



SHREE CEMENT LIMITED

Annual Report - 2004 - 05



There is no such place as the top.
There are always greater heights to attain.

**Disclaimer on forward looking statements:**

This document contains forward-looking statements that anticipate certain actions and results of the company on the basis of current assumptions about the future. There has been an attempt to qualify such assertions with words like 'plan', 'project', 'expect', 'estimate', 'envisage', 'anticipate', 'believe', 'intend', 'will' and other phrases that convey their essence. Although, the company has every reason to believe that its assumptions about the future are likely to hold, it cannot assume responsibility for them because of the associated uncertainty. As such, although the company will do its utmost to realise, wherever applicable, the forward-looking statements made with reference to its intentions in this document, it cannot and does not guarantee them. Further, the company assumes no responsibility of publicly amending, modifying and revising any such statements in the light of subsequent developments, events, information or other facts pertaining thereto.



One of the most powerful forces on the planet. Human civilization and advancement hinge critically on the perpetual dissatisfaction of ideators and innovators with their present condition. Their ability to see beyond it. Their agility to do something about it. And, once the goal has been achieved, their zeal to ask 'What next?'. This annual report pays a tribute to individuals and instances that inspire such a spirit. A spirit that Shree Cement is all about.

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What's Next?



Contents



Shree: A quick scan

➤ The company	11
➤ Vision, philosophy and mission	13
➤ Performance highlights	15
➤ Awards and milestones	19
➤ In the media	21
➤ Selected people ideas	23

The industry

➤ Industry scenario	27
---------------------	----

Looking back; looking ahead

➤ Shree overall	33
➤ Materials management	36
➤ Logistics management	40
➤ Information technology	42
➤ Captive power	44
➤ People	46
➤ Quality and R&D	50
➤ Manufacturing	52
➤ Finance	54
➤ Marketing	58
➤ Brand management	60
➤ Sustainable development	62
➤ E&Y Assurance Report on CSR	66
➤ Ratio analysis	68

Capacity addition

➤ Bangur Cement Project	70
-------------------------	----

From the Board

➤ Risk management	74
➤ Shareholder value	78
➤ Management Discussion and Analysis	80
➤ Five year financial highlights	82
➤ Fifteen year financial highlights	83
➤ Directors' Report	84
➤ Profile of Directors	90
➤ Corporate Governance Report	93

