

ACC

Sada Atoot Raho

Embracing Tomorrow

ACC Limited
76th Annual Report 2011



Board of Directors

Mr N S Sekhsaria
Chairman

Mr Paul Hugentobler
Deputy Chairman

Mr Kuldip Kaura
Chief Executive Officer &
Managing Director

Mr S M Palia

Mr Naresh Chandra

Mr Markus Akermann

Mr M L Narula

Mr R A Shah

Mr Shailesh Haribhakti

Mr Aidan Lynam

Mr Sushil Kumar Roongta

Mr Ashwin Dani

Audit Committee

Mr Shailesh Haribhakti, Chairman

Mr S M Palia

Mr Naresh Chandra

Mr Paul Hugentobler

Mr Sushil Kumar Roongta

Shareholders'/Investors' Grievance Committee

Mr Paul Hugentobler, Chairman

Mr M L Narula

Mr Kuldip Kaura

Compensation Committee

Mr N S Sekhsaria, Chairman

Mr Paul Hugentobler

Mr Shailesh Haribhakti

Compliance Committee

Mr R A Shah, Chairman

Mr Naresh Chandra

Mr Shailesh Haribhakti

Mr Paul Hugentobler

Mr Kuldip Kaura

CAPEX Committee

Mr Paul Hugentobler, Chairman

Mr S M Palia

Mr M L Narula

Mr Aidan Lynam

Mr Sushil Kumar Roongta

Mr Kuldip Kaura

Managing Committee

Mr Kuldip Kaura, Chairman

Mr Sunil Nayak

Mr J DattaGupta

Mr Ramit Budhreja

Mr Rajiv Prasad

Mr Vivek Chawla

Mr Shakti Arora

Company Secretary & Head Compliance

Mr Burjor D Nariman

Auditor

S R Batliboi & Associates

Cost Auditor

N I Mehta & Company

Bankers

State Bank of India

Citibank, N.A.

The Hongkong & Shanghai
Banking Corporation Limited

HDFC Bank Limited

ICICI Bank Limited

Registered Office

Cement House
121 Maharshi Karve Road
Mumbai 400 020

Website: www.acclimited.com

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Annual General Meeting

On Wednesday, March 28, 2012
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.

Our performance in 2011 was satisfying. We want to sustain this progress to ensure that the company continues on its growth trajectory.

Our core processes exhibit vitality, teamwork and innovativeness which will help the entire organization to move together and seize various growth opportunities that come our way.



Plant Operations



ACC Wadi



The state-of-the-art kiln at Wadi, the Kudithini and Thondebhavi grinding plants in Karnataka and the Chanda clinkering line in Maharashtra stabilized during the year. The other plants improved in overall performance, efficiency and productivity.

Four of our plants received national manufacturing excellence awards.

We aim to sustain this trend, particularly in respect of key deliverables like capacity utilization, energy efficiency, quality, safety, maintenance and cost competitiveness. We wish to raise the bar in manufacturing performance through continuous improvements in operation processes, comprehensive maintenance and high safety standards.



ACC Chanda



ACC Lakheri



ACC Gagai



Customer Service



One of our most important objectives is to provide superior value to our customers through continuous improvements in quality and service levels.

A large and committed dealer network, are partners in servicing customers throughout the country.

Special application cements namely, F2R, Concrete+ and Coastal+, were extended to new regional markets and were well received.



Reaching the End-user



Efficient distribution and logistics management is a key differentiator in customer servicing.

We initiated a plan to enhance delivery performance by improving in-plant logistics, optimizing rail movement, faster vehicle turnaround time and better warehousing.





Sustainability

We are proud of our track record as a trend-setter among cement companies in sustainable development. An overarching target is the reduction of carbon dioxide emissions through improvements in each major stage of production in different ways:

- a) by promoting blended cements
- b) by implementing improvements in energy efficiency
- c) by promoting the use of alternative fuels and raw materials (AFR)
- d) by promoting clean green technologies



We actively support water management and conservation schemes for the communities around our operations.



ACC's environment-friendly ethos is illustrated by the green campus of our plants.

Our waste management portfolio for co-processing in our kilns was broadened during the year to include waste streams from new industries. We continued to pursue the usage of renewable energy through wind power and solar energy to raise the use of bio-mass energy.

A project for a waste heat recovery system is under implementation at Gagal plant to produce power through the deployment of waste heat generated in the manufacturing process.



The success of our sustainability agenda and goals is ensured by assigning organization-wide accountability to stakeholders and fixing individual performance targets.



Bio-mass plantations are actively encouraged on barren land in our mines and plants, giving us useful alternative energy inputs and providing livelihood opportunities to locals.



Tree planting is a regular activity in and around our townships with enthusiastic support of our employees' families and local communities.



Holcim's global waste management brand, Geocycle, was unveiled in India.



A Helping Hand

We engage with local communities around our operations, lending a willing hand in a mission to improve the quality of their daily lives and the environment they live in. Community advisory panels, including representatives from local residents, continued to set priorities and oversee the progress of development and welfare schemes in a participatory approach. Collaboration with village support groups and NGOs enhanced the reach and effectiveness of our schemes.





Human Resources

The success we enjoyed during the year was entirely because of our people. Positive results were enabled by promoting leadership, cross-functional collaboration, innovativeness, training inputs for skill enhancement and various improvement projects across the organization.

Recognizing the power of good people practices, the organization now seeks to institutionalize excellence across all core processes of manufacturing, logistics, marketing and other functions. In anticipation of growth, we are creating long term plans for cadre building in different streams.



Regular conferences and meetings foster the sharing of good practices and enrich cross-functional collaboration.



Industrial relations at all our plants were peaceful.



Employees were motivated through rewards and recognition of good work done.

Awards

During the year, we were recognized by reputable organizations for achievements in a wide variety of functional areas - Safety, Manufacturing, Energy Excellence and Environment Management.



Awards received in 2011

- ACC Secretarial & Share Processes receive **ISO 9001 - 2008 Certification**.
- **Association of Business Communicators of India (ABCI) Awards** in Bronze category for ACC's intranet portal, Annual Report, House Journal and Screensavers.
- **Confederation of Indian Industry (CII) Energy Award** to ACC Wadi.
- **Confederation of Indian Industry (CII) Environmental Best Practices Award** to ACC Damodhar.
- **Dun & Bradstreet Rolta Corporate Award 2010** - leader in Cement category.
- **IMC Ramkrishna Bajaj National Quality (RBNQ) Awards** - Certificate of Merit and Performance Excellence Trophy to ACC Gagal and Gagal DAV Senior Secondary Public School.
- **India Manufacturing Excellence Awards 2011** - Gold Certificates of Merit to ACC Lakheri, Gagal, Wadi and Silver to Jamul by The Economic Times and Frost & Sullivan.
- **4th Global Initiative for Restructuring Environment & Management (GIREM) Award** for Company of the Year 2011.
- **Golden Peacock Award** for Eco-Innovation by World Environment Foundation to ACC Alternative Fuels & Raw Materials (AFR).
- **Greentech CSR Platinum Award 2011** in cement sector by Greentech Foundation to ACC Damodhar.
- **Greentech Environment Award 2011** by Greentech Foundation to ACC AFR and Gold category in cement sector to ACC Lakheri.
- **Greentech Safety Award** by Greentech Foundation to ACC Tikaria in Platinum category; Lakheri in Gold category and to Chaibasa, Madukkarai, Jamul, Sindri and Wadi in Silver category.
- **Safety Innovation Award 2011** from The Institution of Engineers' (India) to ACC Kymore and ACC Tikaria.

