

MATRIX

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A PUBLICATION OF **THE SANMAR GROUP**



the sanmar group annual day

Sanmar Holdings Ltd

Chemplast Sanmar Ltd

Cabot Sanmar Ltd

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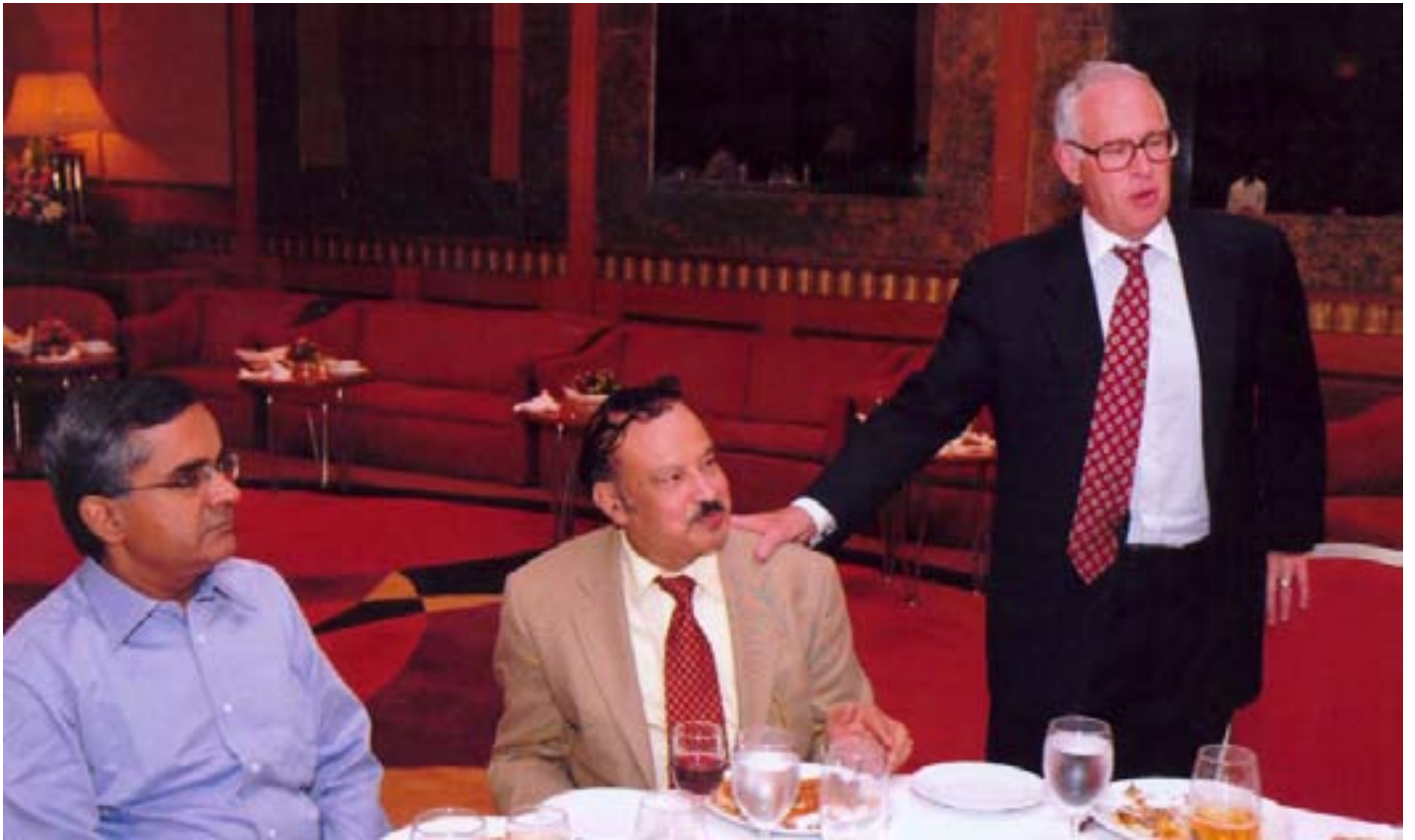


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Matrix can be viewed at www.sanmargroup.com

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Henry S Bienen, President, Northwestern University, addressing the gathering. Also seen are Prof Bala V Balachandran and Mohan Sreenivas (Class of '78).



K M Mammen, Bala Balachandran, N Kumar and Vinod Dasari (Class of '92) sharing a lighter moment.

Sanmar's tryst with Academia

Distinguished visitors from Northwestern

N Sankar, Chairman, the Sanmar Group, recently hosted a dinner for Henry S Bienen, President of Northwestern University and other distinguished visitors from that reputed institution, including Dipak Jain, the Dean of the Kellogg School of Management, Sanjay Shroff, President, Kellogg Alumni Club of India, Prof Bala V Balachandran and Mohan Sreenivas.

The group's association with Northwestern, especially the Kellogg School of Management, is well known.

The Kellogg School of Management at Northwestern University, founded in 1908, is widely recognized as a global leader in graduate business education. The school is home to a renowned, research-based faculty and MBA students from more than 50 countries and six continents.

In July 2001, Dipak C Jain began his responsibilities as dean of the Kellogg School of Management at Northwestern University. Since assuming this role, Jain has travelled extensively throughout the world to reconnect with Kellogg alumni, recruiters, and corporate leaders to discuss how the Kellogg School's graduating students fit into today's business world.

Sanmar has close ties with the Kellogg School of Management. Vijay Sankar graduated from there and a number of batches of Sanmar officials have attended the short term executive education program there.

Ivy Leaguers from Yale

Early this year, the Sanmar Corporate headquarters building was the venue of a dinner in honour of Richard C Levin, President, Yale University, and his wife on a visit to Chennai. Ms Linda Koch Lorimer, Charles Ellis, T N Srinivasan, Michael Merson, Shyam Sunder, Ms Kathleen Sikkema, Ms Nalini Tarakeshwar, George Joseph and Ms Sheila Kirk were the other visitors from Yale.

