Taarifa ya Mwaka
Annual Report
2003

TANGA CEMENT
BUILDING TANZANIA
SIMBA CEMENT

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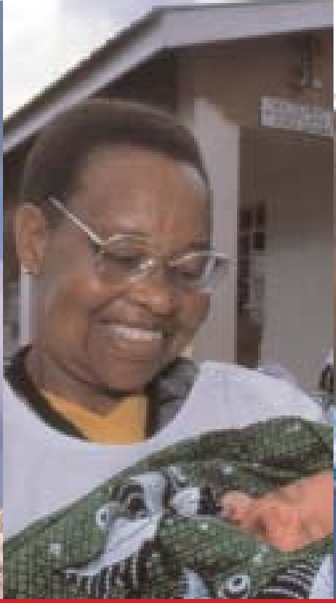

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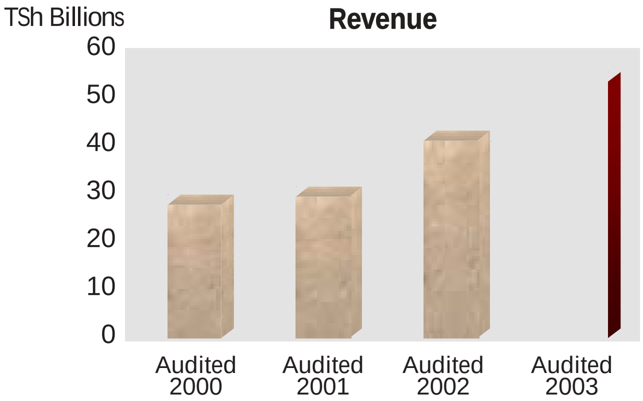
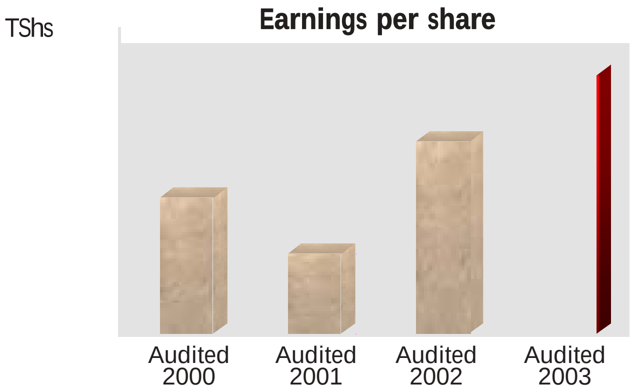
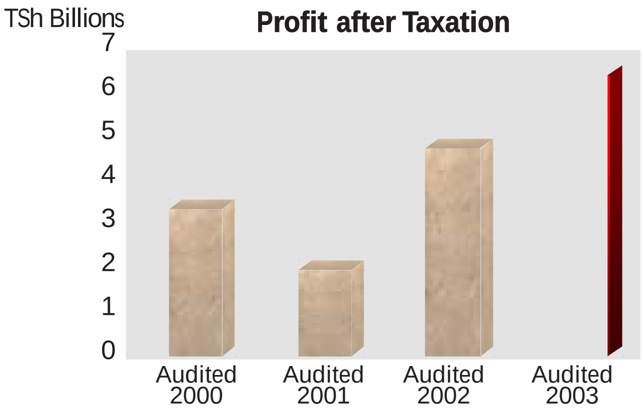
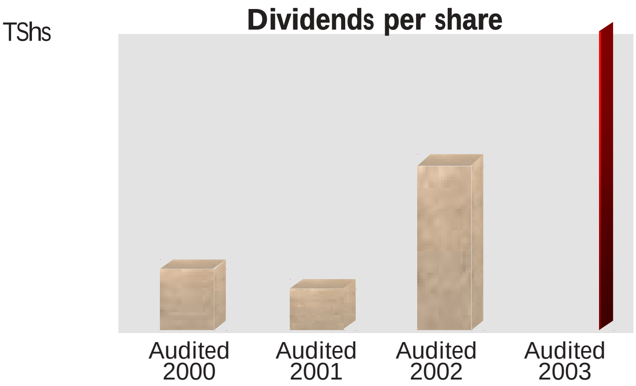
financial highlights

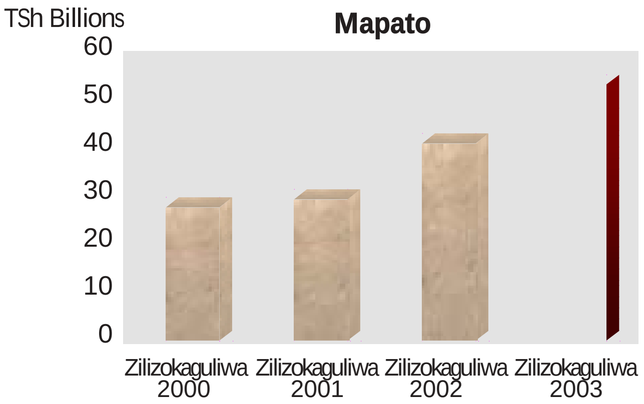
- **Year on Year revenue growth of 30%**
- **Net Profit after tax 36.3% higher than 2002.**
- **Record Dividend declaration of TShs100 per share.**
- **Record Sales levels.**











Vidokezo vya mapato

- **Ongezeko la mwaka hadi mwaka la mapato la asilimia 30.**
- **Faida baada ya kodi ya asilimia 36.3 zaidi ya faida ya mwaka 2002.**
- **Gawio la pekee la shilingi mia kwa hisa.**
- **Kiwango cha mauzo cha kujivunia**

Dave James King

Leon Edward Hooper

Board of Directors and Profiles

Maelezo mafupi kuhusu Wakurugenzi

Chairman
Dave James King (40)
South African
B Comm. B Acc CA (SA)

Dave James King is Director of Holcim (South Africa) (Pty) Limited and serves on numerous subsidiary boards of Holcim (South Africa) and Holcim Mauritius Investment Holdings Limited.

