakti

Mr Aidan Lynam

Mr Sushil Kumar Roongta

Mr Ashwin Dani

Mr Farrokh K Kavarana

Mr Vijay Kumar Sharma

Mr Arunkumar Ramanlal Gandhi

Mrs Falguni Nayar

AUDIT COMMITTEE

Mr Arunkumar Gandhi
Chairman

Mr Bernard Terver

Mr Sushil Kumar Roongta

Mr Ashwin Dani

Mr Farrokh K Kavarana

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Mr Bernard Terver
Chairman

Mr Shailesh Haribhakti

Mr Harish Badami

NOMINATION AND REMUNERATION COMMITTEE

Mr Ashwin Dani
Chairman

Mr N S Sekhsaria

Mr Bernard Terver

Mr Shailesh Haribhakti

Mr Farrokh K Kavarana

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Mr Shailesh Haribhakti
Chairman

Mrs Falguni Nayar

Mr Farrokh K Kavarana

Mr Harish Badami

RISK MANAGEMENT COMMITTEE

Mr Shailesh Haribhakti
Chairman

Mrs Falguni Nayar

Mr Aidan Lynam

Mr Harish Badami

COMPLIANCE COMMITTEE

Mr Farrokh K Kavarana
Chairman

Mr Bernard Terver

Mr Shailesh Haribhakti

Mr Harish Badami

CAPEX COMMITTEE

Mr Bernard Terver
Chairman

Mr Aidan Lynam

Mr Sushil Kumar Roongta

Mr Shailesh Haribhakti

Mr Harish Badami

EXECUTIVE COMMITTEE

Mr Harish Badami
Chairman

Mr Sunil Nayak

Mr J DattaGupta

Mr Rajiv Prasad

Mr P N Iyer

Mr Joydeep Mukherjee

Mr Ranjan Sachdeva

Mr Behram Sherdiwala

COMPANY SECRETARY & HEAD COMPLIANCE

Mr Burjor D Nariman

AUDITOR

S R B C & CO LLP

COST AUDITOR

N I Mehta & Company

ANNUAL GENERAL MEETING

On Friday, March 20, 2015 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.*

BANKERS

State Bank of India
Citibank NA
HDFC Bank Limited

REGISTERED OFFICE

Cement House
121 Maharshi Karve Road
Mumbai 400 020

Website: www.acclimited.com

CONTENTS

01-13	Introductory Profile
14-16	Performance Highlights
17	Financial Highlights
18	Value Added Statement
19-24	Notice
25-42	Board's Report and Management Discussion & Analysis
43-63	Annexures A-D to Board's Report
64-97	Corporate Governance

98-110	Business Responsibility Report
111-118	Financial Analysis
119-123	Auditor's Report
124	Balance Sheet
125	Statement of Profit and Loss
126-127	Cash Flow Statement
128-168	Notes to Financial Statements
169	Statement under Section 212
170-215	Consolidated Financial Statements

Subsidiary Companies

S1-S12	ACC Mineral Resources Limited
S13-S27	Bulk Cement Corporation (India) Limited
S28-S41	Lucky Minmat Limited
S42-S56	National Limestone Company Private Limited
S57-S69	Singhania Minerals Private Limited

Enhancing Customer Value

Inspired by our Group vision, we follow a Customer Charter that comprises a set of guiding principles to lead us on the path to be a customer-centric organisation. Three fundamental commitments ensure that we remain focused on the customer in everything we do:

- We are easy to do business with
- We keep our promises
- We create value

The main customers we serve are end consumers - individual home builders, industrial, infrastructure and commercial projects and those who use our cement as raw material. But we also serve many others who in turn assist us in reaching and servicing our end consumers - our vast network of channel and supply chain partners, masons, contractors, architects, and engineers.

In keeping with our commitments, our Customer Charter puts forth three simple objectives for us to follow:

- Consistently meet highest product quality standards
- Consistently serve, support and seek feedback from end-consumer
- Consistently develop and upskill our channel partners and influencers

Foremost in the charter is the demand that we provide a safe and secure environment which ensures zero harm to customers and the communities we deal with, beyond the boundaries of our plants and establishments.

Our customer-centric approach is designed to enrich the customer experience and enhance customer value.