According to a Columbia University press encyclopaedia, Elihu Yale (1649–1721), was born in Boston, Massachusetts, and moved to England with his family c.1652. Educated in London, he became a merchant, and came to Madras in the service of the British East India Company c.1670. Rising in the ranks of the company, Yale was appointed governor of Madras in 1687, ensconced inside Fort St. George. Scandals concerning his administration forced his removal in 1692 and he returned to London in 1699. While in the East he had amassed a large fortune through private trade. In 1718, Cotton Mather wrote Yale suggesting that the Collegiate School at Saybrook, Conn., might be named for him in return for financial support. Yale donated a parcel of goods, which when sold brought £562—the largest single gift to the college before 1837. The college, which had moved to New Haven, with the generous gift by Elihu Yale of nine bales of goods, 417 books, and a portrait and arms of King George I, was renamed Yale College in 1718.



Madhuram Narayanan Centre for Exceptional Children

N Ram releases MNC conference report

CHENNAI
THE HINDU • FRIDAY, AUGUST 26, 2005

Madhuram Narayanan Centre's work lauded

Its intervention among children with mental retardation excellent: N. Ram



CONFERENCE COPY: N. Ram (left) Editor-in-Chief, *The Hindu*, hands over a booklet to Dr. P. Jeyachandran at the Madhuram Narayanan Centre on Thursday. Also seen are N. Sankar and N. Kumar of the Sanmar Group. — PHOTO: K. V. SRINIVASAN

Special Correspondent

CHENNAI: The proceedings of last year's conference on Early Intervention in Mental Retardation, released at a function in the city on Thursday, constitute a body of work that will bolster rehabilitation and intervention works in the disability sector, speakers said.

The booklet, released by N. Ram, Editor-in-Chief, *The Hindu*, is a compilation of the abstracts of presentations made by resource persons at the conference organised by the Madhuram Narayanan Centre for Exceptional Children. It also contains the recommendations made during the conference, key among them being the need to strengthen antenatal and perinatal health services in the government sector, networking with all stakeholders to disseminate information on prevention of disabilities and provide the

option of genetic testing for high-risk babies.

Handing over the first copy to K.S. Narayanan, chairman, board of directors, Madhuram Narayanan Centre for Exceptional Children, Mr. Ram said the Centre led by the team, including V. Krishnaswamy, its director, Jaya Krishnaswamy and P. Jeyachandran, had done excellent work among children with mental retardation.

Training for journalists

Their work was among the best in recent years as evident in the change at the ground level. The Centre, set up by Sanmar Group, had élan and foresight, Mr. Ram said. He suggested that the Centre consider providing training to journalists in order to enable them to deliver real life stories in a humane way.

N. Sankar, chairman, Sanmar Group, said the Centre was set up in memory of his mother,

Madhuram Narayanan. The involvement of parents in the intervention process was recognised as the key. The future challenge for the Centre would be in the area of human resources, the task of finding people to carry on the work that has been done so far by committed people.

Air Vice-Marshal (Retd.) V. Krishnaswamy presented an overview of the conference held between December 8 and 11, 2004 and attended by over 200 delegates. It provided stakeholders updates on the latest developments in the areas of prevention, genetics, management and rehabilitation of the disabled.

N. Kumar, vice-president, Sanmar Group, said the Centre was started in December 1989 to implement the UPANAYAN early intervention programme for children with mental retardation.

At a function held to release the booklet on the proceedings of last year's conference on Early Intervention in Mental Retardation on 25 August 2005, the work of Madhuram Narayanan Centre (MNC) was lauded by the speakers.

Released by N Ram, Editor-in-Chief, *The Hindu*, the booklet is a compilation of the abstracts of presentations made by resource persons at the conference organised by MNC in December last year. It also contains the recommendations made during the conference, key among them, being the need to strengthen antenatal and perinatal health services in the government sector, networking with all stakeholders to disseminate information on prevention of disabilities and provide the option of genetic testing for high-risk babies.

Handing over the first copy to K S Narayanan, Chairman, Board of Directors, MNC, Ram said the Centre led by the team, including Air Vice Marshal (Retd.) V Krishnaswamy, its Director, Jaya Krishnaswamy and Prof Jeyachandran had done excellent work among children with mental retardation. He also suggested that the Centre consider providing training to journalists in order to enable them to deliver real life stories in a humane way.

Speaking on the occasion, N Sankar, Chairman, The Sanmar Group, said the Centre set up in memory of his mother, Madhuram Narayanan, recognised the key involvement of parents in the intervention process. He added that the future challenge for the Centre would be in the area of human resources, the task of finding people to carry on the work done by committed people.

V Krishnaswamy presented an overview of the conference held last year while N Kumar, Vice Chairman, The Sanmar Group, recalled the early days of the Centre.

Cyber corner

How a dotcom decade changed our lives

Richard Waters

Somewhere in the world in the next few weeks the billionth human being will sit down at a computer, log on to the internet for the first time and join the swelling throng in cyberspace. That is quite a record for a medium that broke away from its academic roots only a decade ago. But it may be only a taste of the upheaval in store over the next 10 years. Next week is the anniversary of the Netscape initial public offering - an event that triggered Wall Street's dotcom mania. Netscape's browser made the internet a more conducive place for the non-technical user and spurred the creation of companies such as eBay, Yahoo and Amazon.com, which have all had 10th birthday parties of their own - although most dotcom companies never made it this far. It is worth considering the extent to which those survivors have become part of the everyday lives of their users. The \$34bn of goods that changed hands on

eBay last year is roughly equivalent to the gross domestic product of Kenya; Yahoo's 379m unique users are equal to the populations of the US and UK combined; and the average person on the planet views 10 webpages on Google each month.

Even early enthusiasts for the medium did not quite foresee how far it would work its way into popular culture. "It was a stretch to say that niche focus newsgroups and bulletin boards about Unix would some day be newsgroups about the latest Harry Potter book or Batman movie," says Mary Meeker, the Morgan Stanley internet analyst who was among the first on Wall Street to tout the internet's potential.

