



Building the Nation and
the Company

ACC LIMITED
81st Annual Report 2016



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Board of Directors (as on February 3, 2017)

Mr N S Sekhsaria

Chairman

Mr Eric Olsen

Deputy Chairman

Mr Harish Badami

*Chief Executive Officer &
Managing Director*

Mr Neeraj Akhoury

*Managing Director & Chief
Executive Officer (Designate)*

Mr Martin Krieger

Mr Shailesh Haribhakti

Mr Sushil Kumar Roongta

Mr Ashwin Dani

Mr Farrokh K Kavarana

Mr Vijay Kumar Sharma

Mr Arunkumar R Gandhi

Mrs Falguni Nayar

Mr Christof Hässig

AUDIT COMMITTEE

Mr Arunkumar R Gandhi
Chairman

Mr Martin Krieger

Mr Sushil Kumar Roongta

Mr Ashwin Dani

Mr Farrokh K Kavarana

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Mr Farrokh K Kavarana

Chairman

Mr Shailesh Haribhakti

Mr Harish Badami

NOMINATION & REMUNERATION COMMITTEE

Mr Ashwin Dani

Chairman

Mr N S Sekhsaria

Mr Martin Krieger

Mr Shailesh Haribhakti

Mr Farrokh K Kavarana

Mr Eric Olsen

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 Sushil Kumar Roongta

Mr Harish Badami

COMPLIANCE COMMITTEE

Mr Farrokh K Kavarana

Chairman

Mr Shailesh Haribhakti

Mr Sushil Kumar Roongta

Mr Harish Badami

EXECUTIVE COMMITTEE

Mr Harish Badami
CEO & Managing Director

*(Chairman of Executive
Committee)*

Mr Sunil K Nayak

Chief Financial Officer

Mr Philip Mathew

Chief Manufacturing Officer

Mr Jayanta Datta Gupta

Chief Marketing Officer

Mr Behram Sherdiwala

Chief People Officer

COMPANY SECRETARY & HEAD COMPLIANCE

Mr Burjor D Nariman

AUDITOR

S R B C & CO LLP

COST AUDITOR

N I Mehta & Co.

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

ANNUAL GENERAL MEETING

*On Wednesday,
March 29, 2017 at 3:00 pm
at Birla Matushri Sabhagar
19, Sir Vithaldas
Thackersey Marg
Mumbai 400 020*

*Members are requested to
kindly bring their copy of
the Annual Report to the
Meeting*



Chairman's Message

In 2016, your Company completed eight decades of its tryst with the Nation, a vintage enjoyed by a mere handful of names in our corporate annals.

2016 was also a testing year, with an economy that failed to energize the construction sector and confronted the cement market with subdued sales. But amid these challenges, there were positive developments in both cement and ready mixed concrete segments by way of greater cost efficiency, strengthened product development and energetic customer excellence initiatives.

The Jamul integrated project was successfully completed during the year, showcasing the country's most modern plant with state-of-the-art features that enable it to meet global standards.

Last year your Company strengthened its association with Ambuja Cements Limited and the worldwide LafargeHolcim group in a manner that enables it to derive greater synergies.

Mr Neeraj Akhoury takes over as Managing Director & CEO with effect from February 4, 2017 in place of Mr Harish Badami who tendered his resignation as Chief Executive Officer & Managing Director.

Made up of eminent personalities of professional prowess and indubitable integrity, the Board guides the company in retaining its reputation of being professionally managed with its core values firmly rooted in demonstrating sound ethics and good corporate citizenship to deliver maximum value to its stakeholders.

“ Last year your Company strengthened its association with Ambuja Cements Limited and the worldwide LafargeHolcim group in a manner that enables it to derive greater synergies. ”