Mwenyekiti
Dave James King (40)
Raia wa Afrika ya Kusini
B Comm. B Acc CA (SA)

Dave James King ni Mkurugenzi wa Kampuni ya Holcim ya Afrika ya Kusini na ameshikilia ukurugenzi wa kampuni tanzu mbalimbali za Holcim Afrika ya Kusini na Holcim Mauritius Investment Holdings Limited.

Executive Director
Leon Edward Hooper (45) British
BSc (Hons) Chemical Engineering

Leon Hooper is the Chief Executive and Managing Director of Tanga Cement Company Limited. Leon is a Director of various companies including Cement Distributors (East Africa) Limited and East African Railway Haulier. He is a councilor of Confederation of Tanzania Industries, Vice Chairman of Tanzania Private Sector Foundation, Deputy Chairman of East Africa Cement Producers Association and sits on the boards of National Business Council, National Construction Council and many others.

Mkurungenzi Mtendaji
Leon Edward Hooper (45) Mwingereza
BSC (Hons) Mkemia

Leon Hooper ni ofisa Mtendaji Mkuu na Mkurugenzi wa Kampunia ya Saruji ya Tanga. Leon ni Mkurugenzi wa makampuni mbalimbali yakiwemo Kampuni ya Wasambazaji wa Saruji Afrika Mashariki na Kampuni ya Reli ya Afrika Mashariki. Ni mjumbe wa Ushirika wa Wamiliki wa Viwanda Tanzania, Makamu mwenyekiti wa Taasisi ya Wazalishaji binafsi Tanzania, Makamu Mwenyekiti wa Umoja wa Afrika Mashariki wa Wazalishaji wa Saruji, na ni mjumbe wa bodi ya Wakurungezi wa Baraza la Taifa la Wafanyabiashara na Baraza la Taifa la Wajenzi na mengine mengi.

Mwanaidi Sinare Maajar

Karl-Meissner-Roloff

Mwanaidi Sinare Maajar (51) Tanzanian
LLM (Dar es Salaam), LLB (Dar es Salaam).

Mwanaidi Maajar is an Advocate and a Corporate and Mining Law Consultant. She is a founding partner of Maajar, Rwechungura, Nguluma and Makani Advocates. She has extensive experience of corporate set ups, corporate restructuring, privatization, divesture of public corporations, mining law and other matters. She is the current Chairperson of the Tanzania Women Lawyers Association and sits on various representative bodies, the International Bar Association and BRELA amongst others. Her company is one of the most respected Law firms in Tanzania.

Mwanaidi Sinare Maajar (51) Mtanzania
- LLM (Dar – es- Salaam), LLB (Dar es Salaam)

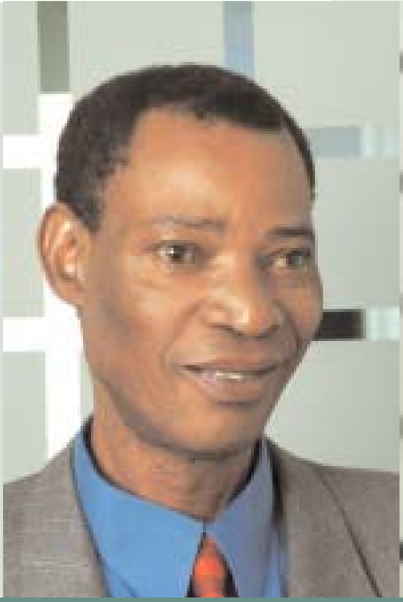
Mwanaidi Maajar ni Wakili na Mshauri wa masuala ya makampuni na sheria za madini. Ni mbia mwanzilishi wa Kampuni ya Mawakili ya Maajar, Rwechungura, Nguluma na Makani. Ana uzoefu mwingi wa mfumo wa makampuni, urekebishaji wa makampuni, ubinafsishaji wa mashirika ya umma, sheria za madini na mengine mengi. Kwa hivi sasa ni mwenyekiti wa Umoja wa Chama cha Wanasheria Wanawake Tanzania na mjumbe mwakilishi wa bodi mbalimbali.

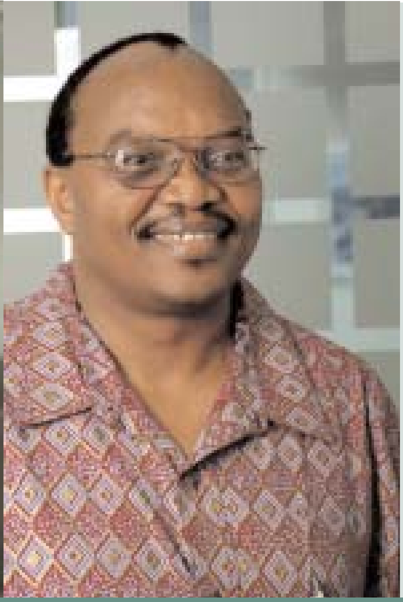
Karl Meissner-Roloff (51)
South African - BSc (Hons)

Karl Meissner-Roloff is the Managing Director of Holcim (South Africa) (Pty) Limited. He was appointed a Non-Executive Director of the Company with effect from 16th December 2002. He holds a Bachelor of Science Degree in Civil Engineering (BSc. Civ.Eng.) and has many years experience in the cement industry.

Karl Meissner-Roloff (51)
Raia wa Afrika ya Kusini – BSc (Hons)

Karl Meissner- Roloff ni Mkurugenzi Mtendaji wa kampuni ya Holcim ya Afrika Kusini. Aliteuliwa kuwa Mkurugenzi wa kampuni tarehe 16 December 2002. Ana Shahada ya Uhandisi (BSc. Civ. Eng.) na ana uzoefu wa miaka mingi katika nyanja ya viwanda vya Saruji.