Much of the early euphoria was of course misplaced, even if it has been proved right over the longer term.

Courtesy: The Financial Times, August 8, 2005



Cricket

Chemplast team in splendid form

Wins Moin-ud-Dowla and Canara Bank trophies

The Chemplast cricket team's incredible winning streak continues. After winning the Palayampatti Shield for the Tamil Nadu Cricket Association senior division league for the fifth consecutive time, the Sanmar boys did the group proud recently by winning two prestigious titles—the Coromandel King Moin-ud-Dowla Gold Cup on 16 September at Hyderabad, and the Canara Bank centenary Cup tournament at Bangalore on 27 September.

In the Gold Cup final, Hemang Badani (126 not out) Vasanth Saravanan (73) and Ajay Kudua (51 not out) batted well to take Chemplast to a total of 358 for 6 in the allotted 90 overs against India Cements. Badani struck a splendid unbeaten century, his second consecutive hundred, to help Chemplast recover from 53 for three at one stage. S Badrinath had made a century too in an earlier match.

Badani produced a wonderful exhibition of classic strokes in the company of



The Chemplast team that won the Canara Bank Centenary Cup at Bangalore (l to r): K Ram Mohan Rao, Petson Mathews, A Avinash, S Badrinath, S Vasanth Saravanan, Hemang K Badani, V Subramania Siva, S Sujith, R Ram Kumar, Ajay Kudua, J P Yadav, R Sathish, D Vasu, R Jesuraj and Abdul Jabbar.



The Moin-ud-Dowla Gold Cup champions. Standing (l to r): J Stephen, K Noor-ul Riaz, S Saravanan, A Avinash, S Vasanth Saravanan, R Sathish, R Jesuraj, S Badrinath, J Syed Mohamed, D Tamil Kumaran, M Vijay and Petson Matheus.

Sitting (l to r): K Ram Mohan Rao (Manager), Hemang K Badani, D Vasu, N Ajay Kudua, Abdul Jabbar (Coach), R Ram Kumar and J P Yadav.

Vasanth Saravanan, with whom he added 174 for the sixth wicket.

Later, he shared another crucial unbeaten 98-run stand with captain Ajay Kudua (51 not out).

The India Cements batsmen had no answer to the brilliant bowling of Jesuraj (4 for 30), who was well supported by Tamil Kumaran and Ramkumar.

The scores: Chemplast 358 for six in 90 overs (Hemang Badani 126 not out, Vasanth Saravanan 73, Ajay Kudua 51 not out) beat India Cements 167 in 47.2 overs (M K Shiv Kumar 53 not out, Jesuraj 4 for 30).

In the Canara Bank Cup, Chemplast won a day-night final convincingly against a strong Indian Airlines line-up, prevailing by a margin of 36 runs, though the game was closely fought for the greater part of its duration. S Vasanth Saravanan was once again amongst the runs, making 60 in 84 balls in a total of 223 in 49.5 overs. When

the Indian Airlines team batted, the openers, M S Dhoni (78) and Ravneet Ricky (42) put on 94 in 20.1 overs before veteran D Vasu (3 for 43) triggered a collapse with his accurate, penetrative bowling. Once again Jesuraj and Ramkumar bowled well too. Indian Airlines were all out for 187.

Scorecard: Chemplast 223 in 49.5 overs (S Vasanth Saravanan 60, Ajay Kudua 37) beat Indian Airlines 187 in 47 overs (M S Dhoni 78, R Ricky 42, D Vasu 3 for 43).



Sanmar Shipping Limited

'Explorers of the Magellan'

by Rudra Prasad Mukherjee, Add'l Chief Officer, Sanmar Serenade



The Magellan Strait or “Estrecho de Magellanes” is a small stretch of water which connects the Atlantic and the Pacific Oceans through the southern part of South America. Named after Ferdinand Magellan, the first European to navigate the strait in 1520, during his epic global circumnavigation voyage, this natural strait made up of hundreds of miles

of mountainous fjords is a boon to the mariner, as it helps his ship avoid going around Cape Horn, known for its boisterous seas and icebergs and often referred to as the ‘graveyard’ of many a mighty ship. The straits and their associated network of natural channels are approximately 600 miles. “Marigold”, belonging to the fleet of Francis Drake, after a successful and memorable navigation through the Magellan Strait, was caught by a furious storm, and was lost in the islets south of Desolation Island, in September 1578.

Only a fortunate few get the opportunity to pass through this scenic waterway, so close to the Antarctic Circle. It is difficult to





visualise the majestic grandeur of these fjords and the tall and stunningly beautiful snow capped peaks. It is all untouched by civilisation.

The eastern part of this fjord is known as Patagonia, a flat stretch of plateaus. As one moves westwards, the topography of the land changes from shallow round hills to majestic high mountains with dollops of snow on top. When passing through the Magellan Strait, we passed the southernmost tip of the South American mainland. This location known as the “Cabo Forward”, has been landmarked with a huge 32 metre tall crucifix visible only during day time.

We navigated our ship through thousands of small islands all along the way. These mountains and islands protect our passage from the gales that blow just south of this region, peaking up to 150 kmph at times. The islands in the channel are mainly rocky and

capped by snow, gradually sloping into numerous rocks jutting out of the water and then almost falling into abysmal depths in the centre of the channel. At times the channel becomes narrow and the water shallow. In





winter, the surrounding cliffs are bathed in snow, lending a white halo to the seas around. At night when crossing such a narrow stretch with the vertical cliffs and mountains towering besides us, an eerie feeling of fear passes through our body. The lighthouses and the beacons were our only source of light and route guide through this island maze.