A Customer Centric Approach

In adopting a customer-centric approach we mean simply to demonstrate value in everything we do for our customers. We endeavour to give our customers three valuable offerings:

Superior products

Superior logistics

Superior Query & Complaint Handling

We have strived to ensure that the customer - the most valued among our stakeholders - sees and experiences value in everything we do to fulfil his or her needs at every stage, in every transaction, in every interface.

Superior Products

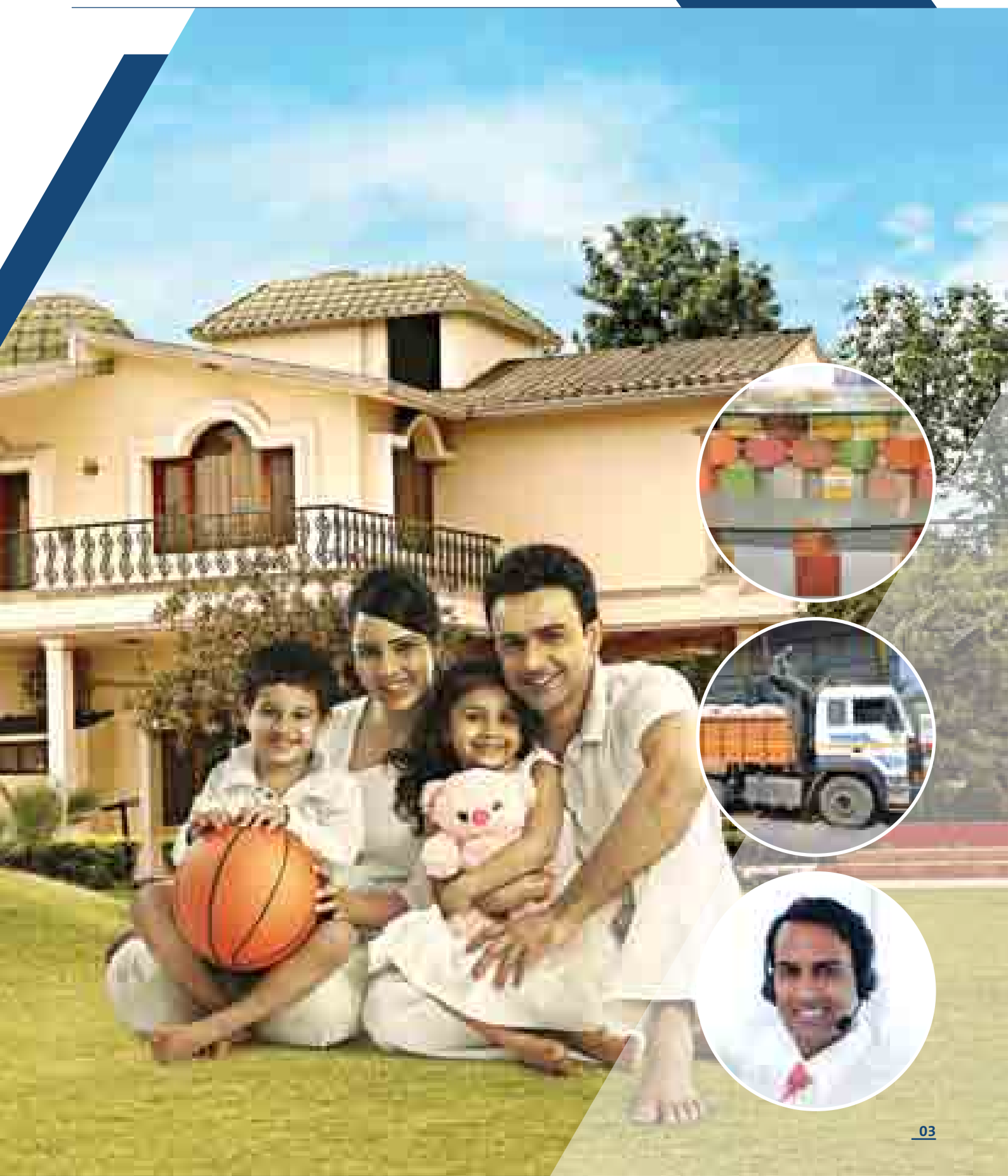
This translates into Quality Products and Quality Packaging that are designed to far exceed minimum statutory standards or meet the specifications agreed with the customer. We assure the customer the best in cement and ready mixed concrete.