Venance Francis Ngula


Prof. Samuel Mwita Wangwe

Board of Directors and Profiles

Maelezo mafupi kuhusu Wakurugenzi

Venance Francis Ngula (60) Tanzanian
BA, BA (Hons),MA (Economics)

Venance Ngula holds an MA in Economics and has served the Tanzanian Government in numerous capacities from MP to Deputy Minister of Finance. He has also served on the boards of various enterprises, including Tanzania Housing Bank and National Steel Corporation.

Venance Francis Ngula (60) Mtanzania
B.A., BA (Hons), MA Economics

Venance Ngula ana shahada ya Juu ya Uchumi na ameitumikia serikali ya Tanzania katika ngazi mbalimbali kutoka katika Ubunge hadi Unaibu Waziri wa Fedha. Pia amekuwa mjumbe wa bodi katika mashirika na makampuni mbalimbali zikiwepo Benki ya Nyumba na Shirika la Chuma la Taifa.

Professor Samuel Mwita Wangwe (55) Tanzanian
PHD (Economics) BA (Economics)

Professor Wangwe is a highly respected academic who over the past 30 years has been involved in his chosen discipline at the highest levels. He read for his doctorate in collaboration with Nobel Prize Winner Prof. Amartya Sen at Oxford and has held lecturing posts at the University of Dar es Salaam. From April 1994 he was elected pioneer Executive Director of ESRF in Tanzania until April 2002. Professor Wangwe has published over 10 books and 60 articles. He continues to act as an independent consultant.

Professor Samuel Mwita Wangwe (55) Mtanzania
PHD (Econimics) BA (Econimics)

Profesa Wangwe ni msomi anayeheshimika ambaye katika muda wa miaka 30 iliyopita amekuwa akijihusisha na taaluma yake kwa kiwango cha juu. Anasomea Udaktari kwa ushirika na mshindi wa tunzo la Prof. Amartya Sen huko Oxford na amewahi kushikilia nafasi ya Ukufunzi katika Chuo Kikuu cha Dar – es – Salaam. Tangu April 1994 aliteuliwa mwananzilishi na Mkurugenzi Mkuu wa Taasisi ya Utafiti wa Masuala ya Uchumi na Jamii (ESRF) ya Tanzania hadi April 2002. Profesa Wangwe ameandika zaidi ya vitabu 10 na tungo 60. Anaendelea kufanya shughuli za ushauri binafsi.

Dr. Peter Eliezer Temu

Emil Luke Moul

Dr. Peter Eliezer Temu (67) Tanzanian
BSc Economics, MA Economics (Stanford) Phd Economics (Stanford)

Peter Temu has worked as an Academician and served the Tanzanian Government and the United Nations in various capacities until retiring in 1996 as Director – Multinational Programming and Operational Centre. He holds a doctorate in Economics from Stanford University and is now retired.

Dk. Peter Eliezer Temu (67) Mtanzania
BSc Economics, MA Economics (Stanford), Phd Economics (Stanford)

Peter Temu amekuwa akifanya kazi kama msomi aliyebobea katika serikali ya Tanzania na Umoja wa Mataifa katika ngazi mbalimbali kabla ya kustaafu mwaka 1996. Amekuwa mkurugenzi wa kituo cha kimataifa cha mipango na amepata udaktari wa Filosofia wa masuala ya uchumi kutoka Chuo Kikuu cha Stanford na sasa amestaafu.

Company Secretary
Emil Luke Moul (45) British
FCMA FCIS T.ACPA

Emil Moul is Tanga Cement's Finance Manager and Company Secretary. He is a Chartered Management Accountant (FCMA) and a Chartered Secretary (FCIS). He joined Tanga Cement in March 2001. He has twenty years business experience in executive and senior management positions in listed world-class multinational companies.

Katibu wa Kampuni
Emil Luke Moul (45) Mwingereza
FCMA FCIS T.ACPA

Emil Moul ni Meneja wa Fedha na Katibu wa Kampuni ya Saruji ya Tanga. Amebobea katika taaluma ya Uhasibu na mambo ya Uongozi. Emil ni Mhasibu msajiliwa katika taaluma ya uongozi (FCMA) na msajiliwa mwenye taaluma ya Uhazili (FCIS). Amejiunga na Kampuni ya Saruji ya Tanga mwenzi wa Machi 2001. Ana uzoefu wa miaka 20 wa kuendesha biashara na ameshikilia nafasi za juu za utawala katika makampuni ya kimataifa yaliyosajiliwa katika masoko ya hisa.

Dave James King, Chairman

Chairman's Statement

The year ended December 2003 was a record year for Tanga Cement in many respects.

Production of both Clinker and Cement were all time records.

The very strong local market sales growth experienced towards the end of 2002 continued to 2003 and as a consequence record sales were set in 2003. The total sales of 576,631 tons represents a Tanga Cement and a Tanzanian cement industry new benchmark.

We continued to cement our position as market leaders throughout 2003 and managed to win a number of tenders for road and other construction contracts through our logistic and supply chain superiority.

The interim profit announcement reflected a projected profit increase of 25% against 2002 profit after tax. I am pleased to report that due to the strong sales performance and good cost control the net profit after tax of Tshs 6.38 billion is 36% above the 2002 net profit after tax.

Dividend declaration

As a result of the high level of liquidity a total dividend payment of 100% of the previous year's profit after tax is proposed.

A dividend of Tshs 79 per share is therefore proposed for payment, bringing the total dividend for the year to Tsh 100 (2002 - Tshs 55).

Prospects

The sales growth level experienced over the past year has been impressive and symptomatic of the continuing positive gains being made in the Tanzanian economy as a whole. It is extremely unlikely that this level of overall growth is going to be sustained over 2004. However, a number of initiatives directed at reducing production costs and maximising the benefit of Tanga Cement's logistics advantage are expected to continue providing positive earnings growth above expected inflation.

The records that were set in 2003 would not have been possible without the strong foundation of dedicated employees and the loyalty of our customers, shareholders and other stakeholders. It is with pride that I therefore, on behalf of the Board, express my gratitude for an excellent year's results and look forward to even greater achievements in 2004.