Financial Statements

➤ Auditors' Report	99
➤ Accounts	102

Company details	119
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Report



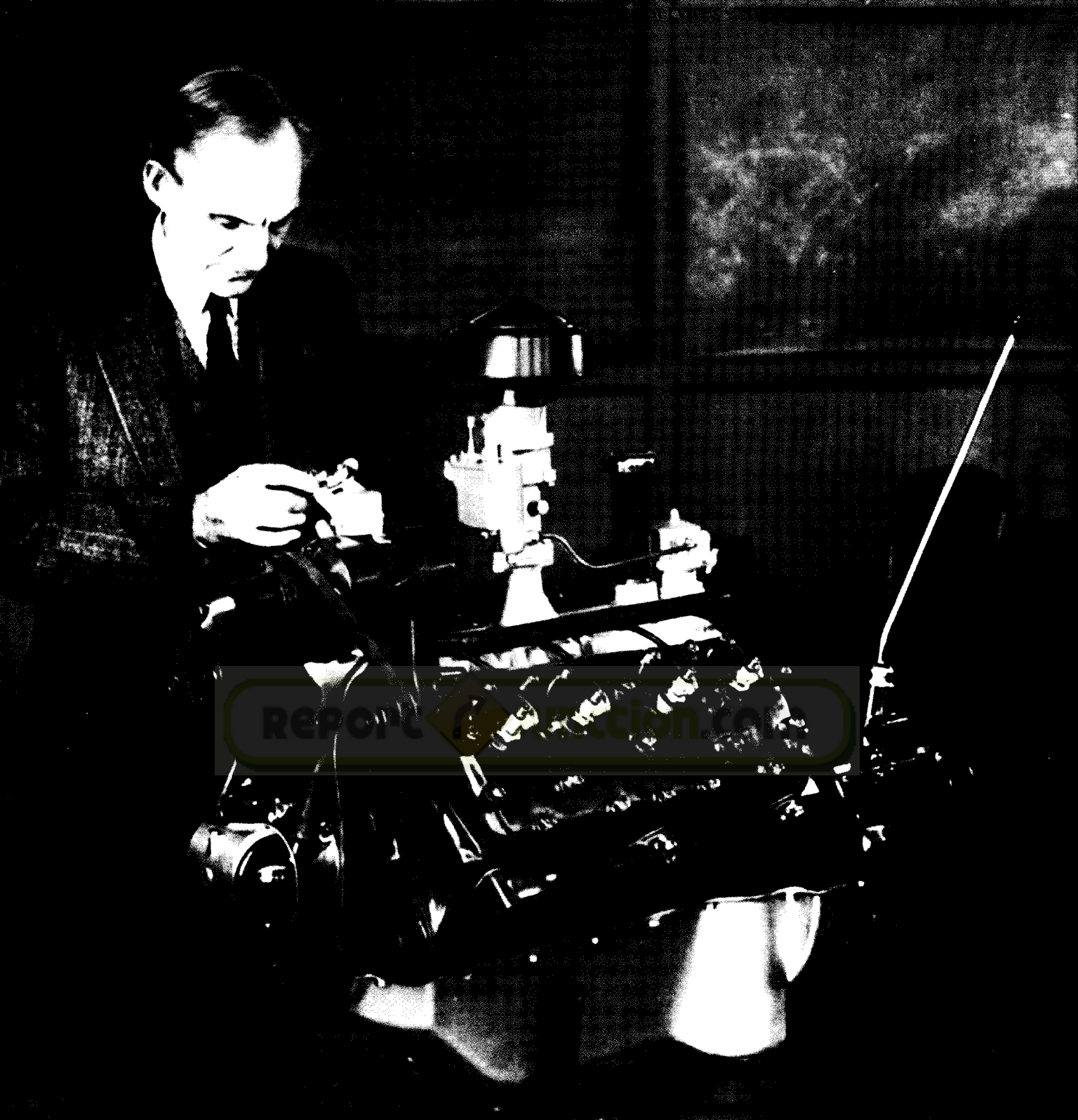
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Though any milestone is a position well reached,
asking '**What next?**' is what makes our people
stand apart. This helps them avoid sitting on the
achievement, puts it into true perspective and
spurs them beyond.

B G Bangur
Executive Chairman



Henry Ford and one of his greatest initiatives.

The single-block V-8 engine. Deemed impossible at the time, Ford's engineers started working on it only because they had faith in the great automobile magnate's vision. The remarkable outcome of a 'What next?' thrust.



Unlocking possibilities
with open minds.

What next?

Impossible is a word best left inside the dictionary

Out in the real world, everything is possible. At least, such faith is what Shree Cement is open to. Because, as someone rightly said, the mind is like a parachute - functions best when open.

At Shree, a production vision of 10 million tonnes per annum (MTPA) by the year 2010 is inspiring people to new heights. Although considered challenging, the target is never deemed impossible. People here believe that their ingenuity and innovative spirit will always find a way.

A continuing thrust on de-bottlenecking and greater sweating of assets is expected to add further impetus to production. Beyond that, output growth will come partly from productivity gains of optimised manpower. It will also arise from capacity investments beyond the upcoming Bangur Cement Project. Shree is presently scouring for limestone deposits and high-gain markets to locate additional cement capacity. The company has drawn up a concrete, step-by-step plan of financing the investments through internal accruals as well as borrowing.



'What Next?'

There can be no great achievement without a grand dream behind it. A big vision is like the quest for the promised land: serves as the rallying cry for a large number of people to give their ingenious best. A massive endeavour also fetches economies of scale and of resource use across all functional levels.

A dedicated rank and file, a committed management, a supportive value chain and inspired efforts all-round epitomise Shree. And this is all we need to achieve an envisaged 10 MTPA production by the year 2010.

B G Bangur
Executive Chairman

