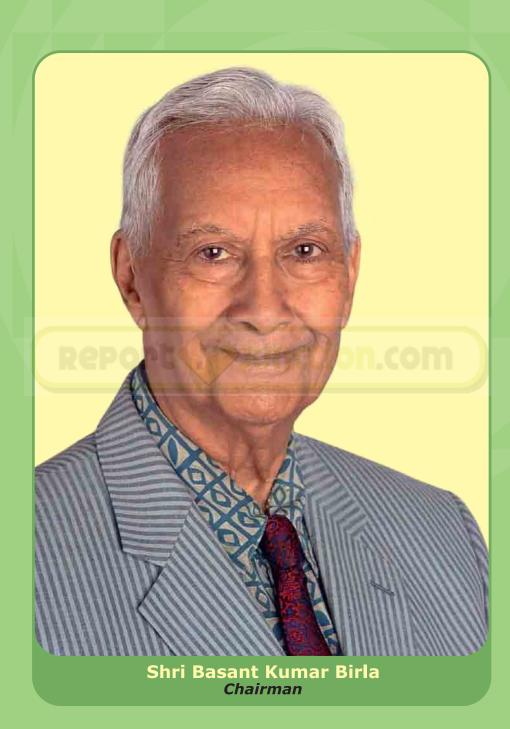


Meeting New Challenges Everyday!





Message of the Chairman

n a globalised environment, it is inescapable that our economy, while it has the benefit of a big domestic market, will be impacted by developments outside. The global financial crisis triggered by subprime lending and the consequent economic contraction in the US, Europe and Japan reminded us of the Great Depression. You will have noted that as major economies like the US and Japan slipped into recession, our exports recorded negative growth every month in the second half of 2008–09. The fall in non- oil imports in the final quarter of 2008–09 is to be seen as a statement of howsome of the sectors of our industrial economy is faring.

What I, however, find reassuring is that the world leadership, including our own, has risen to the occasion so splendidly that we have nowstarted seeing the green shoots of economic recovery. On the back of stimulus packages by individual countries, has come the decision at the G20 summit to make available \$1 trillion of additional lending, mostly through the I nternational Monetary Fund, to end the worldwide slump. We must have global economic recovery but at the same time we have to see that economic nationalism does not raise its head in the form of protectionism. The welfare of many of our industries depends on free access to the world market.

It speaks volumes of the resilience of the Indian economy that even while it is still being debated as to how far away the world's major economies are from a turnaround, we will be seeing a GDP growth of 6 to 7 per cent this year. Our growth will be riding on the back of domestic demand. I shall still be urging our government to ensure that industry has the benefit of greater liquidity.

The working of the Cement Sections of your company will be significantly influenced by investment in infrastructure development and house construction. The government assures us that there is going to be no let up in pushing through infrastructure projects. Hopefully, it will not be very long before house construction, backed by easy bank loans, gets a boost. The new financial year has begun on a promising note for the automobile industry with all major players reporting healthy rise in sales. This should bring good tidings for the Tyre Section, which is expanding capacity in a big way.

Basant Kumar Birla

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Registered Office

8th Floor, Birla Building 9/1, R. N.Mukherjee Road Kolkata 700 001

Bankers

State Bank of India-Lead Bank

Allahabad Bank, BNP Paribas, Canara Bank, Citibank N. A., HDFC Bank Ltd., Hongkong and Shanghai Banking Corpn. Ltd., ICICI Bank Ltd., IndusInd Bank Ltd., Standard Chartered Bank, State Bank of Hyderabad, State Bank of Indore, State Bank of Bikaner & Jaipur, State Bank of Mysore and UCO Bank.

uditors

Messrs Price Waterhouse

Share Transfer Agent

MCS Ltd., 77/2A, Hazra Road, Kolkata 700 029

Shareholders seeking information on accounts published herein are requested to send their queries to the Company at least TEN days before the date of the Meeting.

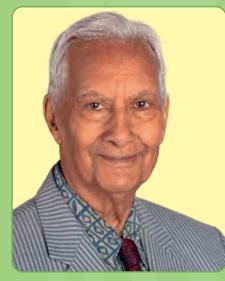
Members are requested to bring at the meeting with them the printed copy of Annual Report & Accounts being sent to them along with the Notice to avoid inconvenience.