During the day it was a pleasant 10°C with a cool breeze wafting through our nostrils keeping our energy levels high. The mountains looked mystical with the orange glow of distant sunshine, drifting fog and the soft topping of snow. Penguins and sea lions played lazily and barked their greetings to us visitors. Even the seasoned seafarers amongst us couldn't but help stare in awe at the amazing views offered by this picturesque passage. Over the years we've seen seas of all kinds and many a golden sunrise and arching rainbow, but none comes close to this awesome experience, the memories of which will stay with us for a long time to come. The whole team received certificates from the pilots which stated 'Explorade de Magellan' or 'Explorers of the Magellan'.



Of Geeks and Users

by A H Kesari Prasad, Vice President-Marketing, Xomox Sanmar Ltd.

In the beginning, when God created humans, She created two sub-species and named them Man and Woman. In the twentieth-century, when a human created computers, he /she again created two sub-species and named them Geeks and Users.

Geeks are those who know and can understand terms such as computer, motherboard, chip, bits, bytes, broadband, crash, hang-up etc. Users are those who understand music, culture, theatre, gourmet cuisine, humour (very important!!!) etc. Get the difference?

Me? The very fact that I'm writing this article should tell you the category to which I belong. Mind you, I have nothing against geeks. I really love them. They are as necessary to maintain the ecological balance as cockroaches, mosquitoes, scorpions and other beautiful species.

My first contact with a geek came up when my company provided me with a desktop. The computer was on when I came into my room and there was a nice geek waiting by to help me get started. I dutifully noted down all the instructions in my notebook and assumed that I was on my way.

The next morning, when I came in, I didn't know how to start the computer. So I rang up the Help Desk. The person patiently listened to me (all these Help Desk persons are so patient, have you noticed?) and then told me that I should boot up the computer. Huh? I didn't know that these computers were to be treated like old cars. Fortunately, before I could take his words literally, he bounded up and just pressed a key. I had my notebook ready. "Tell me which key I should press" I said. "Any key" he said. I couldn't believe it. So, like a child I booted and unbooted the computer

about ten times by pressing various keys till I was convinced that he was right.

Life went on merrily till we went into SAP. For those of you who don't understand, this is an Enterprise Resource Planning software. I'm sorry if I sound like a geek, but there is no other way to describe it. Suddenly my idyllic world was shattered. I had to learn all over again.

Fortunately, help was at hand. My saviour was this jolly, roly-poly person with a female sounding nickname from the SAP Core Team. Now I'm sure this description is so vague that no one will know whom I am really referring to.

I rang him up one day and said that I had a problem since I couldn't open a particular file. He came up, took one look at my computer and said "Oh, you have to unzip." "How?" I asked.

He gazed at me as though I was from another planet. I gazed back at him with my round, innocent eyes. (An innocence born of ignorance, I might add.) Then he tapped a couple of keys and the file opened. That's how I learnt about a zipped file and how to unzip it.

Nowadays, I contact the Help Desk so often that I have a sneaking feeling that they have appointed one person just to help me. One factor which has helped me maintain my sanity through all my interactions with geeks is that they are there only to serve the needs of users like us. After all, if there were no users, where would that leave the geeks?

Bye, got to go now. There's an "Excel" class I have to attend.

User: A living breathing human being, who happens to be operating a computer.

Don't believe me? Go to <http://teladesign.com/ma-thesis/glossary.html>
Still can't access? Go to Help Desk.



A H Kesari Prasad



P. S. Jayaraman, P. N. Kapadia, Vijay Sankar, V. Narayanan, N. Sankar, N. Kumar, Preeti Kumar and M. N. Radhakrishnan: The Sanmar Group Board members at the dais.



Group Annual Day 2005

Board members add lustre



Group Annual Day 2005 was marked by the participation of three Group Corporate Board members, V Narayanan, P N Kapadia and Preety Kumar. It got off to a rousing start with a powerful presentation by V Narayanan in his usual no-holds barred style punctuated by humour and anecdotes.

V Narayanan

His presentation entitled 'Dynamics of Business Leadership' described the essential qualities of a good leader and dispelled some myths concerning leadership.

Narayanan stressed the strong customer orientation of successful organisations, their focus on people, results and productivity. He advocated the wise use of power to create a vision made up of shared values, the corporate mission, organisational goals and strategy.

Narayanan also spoke of the components of knowledge, the key areas of knowledge management, and offered insights into the building of a learning organisation. He differentiated between the different styles of leadership, between control and empowerment, and concern for people versus concern for performance. He saw profound differences between management and leadership. The workplace should be a fun place to work, fostering an open and participative culture, focused, flexible and friendly.

Sarada Jagan

In her presentation, Sarada Jagan listed the HR challenges of today, with particular reference to Sanmar. Her journey down memory lane traced the evolution of the Sanmar people