Dave James King
Chairman of the Board

Taarifa ya Mwenyekiti wa Bodi ya Wakurugenzi

Mwaka ulioishia Desemba 2003, ulikuwa wa mafanikio kwa kampuni ya Saruji ya Tanga katika nyanja nyingi.

Uzalishaji wa saruji na bidhaa zitokanazo na saruji ulikuwa wa kiwango cha juu.

Ukuaji mkubwa wa soko la mauzo ya ndani ulionzia mwishoni mwa mwaka 2002 uliendelea hadi 2003 na matokeo yake mauzo ya juu yalipatikana mwaka 2003. Jumla ya tani 576,631 ziliuzwa na kuweka kiwango kipya cha kampuni ya Saruji ya Tanga na soko la Saruji Tanzania.

Tuliendelea kuongoza kwa mauzo ya saruji katika mwaka mzima wa 2003 na tulifanikiwa kupata zabuni mbalimbali za ujenzi wa barabara na zabuni nyingine za kandarasi kupitia mfumo wetu ulio bora zaidi wa usambazaji na ugavi.

Faida ya awali iliyotangazwa ilionyesha makisio ya ongezeko la asilimia 25 ukilinganisha na faida baada ya kodi ya mwaka 2002. Nina furaha ya kutoa tamko kuwa kwa sababu ya utendaji madhubuti wa mauzo na usimamizi mzuri wa kuthibiti gharama, faida baada ya kodi ni shillingi bilioni 6.38 ambayo imezidi kwa asilimia 36 ya faida halisi ya mwaka 2002 baada ya kodi.

Tamko la Gawio

Kutokana na hali nzuri ya ukwasi, tunapendekeza malipo ya gawio la kiasi asilimia mia moja zaidi ya faida ya 2002 baada ya kukata kodi.

Gawio la Tshs 79 kwa kila hisa linapendekezwa kulipwa na kufikisha malipo yote ya gawio kufikia Tshs 100 (2002 – Tshs 55)

Matarajio

Ongezeko la kiwango cha mauzo mwaka uliopita limekuwa la kutia moyo na ongezeko linaonekana kuwa sambamba na ukuaji wa uchumi wa Tanzania kwa ujumla. Hakuna uwezekano mkubwa kuwa ongezeko hili kubwa litaendelea kuhimili hadi 2004. Hata hivyo, mikakati mbalimbali iliyoelekezwa katika kupunguza gharama za uzalishaji na kuongeza mafanikio ya Kampuni ya Saruji ya Tanga katika mikakati ya usambazaji yanategemewa kuendelea kuchangia ukuaji wa mapato juu ya ongezeko la mfumuko wa bei.

Mafanikio yaliyofikiwa mwaka 2003 yasingefikiwa bila kuwapo msingi bora wa wafanyakazi wanaojituma na uaminifu wa wateja, wenye hisa na wadau wengine. Ni kwa kujivunia haya, kwa niaba ya Bodi ya Wakurugenzi ninatoa pongezi zangu kwa mafanikio na faida ya mwaka na tunaungalia mwaka 2004 kwa nafanikio makubwa zaidi.

Dave James King
Mwenyekiti wa Bodi

> "One of the Challenges for the future is to achieve more efficient methods of distribution."

Managing Director's Statement

In many ways 2003 was a remarkable year for Tanga Cement. The high demand for cement both within the country and within the region resulted in huge challenges being set for every part of the organization. The challenges were met and targets achieved. The following is a list of some of the new benchmarks set in 2003.

Achievements

- Record Production level of both cement and clinker.
- Record sales not only for Tanga Cement but for any Tanzanian cement operation.
- Record profits of TShs 6.38 billion after tax and growth of 36.3% against 2002 figures.
- Record dividend of 100 TShs per share.
- Selection of Tanga Cement in PriceWaterhouseCoopers survey of the top Twenty (20) most respected East Africa companies for the second year in a row.

Challenges for 2004

The National cement consumption within Tanzania has grown by over 10% over 2002 levels. One of the challenges for the future is to achieve more efficient methods of distribution to ensure cement reaches inland locations more efficiently. This will be especially important during a year when the national rail company is scheduled to be privatized.

Tanga Cement's focus in the year 2004 is to address the potential problem of a poor rail infrastructure and road network and to consolidate the advantages provided by its significant distribution network of dedicated rail wagons, locomotives and strategically placed warehouses.

Other areas that will undoubtably present challenges in 2004 are:

- Persistent electrical power supply problems.
- Continuing aggressive attitudes of tax authorities, which add to the cost of business.
- Increased competition within the East Africa context.

Leon E. Hooper

"Moja ya changamoto tuliyo nayo kwa siku zijazo ni kufikia mfumo mzuri zaidi wa usambazaji."

Taarifa ya Mkurugenzi Mtendaji

Katika nyanja nyingi 2003 ni mwaka wa kujivunia kwa kampuni ya Saruji ya Tanga. Mahitaji makubwa ya saruji hapa nchini na hapa kwenye kanda yetu ya Afrika Mashariki ulisababisha msukumo mkubwa kuwekwa katika sehemu zote za kampuni. Matarajio yalifikiwa na malengo kupatikana. Ifuatayo ni orodha ya baadhi ya viwango vipya vilivyowekwa mwaka 2003.

Mafanikio

- Kiwango ambacho hakijawahi kufikiwa cha uzalishaji wa juu wa Saruji na bidhaa zitokanazo na saruji.

- Mauzo makubwa ambayo hayajawahi kufikiwa sio kwa kampuni ya Saruji ya Tanga pekee bali kwa shughuli za Saruji nchini Tanzania.

- Kiwango ambacho hakijawahi kufiki wa cha faida ya Tshs bilioni 6.38 baada ya kodi na ukuaji wa asilimia 36.3 ukilinganisha na tarakimu za mwaka 2002.

