

ACC Limited

77th Annual General Meeting

Chairman's Opening Remarks

Dear Friends

A warm welcome to all of you again.

I am pleased to inform you, of your Company's, financial results, for the year ended, December 31, 2012.

As compared to 2011,

- Sales by volume increased by 2% and by value increased by 11 %
- Operating EBITDA increased by 14%
- Consolidated PAT was Rs 1059 crore as compared to Rs 1301 crore in 2011
- Consolidated PAT would have been higher by Rs 246 crore if the Company had not changed the method of depreciation from Straight Line method to Written Down Value method in respect of Captive Power Plants.

The Board of Directors is recommending, a higher dividend of Rs. 30/- per share, as compared to Rs. 28 last year. This is inclusive of the interim dividend of Rs. 11 paid by the Company in August 2012.

The Indian economy experienced a slowdown in the year 2012. This affected all sectors including the cement industry. However, following some signs of a general revival, cement is expected to perform well in the coming years.

Last year, the Company launched a new excellence programme to deliver superior value to our customers and achieve leadership in cost

of cement production. The programme targets improvements in manufacturing, sales, logistics, procurement and many other areas. This journey of excellence has already started showing good results.

Friends, Your Company has started work on the Jamul expansion project. The project will add 5 million tonnes of capacity. It will be completed in a phased manner by 2015.

As always, sustainable development, will be a strong commitment for the company. Particularly in the areas of safety, alternative fuels and raw materials, renewable energy sources and community development. We will continue, to lead, our industry in this endeavour.

Two of our senior Directors - Mr Naresh Chandra and Mr R A Shah – are stepping down as Directors from the Board of the Company at this Annual General Meeting, as per the Succession Policy. I invite you to join me in thanking them for their outstanding contributions to the Board.

Friends, I also invite you, to join me and the Board of Directors, in thanking all the employees of ACC, led by its management team, for their performance this year. Let us wish them all the best, as they continue to work, for the success of ACC.

Finally, I would like to thank you, dear shareholders, for your enduring support. Let us join hands, to work, towards building a stronger Company.

My best wishes to you all, and your families.

Thank you
Narotam Sekhsaria

Mumbai
April 5, 2013