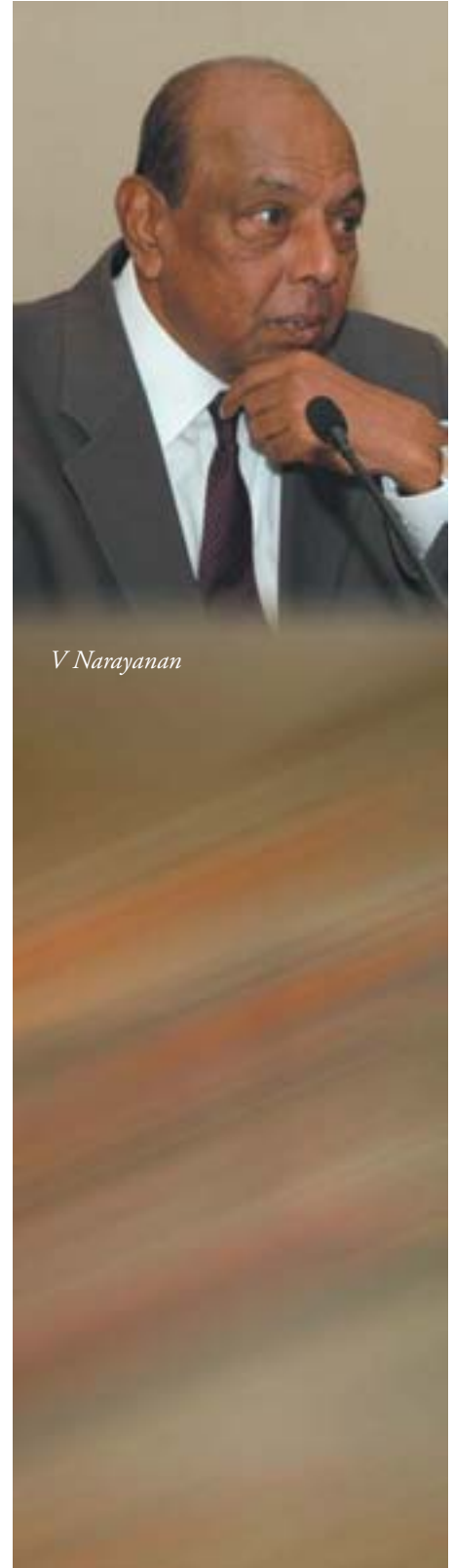
Sarada Jagan

philosophy and HR policies over a decade and a half. She took the audience through Sanmar's compensation philosophy and structuring, the cadres, appraisals, promotion policies, talent identification and development, manpower planning and budgeting, and how technology has powered HR in Sanmar. She spoke with pride of the ethics and values, learning potential, business freedom, excellent remuneration and the leading edge HR practices of the group. The common HR practices across the group could pose problems sometimes because of the diversified nature of the businesses, with industry practices differing across them. Another remarkable feature of Sanmar's HR practices has been that they have been ahead of the market; an example is the concept of cash-based compensation pioneered by the group.

P S Jayaraman

In his presentation, 'Chemplast – The Road Ahead', P S Jayaraman gave a quick overview of the present state of Chemplast and Cabot and then proceeded to outline the plans for the business for the next three years, both as a high quality manufacturing company and as a responsible corporate citizen.

Chemplast plans to become a low cost producer of ethylene dichloride (EDC),



V Narayanan



P N Kapadia



P S Jayaraman

the feedstock for PVC manufacture, enhance PVC capacity and explore opportunities in ethylene-based products are being achieved through the caustic soda plant at Karaikal, expansion of caustic soda capacity there, and the proposed manufacture of EDC at Karaikal at a cost of Rs. 127 crore. He gave details of the progress in the construction of the Marine Terminal Facility (MTF) and ethylene storage tank.

Jayaraman also elaborated on the Rs. 350 crore greenfield PVC project on the anvil, which would result in an annual capacity of 180000 tons. The MTF would facilitate import of VCM. It would be a zero discharge venture and the entire water requirement would be met through seawater desalination. TNPCB and the Tamil Nadu government have approved the project, which awaits MOEF clearance and is expected to be commissioned by December 2007. Jayaraman also spoke of the ethylene based projects under evaluation as a result of the facilities being created at Karaikal.

P Natarajan

P Natarajan's presentation was on the plans and challenges ahead of Sanmar Engineering Corporation. His status report reflected confidence in SEC's business model, its successful strategy, great joint ventures with world leaders, and good track record with both customers and partners. He spoke of strong growth prospects based on the increasing capex investments in India in power, oil and gas and worldwide trends.

He listed as domestic market imperatives a stronger customer focus, the need to leverage on the combined SEC strength, strong focus on new products and applications, addition of more related products and the need to strengthen the SEC brand by exploring the potential



P Natarajan

of the Internet and adding a new dimension to technical service.

On the growth outlook for inter-company sales, he stressed the record growth rates being projected by our JVs, the big investments in oil and gas and petrochemical plants in the Middle East auguring well for the market potential there.

Natarajan stated Sanmar Foundries' mission to develop into a leading worldwide supply chain partner to the valve industry for the full range of its casting requirements, both raw and machined. The machine shop would add value to both the sand and investment foundries, with a focus on high end machining and achieving SHE management practices needed for ISO 14000 and OSHAS 18000 certification.

Vijay Sankar

In his presentation of the five businesses of Sanmar Speciality Chemicals (SSCL), Vijay Sankar outlined the backdrop to the businesses, plans, challenges and initiatives on the path to achieving SSCL's goals. The key happenings of the year were the acquisition of INTEC Polymers at Dadra, Gujarat and SAP implementation there the commercialization of API-TMBT and the R&D thrust set in motion, the



Vijay Sankar

stabilization and growth of ProCitius Research and the integration of Bangalore Genei.

The Performance Chemicals division at Berigai, the oldest business of SSCL, makes advanced organic intermediates, chemicals for flavours and fragrances and chemicals for polymers. It also manufactures phytochemicals, specialised products based on Indian biomass as therapeutic ingredients. The API division at Alathur is a USFDA approved, reliable source of API for pharma majors. The division recently opened a world-class kilo lab. Bangalore Genei is a strong presence in biotechnology reagents, making reagents and techware for genetic engineering and teaching kits, besides offering research services. ProCitius Research offers contract research and custom synthesis and process research including scale-up of established processes, alternative synthetic methods and building block synthesis. Intec Polymers manufactures wire enamels, varnishes and related chemicals like polyvinyl formal, polyisocyanates and organic titanates.

SSCL's strategy would ride on its long-term competitive advantages, with a large pool of scientists, raw material and low cost capital equipment available in India as well as the reputation of the Sanmar group, with its financial strength, reputation for IP protection and policy of not competing with customers.

Vijay also described the SHE initiatives of SSCL, the ISO certifications obtained

and the substantial reuse of water in all the plants. He spoke of the HR initiatives both in terms of hiring MScs and PhDs and the structure and compensation changes undertaken. He also mentioned the attempts to strengthen the company's international presence.

P Viswanathan



P Viswanathan

In his presentation on Sanmar Shipping, P Viswanathan described as healthy the performance in the first quarter of the year. Freight earnings of our MR tankers continue to be high, the drydocking of Sanmar Serenade meant 28 days off, and Shipping made an entry into the chemical tankers segment with the acquisition of Sanmar Majesty. He also spoke of the other events of the year, good and bad.