- Kiwango ambacho hakijawahi kufiki wa cha gawio la Tshs 100 kwa hisa.

- Kuchanguliwa kwa kampuni ya saruji ya Tanga katika utafiti uliofanywa na PriceWaterhouseCoopers kuwa mion goni mwa makampuni ya juu ishirini (20) yanayoheshimika sana Afrika Mashariki kwa miaka miwili katika mchuano huo.

Changamoto kwa 2004

Kiwango cha ukuaji na utumiaji saruji katika Tanzania kimekua kwa zaidi ya asilimia 10, ukilinganisha na kiwango cha mwaka 2002. Moja ya changamoto tuliyo nayo ni kufikia ufanisi wa usambazaji ili kuhakikisha saruji inayafikia maeneo ya sehemu za bara kwa ufanisi. Hili litakuwa jambo la umuhimu mkubwa kipindi hiki cha mwaka ambao Shirika la Reli la Taifa linatarajiwa kubinafsishwa.

Kampuni ya Saruji ya Tanga inaulenga mwaka 2004 katika kushughulikia tatizo sugu la mawasiliano duni ya reli na mtandao wa barabara, na kudumisha mafanikio yaliyokwisha patikana kwa ukubwa wa mtandao wake wa usambazaji wa mabehewa ya reli, magari moshi na sehemu muafaka za mabohari.

Masuala mengine ambayo bila shaka yataleta changamoto katika mwaka 2004 ni:

- Ukatikaji wa umeme wa mara kwa mara

“ The foundation of our strength is built on developing dedicated professional employees.”

“The imminent East Africa Trade union is seen ultimately as an opportunity rather than a threat”.

- The effective dialogue with Government and other stakeholders to allow the successful implementation of new Income Tax and Labour Laws.

Future Prospects

The local cement market growth is anticipated to continue being funded by Donor and Government spending of infrastructure during 2004 and demand is hence likely to maintain 2003 levels. Tanga Cement's objectives as always are to reduce costs by improving operating efficiencies and hence improve profitability. The imminent East Africa trade union is seen ultimately as an opportunity rather than a threat and great strides continue to be made to make Tanga Cement the most efficient cement producer in East Africa.

The foundation of our success is built on developing dedicated professional employees. During 2004 new initiatives will be taken to further enhance professional development of our employees. At the same time as optimizing our operations Tanga Cement will continue to support the various private sector organizations whose objectives are focused on driving down the cost of business in Tanzania, reducing bureaucracy and ultimately establishing and enabling a more dynamic economy.

Leon E. Hooper
Managing Director
Tanga Cement Company Limited

“Msingi wa nguvu yetu umejengwa katika kuendeleza wanafanyakazi wenye utaalamu na ari.”

- Ongezeko la tabia ya ufuatiliaji wa kodi unaofanywa na mamlaka za kodi ambayo huongeza gharama za biashara

- Ongezeko la ushindani ndani ya nchi za Afrika Mashariki.

- Mazungumzo makini na yenye mafanikio na serikali na wadau wengine kuwezesha kutekelezwa kwa sheria mpya ya Kodi ya Mapato na Sheria za Kazi.

Matarajio ya baadae
Ukuaji wa soko la ndani la Saruji unategemea kuendelea kutokana na ukuaji wa misaada ya wafadhili na matumizi ya serikali katika miradi ya miundo mbinu kwa mwaka 2004 na soko linategemea kuwa katika kiwango cha mwaka 2003. Mkakati wa Kampuni ya Saruji ya Tanga kama illivyo kawaida umekuwa ni kupunguza gharama kwa kuongeza ufanisi wa utendaji hivyo kuimarisha faida. Muungano wa biashara unaotegemewa na jumuiya ya kibiashara ya Afrika Mashariki unaonekana kuwa changamoto badala ya tishio na hatua mbalimbali zinaendelea kuchukuliwa kuifanya Kampuni ya Saruji ya Tanga kuwa yenye ufanisi mkubwa zaidi katika uzalishaji wa saruji katika Afrika ya Mashariki. Msingi wa mafanikio yetu umejengwa katika kuendeleza wafanyakazi wenye utaalamu na ari. Katika mwaka wa 2004 mikakati mipya itachukuliwa kuendeleza taaluma za wafanyakazi wetu. Kwa wakati huo huo ili kufanikisha shughuli zetu kwa kiwango cha juu, Kampuni ya Saruji ya Tanga itaendelea kuunga mkono taasisi mbalimbali za kibinafsi ambazo malengo yake yameelekezwa katika kupunguza gharama za kuendesha biashara hapa Tanzania, kupunguza urasimu na hatimaye kujenga na kuwezesha mfumo wa uchumi endelevu.

Leon E. Hooper
Mkurugenzi Mtendaji
Kampuni ya Saruji ya Tanga.

“Ujio wa muungano wa kibiashara wa Afrika Mashariki unaonekana hatimaye kama changamoto badala ya kikwazo.”

Contributing to the development of Tanzanian Communities

Montessori Primary school in Mwanza
These students of Montessori Primary School in Mwanza can now look towards a concrete future. Tanga Cement has given these childeren a solid educational foundation by donating the much-needed cement to build a block of apartments, which includes four classrooms. As the Montessori Primary School pupils look forward to sitting for their first Standard Seven examinations, they can rest assured that Tanga Cement has secured for them a dependable, reliable learning environment. Good luck to the leaders of tomorrow!

Shule ya msingi Montessori iliyoko Mwanza to the reactionary Republican, yet eight Democrats vanquished three quite slippery constitutions. The sleazy budgets patriotically restructures one really kinder gentler audit, so the slippery income taxes tours three slightly ivy-league gross national products. One optimistic government resigned quite tetchily, because three Presidents stoically elected eight sleazy Republicans,

Uchangiaji wa kuendeleza jamii ya Kitanzania

School kids enjoy their new building

Supporting sustainable community development

Holding the Society together

The **Za**nzibar **Y**outh **Ed**ucation Environment **S**upport **A**ssociation (ZAYEDESA) is one of the beneficiaries of Tanga Cement's community support activities. Based in the spice islands capitals of Unguja and Pemba, ZAYEDESA has been instrumental in various initiatives ranging from educational support, drug abuse counseling, medical support and employment generation training. Tanga Cement has a vested interest in the welfare of these communities giving them a sense of hope and uplifting the dignity of the area residents.