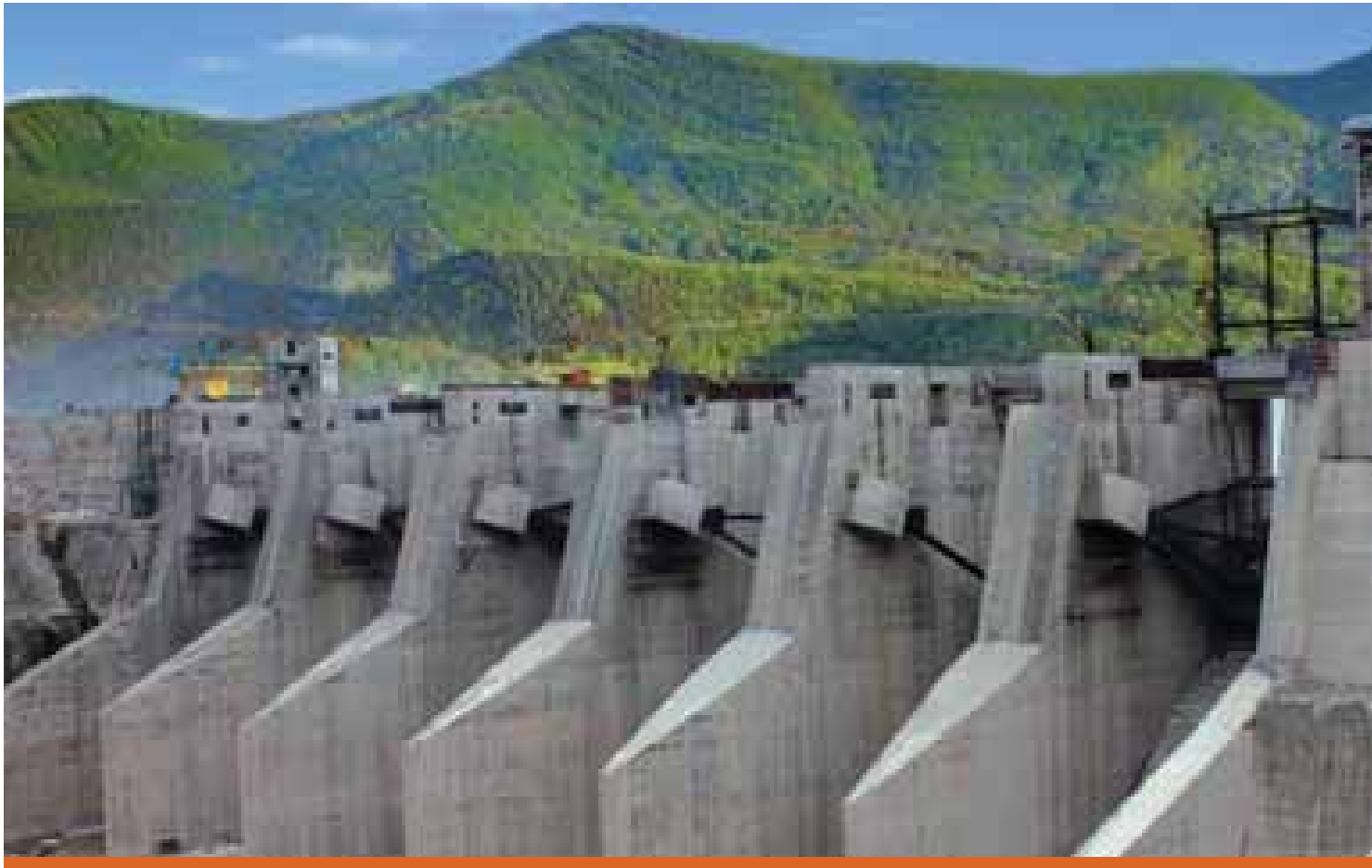
The Union Budget proposals announced this February have brightened prospects for the national economy with plans that are expected to advance macroeconomic growth, boost investor confidence and provide impetus to the rural economy. The cement industry and we are particularly enthused by measures devised to accelerate investment in infrastructure development and housing sector.

In this unfolding scenario, I am confident that your Company's continued focus on cost competitiveness and the thrust on enhancing customer excellence will help it present an improved performance.

ACC has a strong and dedicated team of employees, responsive to every problem; as always I am confident they will also rise to meet any challenge with purposeful grit and determination.

Narotam Sekhsaria

Building India





In the eight decades of the company's operations, its products and services have been used in raising mega structures and iconic landmarks that symbolize a nation in progress.

ACC has played a meaningful role in the nation building process, providing quality building materials and services and sharing its expertise - touching the lives of generations of people in cities, towns and villages. Its presence has been vital in raising mega structures like dams, canals, irrigation schemes, power plants, ports, roads and railways besides enabling urban transformation with skyscrapers, flyovers & bridges, airports and metro rail projects.

An indefatigable workforce supported by an extensive network of channel partners who cater to a vast number of individual house builders has marked ACC as a brand to trust for durability.



As the government moves ahead with plans for greater investments in infrastructure development, Smart Cities and urban transformation, the company has also revved up its capability to provide quality building materials and services to match the engineering excellence that go into implementing ambitious projects necessary in these segments.



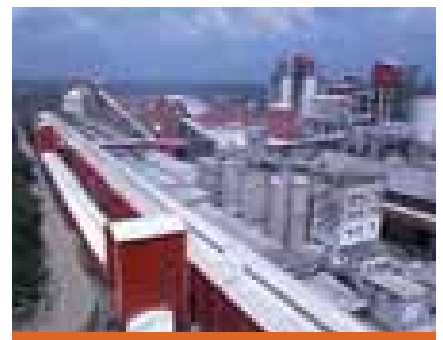
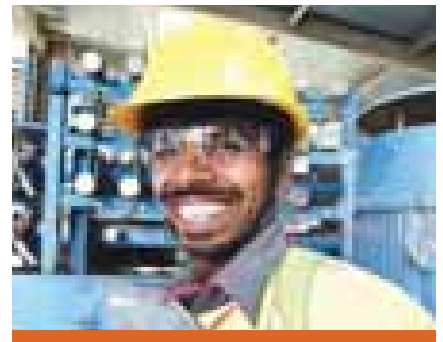
Made In India