For the year 2005-06, Viswanathan projected higher than budgeted earnings from MR tankers, forecast the sale of Sanmar Symphony in the October-December 2005 quarter, and expected the year's results to be better than projections made. He then gave an account of the fleet profile of the group.

Viswanathan spoke of plans to achieve a critical mass of ships by 2007-08, acquire ships that meet the 'return' criterion, have a presence in at least two segments and be active in sale and purchase to ensure the youth of the fleet. He stressed how a robust sale and purchase model had converted failure into opportunities, and the strength derived from cross-functional teams in achieving goals.



Preeti Kumar

Employees of the Year



Group Annual Day 2005

Employees of the year honoured

As always, the high point of Group Annual Day was the giving away of awards to the Employees of the Year—17 of them in all. Sarada Jagan read out the citations as each of them received the award from Chairman N Sankar. Here are excerpts from the citations.

S Purushothaman, Chemplast Sanmar - Corporate



A Production Engineer from Anna University, S Purushothaman, 30, joined us as Graduate Engineer Trainee in 1996. After his training, he was posted as Engineer – Production in Flowserve Sanmar and later moved to the planning function.

With his vast knowledge and experience, he was selected to the ERP core team in 2002 as a Materials Module functional specialist, where he has made a significant contribution.

Purushothaman has also supported the chemicals business on his own and along with Boopathy, provided support for QM and PP modules of SEC, a workload typically for three specialists. His other contributions include rationalisation of processes, implementation of SAP in Intec, extending controls on IT department procurement, implementation of statutory changes other than meeting user requests for changes and training. With his sharp, analytical mind, he is able to take the broader view and work towards team goals.

M Chandrasekar, Chemplast Sanmar

M Chandrasekar, 34, a Chartered Accountant, has been working in the Accounts Department of

Chemplast Sanmar Limited since 1995. During this period “Chandru”, acquired varied exposure in several facets of the accounting function, including a stint as Business Accountant in Chlorochemicals Division. Chandru was declared “Employee of the Year” in 2003.

This year, Chandru played an active role in loss of profit insurance claim settlement for both, a fire claim at PVC plant, Mettur and a tsunami claim at Vedaranyam, amounting to Rs.346 lakh. This assignment involved extensive deliberations with the surveyors and the insurance company.

His extra effort enabled the closure of the annual accounts well before time for the second consecutive year. He always comes up with suggestions for new reports in SAP, helping faster and smooth completion of tasks and providing valuable information to the business managers.

Chandru has fared well in MBA studies. He is analytical, logical and extremely professional in his approach to work.

Jeyamuruga Prakash, Sanmar Speciality Chemicals

Jeyamuruga Prakash is a dynamic young man who worked wonders in scaling up TMBT in the shortest period of time. His performance is amply



supported by his maturity and his firefighting skills displayed several times at work.



An accepted leader, he has proved to be an able mentor to his team members. His forethought and innovative methods to maximize production with available equipment have contributed a great deal to the success of the workplace. His many skills and versatility are demonstrated by his understanding of the nuances of CGMP.

Jeyamuruga Prakash's contribution includes cost reduction. Various process improvements were implemented resulting in a 23.54% saving on RM cost at standard RM price for all the products put together. Cost reduction has been achieved for all the products, and Rs.50 lakh saved on total RM cost.

He is the Management Representative for the EMS system and getting ISO 14001 accreditation.

Facing the FDA Audit without any nonconformance, Prakash handled all customer audits independently.

***Arunabha Raychaudhuri,
ProCitius Research***



Scale-up is an art. Arunabha Raychaudhuri, a Chemical Engineer from UDCT, Mumbai, has shown this.

An accepted leader, he has proved to be an able mentor of his team members.

In 2004-05, all scale-up projects were completed on time and within cost targets.

Notable projects were the CAOF and 6M2T projects for the biggest pharmaceutical company in the world – Pfizer. These customers had worked

with contract research organisations in the USA and Europe but were unable to source kilo quantities of material. Under the leadership of Raychaudhuri, both projects developed at lab scale at ProCitius were improved to perfection and multi kilo quantities supplied to customer satisfaction.

***Sanjay Sharma, Sensortronics
Sanmar***

Sanjay Sharma a graduate of Government Engineering College, Bhopal in 1991 in electronics engineering, joined Sensortronics Sanmar in March 2004, bringing with him 12 years' experience in selling electronics and weighing equipment.



Sanjay has been mainly responsible for increasing domestic sales by over 60% over the previous year.

This has resulted in profitable domestic sales on a stand alone basis for the first time in SSL.

His key contributions include setting up a new distribution system by appointing many new dealers contributing over Rs. 120 lakh; conceptualisation and introduction of new products; and reactivation of old customers.

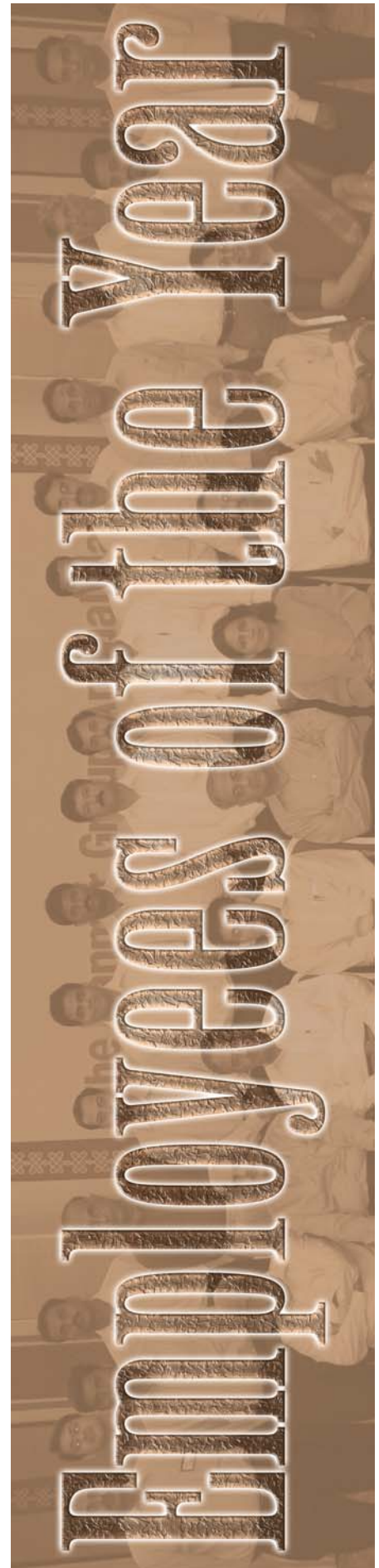
Sanjay achieved many of the initiatives without the support of any sales engineers for most part of the year.