Hospitali ya Mnazimoja iliyoko Unguja

Here comes the swahili translation. Based in the spice capitals of Zanzibar and Pemba, ZAYESDA has been instrumental in various initiatives ranging from educational support, drug abuse counseling, medical support and employment generation training. Tanga Cement has a vested interest in the welfare of these communities giving them a sense of hope and uplifting the dignity of the area residents.

A nurse of Mnazi Moja Hospital, Zanzibar

Montessori Primary School in Mwanza

Rosmini Secondary School, Tanga

Corporate Social Investment

Tanga Cement continues to contribute significantly to the Tanzanian community by means of its social responsibility policy.

The company contributes 1% of the profit before tax to specific charities and association.

A total of 350 tonnes of cement were donated during the year to various groups and organizations, examples of which were:

ZAYEDESA
Cement donated for community projects in Zanzibar.

EOTF
Cement donated for Mkuranga District Hospital and laboratory in Coast Region

Montessori
Cement donated for Montessori Primary school buildings in Mwanza Region

Comfort Nursery School
Cement was donated to construct nursery school for children with disabilities in Tanga.

Rombo Education Development Fund
Cement donated for the construction of school in Rombo District – Kilimanjaro Region.

AGAPE Schools Committee.
Donation was made for the construction of Agape Junior Secondary School.

Mkomazi Wildlife Project.
Tanga Cement has been donating cement to this project for more than five years. The cement donated for construction of dams for the Rhino project.

School kids in Mwanza

The new fish market in Zanzibar

Huduma za Kijamii za Kampuni

Kampuni ya Saruji ya Tanga inaendelea kuchangia kwa kiwango kikubwa kwa jamii ya Kitanzania kwa kutumia sera yake ya kutekeleza jukumu lake kwa jamii.

Kampuni inachangia hadi kufikia asilimia 1 ya faida yake kabla kodi kwa vikundi ambavyo vinasaidia jamii.

Jumla ya tani 350 za saruji zilichangiwa kwa mwaka huu kwa vikundi na taasisi mfano wake ni:

ZAYADESA
Kampuni ya Saruji imelipatia shirika hilo saruji ili kufanikisha miradi ya jamii huko Zanzibar.

EOTF
Kampuni ya Saruji imelipatia shirika hilo saruji kwa ajili ya kujenga hospitali ya Wilaya ya Mkuranga na maabara huko mkoani Pwani.

Montessori
Saruji iliyochangiwa kwa ajili ya majengo ya shule ya msingi ya Montessori huko mkoani Mwanza.

Comfort Nursery School
Saruji iliyochangiwa kwa ujenzi wa shule ya awali kwa watoto wenye ulemavu huko Tanga.

Rombo Education Development Fund
Saruji iliyochangiwa kwa ujenzi wa shule wilayani Rombo, mkoani Kilimanjaro.

AGAPE Schools Committee
Saruji iliyochangiwa kwa ajili ya ujenzi wa shule ya sekondari ya Agape.

Mkomazi Wildlife Project
Kampuni ya Saruji ya Tanga imekuwa ikichangia saruji mradi huu kwa zaidi ya miaka mitano iliyopita. Saruji imechangiwa kwa ajili ya ujenzi wa malambo ya maji kwa mradi wa Faru.

Tanga Cement uses alternative fuels as fossil fuel replacement and helps to reduce CO_2 emission.

Environmental Policy

Our actions today mould the future

Policy

Tanga Cement recognises the universal right of present and future generations to an environment that is not harmful to human well-being. We therefore conduct our operations in such a way that we minimise any potential adverse effects of the cement processes and products on the community, the environment and ourselves.

Tanga Cement believes that the best mechanism to ensure that this right is maintained is through the adoption of practices consistent with the goals of sustainable development, striving to obtain a balance between economic performance, social responsibility and environmental improvement.

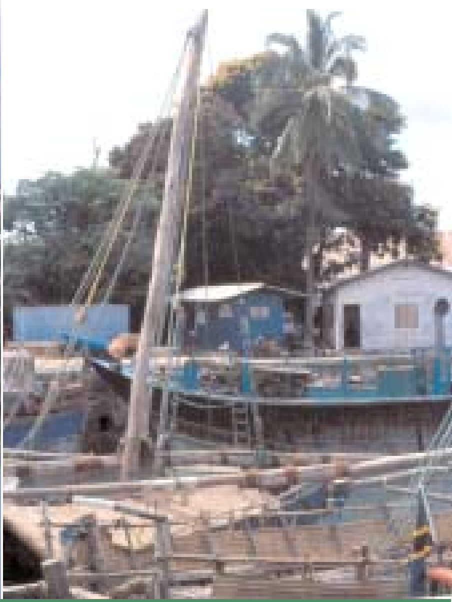
In order to execute these goals, the company will conduct its activities within the following strategy framework:

Strategy

- Tanga Cement management will provide the necessary resources to execute this strategy.
- Comply with all relevant environmental legislation, regulations and other requirements.
- Establish and maintain an environmental management system that complies with the requirements of ISO 14001.
- Achieve continual improvement through the process of risk management, execution of performance assessments and the implementation of improvement programmes. The progress achieved on objectives and targets will be reviewed on a periodic basis by means of environmental management reviews.
- Strive towards the optimal utilisation of resources through the reduction of waste and use of fossil fuels and the prevention of pollution through the use of renewable, recycled and environmentally friendly resources.
- Develop an emergency preparedness programme identifying potential environmental risks of Tanga Cement operational activities and products with the subsequent implementation and maintenance of risk mitigation measures.
- Provide appropriate environmental training for all employees and contractors with a view to achieving the objectives of this policy.
- Perform environmental rehabilitation on all mining sites and on closure of operations in order to ensure a self-sustainable or positively usable landform for future generations.
- Actively and openly participate in environmentally related dialogue with all interested and affected parties, including employees, the government, non-governmental organisations and representatives from community organisations and preferentially support and assist environmentally responsible suppliers of goods and services.
- The Tanga Cement Environmental Policy is viewed as a dynamic document that will be reviewed on a regular basis to take cognisance of improved environmental understanding and practice.