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BOARD OF DIRECTORS

Shri Basant Kumar Birla Chairman



Shri Krishna Gopal Maheshwari Shri Bhagwati Prasad Bajoria





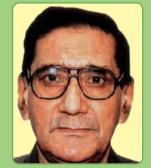
Shri Pesi Kushru Choksey



Shri Amitabha Ghosh



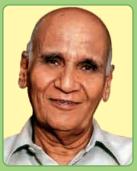
Shri Govind Ballabh Pande (Nominee of LICI)



Shri Prasanta Kumar Mallik



Smt. Manjushree Khaitan



Shri Shiv Kumar Parik (Also Company Secretary)

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TEAM OF EXECUTIVES

Shri K. C. Jain

Sr. President **Cement Sections &** Manager of the Company

CORPORATE OFFICE

Shri U. S. Asopa Sr. Vice President (Finance)

Shri S. R. Chamaria Sr. Vice President (Accounts & HRD)

Shri Suresh Sharma Sr. Vice President (Commercial)

Shri G. K. Ojha Vice President (Secretarial)

Shri Vikash Agarwal Vice President (Taxation)

VASAVADATTA CEMENT SECTION

Shri D. S. Bindra Shri P. R. Sharma Shri C. K. Jain Shri P. S. Rao Shri Yaswant Mishra Shri O. P. Sharma Shri I. K. Purohit Shri R. K. Gandhi Shri A. C. Basak Shri Ajit Kulkarni Shri B. K. Sharma

President Joint President Joint President (O&M and TPH) Joint President (Projects) Sr. Vice President & Marketing Head Vice President (Commercial) Vice President (Sales & Marketing) Vice President (Production & Quality Control) Vice President (Mines) Vice President (HR) Vice President (Mechanical)

KESORAM CEMENT SECTION

Shri S. V. Tapadia Shri K. L. Narayana Rao Joint President (Technical) Shri Rajesh Garg Shri Mahesh Agarwal Shri Ashok Ostwal

Joint President (Fin. & Admin.) Vice President (Mines) Vice President (Technical) Vice President (Sales & Marketing)

BIRLA TYRES SECTIONS

Shri Deepak Tandon Shri R. K. Shah Shri A. K. Uppal Shri Anoj Agarwal Shri Anupam Dutta Shri S. K. Patodia Shri Praveen Mehta Shri P. K. Mitra Shri Arindam Gupta Shri S. C. Sood Shri Kanti Chaudhury

Sr. President Sr. Vice President (Commercial) Sr. Vice President (Marketing) Sr. Vice President (Commercial) Sr. Vice President (Technical) Vice President (Commercial) Vice President (Sales) Vice President (Engineering) Vice President (Production) Vice President (Commercial) Vice President (Production)

RAYON & TRANSPARENT PAPER SECTIONS

Shri J. D. Palod Shri J. P. Bohra Shri S. C. Tripathy Shri S. S. Singhania Shri A. K. Kejriwal

Sr. President Joint President (Finance) Sr. Vice President (Technical) Vice President (Engineering) Vice President (Marketing)

HINDUSTHAN HEAVY CHEMICALS SECTION

Shri M. L. Bhattacharya Shri H. R. Dudhoria

SPUN PIPES SECTION

Shri Sadhan Sarkar

Sr. Vice President (Works) Vice President (Commercial)

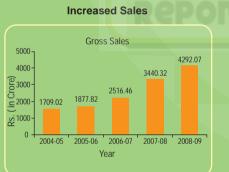
Dy. General Manager

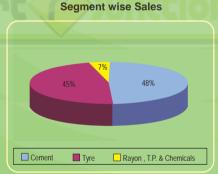
PERFORMANCE HIGHLIGHTS

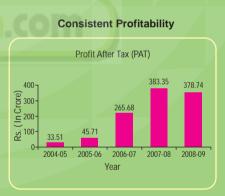
The following highlights for the year under review are given in comparison to immediate previous year.

Gross Sales have risen from Rs. 3440.32 Crore to Rs. 4292.07 Crore. Profit after tax has slightly decreased from Rs. 383.35 Crore to Rs. 378.74 Crore. Earning per share has slightly decreased from Rs. 83.80 to Rs. 82.80. Dividend per share is maintained at last years' rate i.e. Rs. 5.50 per share. Increased networth from Rs. 981.92 crore to Rs. 1330.10 crore.

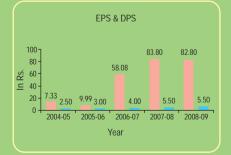
The charts below show the current year's segment-wise sales and previous five years position.







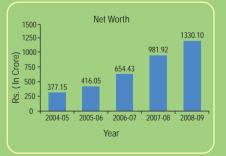
Consistent Earning Per Share (EPS) & Dividend Per Share (DPS)



Price Earning Ratio (P/E Ratio) Pattern



Increased Net Worth

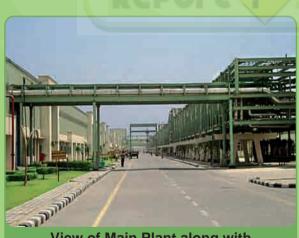


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NEW TYRE PLANT AT HARIDWAR IN UTTARAKHAND



Main Gate



View of Main Plant along with Piping Bridge



Green Tyre Assembly in Progress



Green Tyre Curing in Progress

AWARD



Shri K. C. Jain, Sr. President Cement Sections & Manager of the Company, receiving the FAPCCI Award for *"Excellence in Rural Development"* for the year 2006-07 from the Hon'ble Chief Minister of Andhra Pradesh, Dr. Y. S. Raja Sekhara Reddy, on 04.12.2008.