***Piyush Bhandari, Sanmar
Engineering Corporation***



A self starter and a quick learner, Piyush joined us in March 2004.

Although a fresh Chartered Accountant, Piyush has shown a very good understanding of the bigger picture and the interplay of different functions.



Employees of the Year

His key contributions include the generation of all reports through SAP while he was at Asco; benchmarking the financial and operational performance of SEC against market leaders and competitors; introducing many process improvements like YSP review, sales return tracking, WIP tracking, SAP master review, many SAP related analyses and developments.

He was a member of the team representing Sanmar which won the MMA Young Managers Award.

N Muralidharan, Sanmar Speciality Chemicals



Muralidharan was instrumental in the integration of Intec accounts with Sanmar policies with a new team of accountants.

This involved re-working of depreciation data for the last 15 years, ensuring that the Sanmar MIS and budget systems were put in place, playing a significant role in the implementation of SAP, Master Governance and Sanmar LOA and also in shifting to the BPO.

He was responsible for the circulation of MIS reports on the third working day for all the months of the year – for the first time in SSCL.

Muralidharan has always responded to requests for information on the various constituents from business managers, MDs, internal and external auditors, and others on time.

Dr R Palaniappan, Chemplast Sanmar

A post graduate from AC College of Technology, Dr R Palaniappan, after a brief stint at Bayer India, joined



Chemplast in January 2003. He now heads the Quality Control and Safety Departments of Plant II.

Dr Palaniappan was entrusted with the responsibility of obtaining the prestigious ISO:14001 Certification for Plant II and was made the Management Representative. He took an active interest in this exercise, and did careful planning to roll out an efficient process that could be executed by anybody in obtaining this certification. Plant II was awarded this certificate by TUV in November 2004, without any non-conformance.

Dr Palaniappan was entrusted with overseeing the operations of the Effluent Treatment Plant and Safety. He has been coordinating with the Tamil Nadu Pollution Control Board (TNPCB). Satisfied with his involvement and impressed with the progress achieved, TNPCB did away with the regular monthly review meetings to assess the progress made by Plant II on various directives.

G Sankarasubramanian, Chemplast Sanmar

A gold medallist in Chemical Engineering from Karnataka University, G Sankarasubramanian joined



Chemplast at Plant I as Engineer-Process in 1997 after serving CIPLA for a year. He was transferred to Plant III in 1998.

Initially looking after the Trichloroethylene Plant operation, Sankarasubramanian was entrusted with the total responsibility of the Solvents Division in January 2005.

As Management Representative, he played a very significant role in obtaining ISO:14001 Certification for Plant III, from TUV in May 2005.

In the manufacture of Silicon Tetrachloride/ Ethyl Silicate, Sankarasubramanian was instrumental in achieving zero discharge by making available by-products such as HCl and Sodium Hypochlorite in saleable quality, through suitable process modifications, thereby preventing environmental problems.

Sponsored by Chemplast, Sankarasubramanian completed his M.B.A. programme with merit through the Open University Business School, London, in April 2005.

K Ramasubramanian, Chemplast Sanmar

K Ramasubramanian, a graduate in Law, on promotion as Manager-Public Relations, was transferred from Sanmar Engineering Corporation, Viralimalai, to Mettur, in December 2004.



Ramasubramanian has been working in our group for more than two decades. Ever since he took up the responsibility in Mettur, he has been improving public relations and confidence building measures among the neighbouring villagers.

Some of the achievements to his credit include resolving amicably a longstanding dispute with a group of villagers adjacent to Plant III through constant interaction with the local leaders, construction of a segment of a fallen compound wall, which could not be taken up for several years for various reasons and clearing the hindrance obstructing the pathway leading to the barge in Plant II.

Apart from developing congenial relations with the local press and television channels, he has also developed an excellent rapport with the Police Department, District Administration authorities, the

Explosives Department and other government agencies concerned.

G Raguram, Chemplast Sanmar

G Raguram joined Chemplast at its Plant III as Graduate Engineer Trainee in 2001 and was promoted as Senior Engineer-Production in 2003.



During the year, he played a key role in the erection and commissioning of the demercurisation units for caustic and hydrogen to achieve the stipulated norm of mercury content in finished products. These units were commissioned in December 2004, thereby complying with the CREP Guidelines on Environmental Protection.

In the caustic fusion plant, by optimising the process parameters, processing a higher volume of caustic lye including 875 MT of weak lye from Karaikal and minimising the downtime of the plant, he was able to achieve reduction in gross oil consumption to 173 kg from the earlier 190 kg per tonne of anhydrous caustic, which resulted in a net saving of Rs.33 lakh.