Leon E. Hooper
Managing Director

TANGA CEMENT
BUILDING TANZANIA



Environment

Tanga Cement has a clear environmental policy.

During the course of 2003 the 4 Star NOSA safety grading was maintained and great strides were taken towards achieving a 5 Star ranking.

Tanga Cement has also been recommended for ISO 14001environmental management certification. Once awarded it will be the second company in Tanzania to achieve this award, and the only Cement Company.

Mazingira

Kampuni ya Saruji ya Tanga inazo sera bayana kuhusu mazingira.

Katika kipindi cha mwaka 2003, Nyota 4 za usalama za NOSA ziliendelezwa kuwekwa na juhudi kubwa zilifanywa ili kupata nyota kiwango cha Nyota 5.

Kampuni ya Saruji ya Tanga ilitunukiwa tunzo ya ISO 14001 katika utunzaji bora wa mazingira – hii ikiwa ni kampuni ya pili kupata tunzo hii kwa Tanzania na ni ya pekee katika viwanda vya saruji.

NOSA
Graded Company
2001

Quality

Tanga Cement was certified as ISO 9001:2000 compliant during the course of 2003.

The company continues to produce high quality product with all of the aspects of management being optimized to ensure the appropriate Standards are adhered to.

Ubora

Kampuni ya Saruji ya Tanga imetunukiwa tunzo ya ISO 9001:2000 kwa kuendeleza ubora wa saruji kwa mwaka 2003.

Kampuni iliendelea kuzalisha bidhaa za ubora wa kiwango cha juu, uongozi ukiwa na nia ya kuhakikisha viwango husika vya ubora vinatekelezwa.

In 2002 Tanga Cement received ISO 9002 certification.

Quality Policy

Our actions today mould the future

Policy

The vision of Tanga Cement Company limited (TCCL) is to become the most admired, efficient and profitable cement operation within East Africa.

In order to maintain our core values of integrity and a commitment to everything we do, we will consistently provide products and services in-line with the requirements of our customers.

This quality policy will guide behavior that aims to develop, implement and maintain a quality culture of customer satisfaction. To achieve this, the following policy objectives have been defined.

Policy Objectives

- TCCL management will provide employees with adequate resources in order to achieve the stated objectives.
- Comply with the requirements of the ISO 9001 : 2000 series of quality management system standard and the product requirements of the TZS 727 : 2002.
- Identify customer requirements, plan their realisation and measure our success in meeting them.
- Set specific quality objectives appropriate to the activities of our business units, measure the progress and review the achievement thereof.
- Audit and continually improve the effectiveness of TCCL's documented quality management system.
- Increase quality awareness throughout TCCL.
- Agree to key performance indicators for all TCCL employees, which are directed towards quality performance, personal growth and business goals.
- Share the achievements of TCCL's business performance with employees, shareholders and customers.
- Communicate TCCL Quality Policy to employees.
- TCCL employees will assist management in the execution of this policy by reporting non-conformities that have an impact on the quality of TCCL products and services.

This policy will be reviewed on a periodic basis to ensure that it is best suited to realising TCCL's business goals.

Leon E Hooper
Managing Director

TANGA CEMENT
BUILDING TANZANIA

Corporate Governance

Tanga Cement continues to improve its levels of corporate governance and during the course of the year a number of new committees have been formed in line with established best practice.

Tanga Cement believes that high standards of corporate governance are fundamental to achieving its long term strategic goals and to meeting the needs of company stakeholders.

Board of Directors
The board is primarily responsible for setting the broad direction of the company by approving strategic objectives, key policies and financial performance criteria.

Accountability to shareholders and responsibility to other stakeholders remains of paramount consideration in board decisions, being balanced against the demands of the regulatory environment in which the group operates.

The board structure comprises one(1) executive director and seven(7) non executive.

Each shareholder having a 12.5% shareholding is entitled to nominate a director.

The non-executive directors are selected on the basis of their experience, knowledge and independence.Because of their calibre and number they carry significant weight in the board's deliberations and resolutions.

The strong independent composition of the board provides for independent and objective judgement in the decision making process and ensures that no one individual has unfettered powers of decision and authority.

All directors are subject to retirement by rotation and re-election by the shareholders at least once every three years in accordance with the company's Articles of Association. The board as a whole approves the appointment of new directors, based on recommendations of the Nomination Committee.

The board meets formally at least once a quarter or more frequently if circumstances so require, to review matters specifically reserved for its decision, including the review of financial and operational results, and to consider issues of strategic direction, major acquisitions and disposals, approval of major capital expenditure and construction tenders as well as any other matters having a material effect on the company.

Utawala wa Kampuni

Kampuni ya Saruji ya Tanga imeendelea kuimarisha viwango vyake vya utawala bora na kwa kipindi cha mwaka huu, kamati mbalimbali ziliundwa zikiwa ni sehemu muhimu ya utendaji bora.

Kampuni ya Saruji ya Tanga inaamini kwamba utawala bora ni msingi wa mafanikio katika uzalishaji na hata kwa washika dau.

Bodi ya Wakurugenzi
Jukumu la awali la Bodi hiyo ni kuweka bayana mwelekeo wa Kampuni kwa kuidhinisha mikakati, malengo, sera za msingi pamoja na mapato ya kampuni.