- Manufacturing Excellence



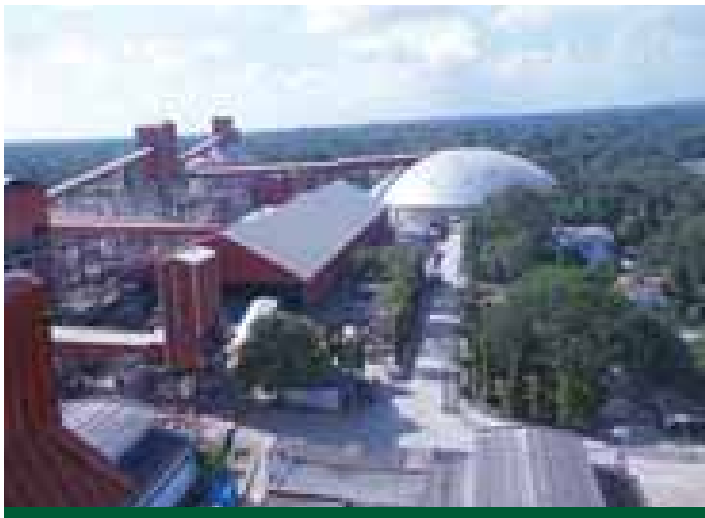
ACC has been an unrivalled pioneer in India's cement and concrete industries. Its facilities for the manufacture of cement and concrete, which have state-of-the-art technology including a considerable degree of automated process control systems, demonstrate high performance levels and assure consistent quality to match world class standards. The recently commissioned new Jamul Integrated Plant is in itself a showcase of India's project and engineering excellence.

ACC Cement and Concrete plants are capable of meeting specific needs of customers – beginning with the basic requirements of individual builders of small homes to the complex and challenging demands of mega projects for High Performance Concrete and other specialized applications.





In making continuous strides to upgrade and assimilate the latest best practices, the Company benefits from its association with LafargeHolcim, the world leader in building materials industry, which has over 2500 operations in 90 countries. An alliance with such a vast industrial array permits a remarkable opportunity for referencing and global benchmarking.



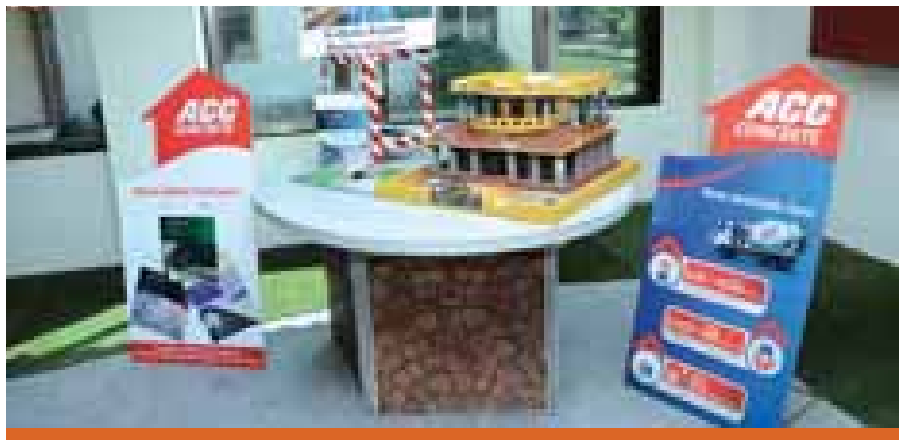
ACC's team of engineers, shopfloor associates and workers are considered among the best in the country. All plants follow a strict regimen of safety management protocols.

Building Innovativeness

- World Class Excellence in Cement and Concrete



ACC's unique track record of innovative research and development has led to its recognition as a pioneer and trendsetter with several breakthroughs in cement and concrete over the years and more recently to include many new products that have widened its portfolio of value-added varieties of cement and concrete for special and customized applications.





The customer is the pivot in the process of innovation, quality and product development - with systems in place to harvest new customer insights and expectations to improve on service levels. With the customer strategically ensconced in the driver's seat of the planning process, a purposeful direction and metrics emerge in the context of decision-making in all aspects of creating and securing value for the customer.



ACC pioneered the distribution of Bulk Cement and Ready Mixed Concrete and is among the largest suppliers of concrete in the country. These two products have been contributing significantly to the construction industry - ushering in sophisticated practices and accelerating the pace of large infrastructure, industrial and housing projects.



Building Trust

- Board of Directors *(as on February 3, 2017)*



Mr N S Sekhsaria
Chairman



Mr Eric Olsen
Deputy Chairman



Mr Harish Badami
*Chief Executive Officer &
Managing Director*



Mr Neeraj Akhoury
*Managing Director & Chief
Executive Officer (Designate)*



Mr Martin Kriegner



**Mr Shailesh
Haribhakti**



**Mr Sushil Kumar
Roongta**



Mr Ashwin Dani



**Mr Farrokh K
Kavarana**



Mr Vijay Kumar Sharma



Mr Arunkumar R Gandhi



Mrs Falguni Nayar



Mr Christof Hässig