Superior Logistics

We promise to deliver on-time and in full. We continue to make steady progress with our on-going logistics management plan to achieve best-in-class performance in terms of cost-to-serve and time-to-serve, reducing lead distances and eliminating multiple handling through a focus on safety, people, vehicles and processes. A logistics strategy blueprint tool is in place that maps every plant on critical key performance indicators. GPS (Global Positioning Systems) and RFID (Radio Frequency Identification Device) modules have been successfully deployed at eleven and nine plants respectively which is helping improve overall turn-around time.

Superior Query & Complaint Handling

Customer relationship management systems help us manage interactions and transactions with customers. A multi-nodal system is now in place for complaint logging and handling and targeted cycle closure. We track the resolution of issues and complaints through Loop closures for complaint through the Customer Complaint System. In addition, our frontline sales force now interacts increasingly with end-consumers to understand their expectations through the unique 5Ps survey for feedback on product, packaging, pricing, promotion and placement.



Enriching Customer Experience



Our vision requires that we work to ensure that the customer perceives value in all that we do to fulfil his needs in every interface with us. It is this that creates a special customer experience which we strive to enhance. Again, our customer denotes every partner in our supply chain right up to the end user.

Our Clean Bag project is based on the belief that cement bags create an enduring impression in the customer's mind. We define a "Clean" bag as one that not only looks appealing but also carries the correct weight, is dust free and sturdy enough to withstand multiple handling without any unseemly damage in the journey to the end user. It is a tough task that involves a host of improvements

from the plant to the customer. A clean bag signifies concern for all stakeholders.

Every frontline sales personnel spends a day at a retail counter to observe in-store consumer behavior from the moment a customer enters till the actual purchase is concluded. This helps us understand the buying process, what a consumer is looking for and the drivers that lead to final purchase.

We engage with each group of customers, supply chain members and influencers to impart product knowledge and appropriate skill development.

Individual Home Builders are offered Technical Services by our Customer Service teams from basic visits to give knowledge to more customized and fee-based services like site mix concrete design, concrete testing at site and site supervision. We conduct regular Consumer Camps and family level meets for the customers in addition to distributing product literature and informative pamphlets on good construction practices. In 2014, our sales offices interacted with 3000 individuals in family meets while 30,000 attended our consumer camps.

Our Customer Service teams also connect with construction engineers and contractors through a mix of engagements such as technical training programmes, seminars and plant visits. In 2014, we conducted such training for 8000 persons while 500 persons made visits to our cement plants.



Our Channel Partners



ACC's vast network of dealers and retailers, our channel partners, plays a fundamental role in reaching out to customers - in making our cement available and providing them primary service. Channel partners play a vital role in the successful sale of our products. They are central to the continued success of our brand equity. Through their effort and attentiveness, channel partners are responsible for contributing over three-fourths of our business.

On our part, we endeavour to team up with channel partners who have the required mind-set that makes them responsive to customers. Channel partners work in tandem with our sales teams. We provide them with a range of our quality products and assure them of the marketing, customer service and logistics support they need to succeed in serving the market and delivering value to satisfied customers. We offer them opportunities for skill development and training in product knowledge. We measure our responsiveness to them with tools like Easy ACCess. And we gauge their satisfaction with us through regular structured surveys. Channel partners act as our valuable ambassadors.

Our latest initiative of Green Building Centres being established in semi-urban and rural markets as a hub for affordable cement based products, other building materials and housing components has unfurled a whole new kind of opportunity in creating a different kind of channel partnership.



Cementing Relationships

Going well beyond being a mere tagline, this means so much more to us. Cementing relationships represents the core of our philosophy in the manner we engage with our stakeholders beginning with the customer and all others in our supply chain - our channel and logistics partners, engineers, contractors, masons and other influencers.

We reach out to customers through promotion campaigns in print and electronic media as well as through social media to create continuous visibility that makes a strong brand impact. We track our brand equity regularly to get insights that help us assess how we are perceived and identify areas of improvement.

Our sales force and customer service personnel regularly connect with customers to meet their needs, thus creating enduring relationships. In addition, other employees are also encouraged to spend a day with customers on a regular basis so that the whole organization is engaged around what the customer needs and values in our products and service. As our network and products reach out to touch the lives of millions of Indians, it is a privilege to receive the customers' vote of confidence that recognizes ACC as being one of the country's most trusted brands.