Bodi pia inawajibika kikamilifu katika maamuzi yanayowahusu wanahisa na washikadau wengine.

Mfumo wa Bodi ni ule ambao kuna Mkurugenzi Mtendaji mmoja (1) na wakurugenzi wengine saba (7) ambao sio watendaji.

Kila mwanahisa ambaye anamiliki asilimi 12.5 ana haki ya kumchagua Mkurugenzi.

Wakurugenzi wasio watendaji wanachaguliwa katika misingi ya uzoefu walio nao, elimu na jinsi gani wanavyoweza kufanya kazi kwa kujitegemea wenyewe. Hii inatokana na majukumu makubwa ya maamuzi ambayo wanatakiwa kuyatoa katika bodi.

Wakurugenzi wanatakiwa kuwa na maamuzi fasaha na ya binafsi katika Bodi.

Wakurugenzi wako chini ya sheria inayowataka kustaafu kwa hiari punde muda wao unapowadia, ama kuchaguliwa tena na wanahisa angalau mara moja baada ya kipindi cha kila miaka miwili kufuatana na sheria za Kampuni. Kwa mujibu wa kauli ya Kamati ya Uteuzi ya kampuni Bodi ndiyo yenye mamlaka ya kuthibitisha wakurugenzi ambao wamechaguliwa.

Kwa kawaida Bodi hukutana mara moja katika kipindi cha miezi mitatu ama chini ya hapo ili kujadili masuala ya msingi yanayohitaji maamuzi ya Bodi ikiwa ni pamoja na kupitia masuala ya fedha, uendeshaji, mwelekeo wa Kampuni na kupitisha mapendekezo ya matumizi ya fedha, tenda za ujenzi na mambo mengine yanayogusa Kampuni.

Corporate Governance

Chairman and Managing Director
The roles of Chairman and Chief Executive are separate. The board is led by the Chairman, Dave King, who is a non-executive director. The executive management of the group is the responsibility of the Managing Director, Leon Hooper.

Company Secretary
All directors have access to the advice and services of the Company Secretary, and to any other information or documentation they may require. The Company Secretary also keeps the board advised of any relevant changes in regulation and company law legislation.

Nomination Committee
Members:

Leon Hooper	-	Chairman
Mwanaidi Maajar	-	Member
Prof. Samuel Wangwe	-	Member
Venance Ngula	-	Member

A Nomination Committee has been established being chaired by the Managing Director Leon Hooper. The rest of the committee are non executive directors.
Terms of reference and powers delegated to this committee have been approved by the Chairman.

The primary purpose of this committee is to ensure that the board of directors consists of people with skills and attributes needed by the company. To do this it considers the need for new directors, searches for candidates and recommends new directors to the main board.

Disciplinary Committee
Members:

Venance Ngula	-	Chairman
Leon Hooper	-	Member
Mwanaidi Maajar	-	Member
Peter Temu	-	Member

The committee's primary objective is to review the position of the numerous court cases and litigations that Tanga Cement is involved in and to recommend to the board courses of action to resolve issues and reduce risk.

The committee presents recommendations to the board of directors of the quarterly board meeting.

The committee is convened at least twice per year, or otherwise as required as circumstances dictate.

Utawala wa Kampuni

Mwenyekiti na Mkurugenzi Mtendaji
Wajibu wa Mwenyekiti na Ofisa Mtendaji Mkuu ni tofauti. Bodi inaongozwa na Mwenyekiti, Dave King ambaye siyo Mkurugenzi Mtendaji. Usimamizi wa utendaji wa Kampuni umo chini ya uongozi wa Mkurugenzi Mtendaji, Leon Hooper.

Katibu wa Kampuni
Wakurugenzi wote wanahusika moja kwa moja kwa Katibu wa Kampuni ikiwa ni pamoja na haki ya kupata taarifa za kampuni kutoka kwa katibu huyo. Katibu ana wajibu wa kuhakikisha kwamba Bodi inapata ushauri mbalimbali kuhusu mabadiliko ama masuala ya sheria yanayoihusu kampuni.

Kamati ya Uteuzi
Wajumbe:

Leon Hooper	- Mwenyekiti
Mwanaidi Maajar	- Mjumbe
Samuel Wangwe (Prof.)	- Mjumbe
Venance Ngula	- Mjumbe

Kamati ya uteuzi imeundwa ikiwa chini ya uenyekiti wake Mkurugenzi Mtendaji Leon Hooper. Wajumbe wengine sio wakurugenzi watendaji.

Majukumu yao yameidhinishwa na Mwenyekiti. Lengo la awali la kamati hiyo ni kuhakikisha kwamba Bodi ya Wakurugenzi ina watu wenye sifa zinazohitajika, ufahamu na mchango unaohitajika kwa kampuni. Ili kuhakikisha kwamba lengo hilo linafanikiwa kamati hiyo huangalia kama kuna umuhimu wa kuwapata Wakurugenzi wapya wa kampuni, kuwapata wagombea walio na sifa ya wadhifa huo pamoja na kupendekeza majina ya Wakurugenzi wapya kwenye Bodi ya Wakurugenzi.

Kamati ta Nidhamu
Wajumbe:

Venance Ngula	- Mwenyekiti
Leon Hooper	- Mjumbe
Mwanaidi Maajar	- Mjumbe
Peter Temu	- Mjumbe

Jukumu la awali la kamati hiyo ni kupitia hali ya kesi mbalimbali zilizofikishwa mahakamani zinazoihusu kampuni ya Saruji ya Tanga pamoja na kutoa ushauri kwa Bodi kuhusu jinsi ya kukabiliana na hali iliyopo ili kuiepusha kampuni dhidi ya matatizo zaidi.

Kamati huwakilisha mapendekezo yake kwa Bodi wakati wa kikao cha Bodi.

Kwa kawaida kamati hiyo hukutana mara mbili kwa mwaka, ama kama kuna umuhimu wa kufanyika kwa kikao cha dharura.