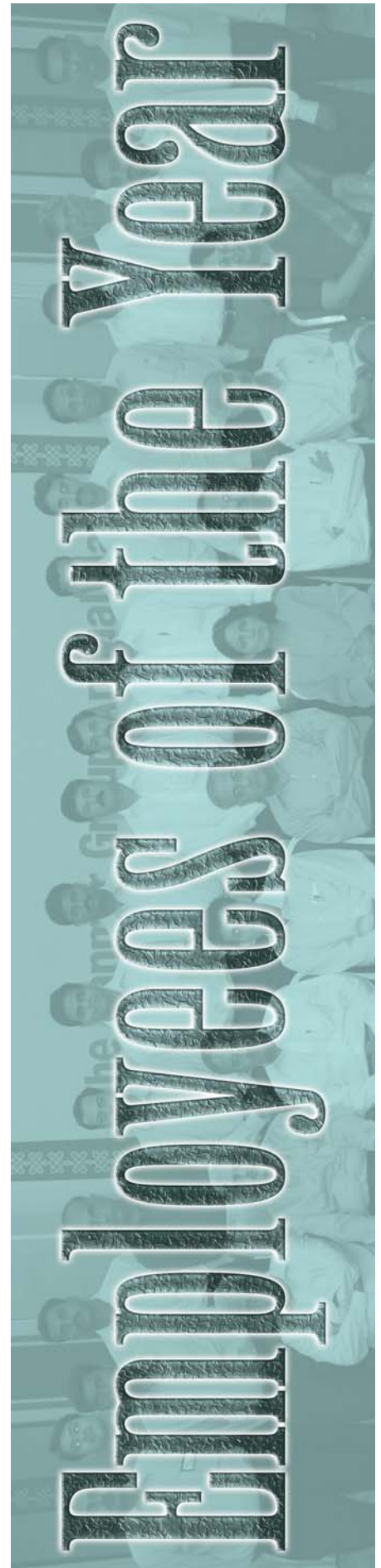
Saibal Mukherjee, Flowserve Sanmar

A Mechanical Engineer from Regional Institute of Science and Technology, Itanagar, Saibal Mukherjee joined Flowserve Sanmar in December 2003.



A go getter, Saibal brought a lot of energy to our Kolkata branch.

In 2004-05, he was asked to handle a defined territory with the objective of managing tough competition. He took the challenge and increased the business from Indian Oil's Barauni refinery by more than 100%



Employees of the Year

and also achieved significant increase in business from other major customers.

When Flowserve Sanmar embarked on promoting special products, Saibal was successful in achieving considerable sale of the focus products including gas seals, gas seal accessories and bearing guards.

He also achieved for the first time, the conversion of a competition product on a critical application for Flowserve at Haldia Petro Chemicals, Haldia, opening up huge business potential for the future.

With in-depth knowledge of the oil and gas sector, Saibal achieved good sales targets in this sector. He sold the first end user dry gas seal to an Indian refinery.

P T Anoop Ramachandran, Fisher Sanmar

Anoop is a Mechanical Engineering graduate of the 1997 batch from the University of Calicut and has been working with the Fisher Sanmar team since August 2001 in the Application Engineering team.



An excellent applications engineer, he has mastered the art of providing the best techno commercial proposal to our customers.

Responsible for the OEM segment, has been able to provide excellent technical support to the most demanding of OEM customers, with his persistent efforts and knowledge.

He has been providing the highest level of technical support and prompt responsiveness.

His proactive approach, has helped significantly in increasing business from OEMs, a low business segment for Fisher Sanmar.

The growth in the OEM segment has been 34% in 2003-04 (for which he was chosen employee of the year) and 89% in 2004-05.

R Venkatasubramani, Fisher Sanmar

An MS in Manufacturing Engineering from BITS Pilani who joined Fisher Valves in December 2000, Venkat has performed exceptionally well ever since



he came into the Sanmar fold. Chosen as Employee of the Year 2002-03, he joined the Regulator Division in March 2003 in the Process Engineering section.

In 2004-05, Venkat was instrumental in successfully implementing the outsourcing strategy for around 140 bar parts and 80 cast/ forge parts and in rolling out Kanban Process with key vendors. This resulted in smoothening the supply chain and established timely supplies. He was also responsible for defining and implementing "Process Control" plans for all parts being exported.

All these achievements contributed to OTD in excess of 95% consistently throughout the year.

Venkat has demonstrated a unique ability to merge technical excellence with practical shop floor demands and thereby exceed customer expectations.

He is getting this award for the second time in five years.

K Shankar, Fisher Sanmar

A Mechanical Engineer from MS Ramiah Institute of Technology Bangalore, Shankar joined SEC in 1990. When Fisher was formed in 1995, he moved there as Head of Planning. He was then made part of the ERP core team for the "Planning Module".

After the successful roll-out of SAP in Fisher, Shankar returned to head the Planning



Department and gave focus and direction to the Fisher Valves Division OTC team.

Shankar was named Employee of the Year in 2002-03 for his outstanding contribution to the growth of Fisher Valves. He joined the Regulator Division in March 2003 as Head – Operations.

His leadership of the team in 2004-05 enabled us to regain the confidence of Fisher in our ability to be a major vendor, resulting in our becoming the third largest vendor to Fisher. The effectiveness of the OTC team improved significantly with a consistent ROTD performance of more than 95% for the entire year.

Shankar has demonstrated ability to manage cross-functional teams and retain focus on key issues valued by customers.

Sujeet Kumar Pai, Asco (India)

An enthusiastic Metallurgical Engineer from Visvesvaraya National Institute of



Technology (REC), Nagpur, Sujeet joined Asco's Mumbai branch as Manager-Branch Sales in October 2003. He faced the challenge of managing the business with two new and

young engineers. Not only did he manage the business successfully, he asserted his leadership skills in building an excellent team and achieved an unprecedented growth of 53% in 2004-05 in order booking over the previous year.

Sujeet has always exhibited a high level of initiative and enthusiasm. He was primarily responsible for carrying out service blitzes with major MRO customers like Reliance Petro, ONGC off-shore, HPCL, IPCL, etc., resulting in establishing the successful MRO business model. This type of service blitz

has now been rolled out in other SEC units. Surveying of valves for nuclear power plant applications with complete details on competition, finalizing annual rate contracts with major OEMs at higher price levels, new product introduction, new market development, dealer net work, were other areas in which Sujeet was actively involved.

In recognition of his contributions Sujeet has been recently elevated, with the responsibility of piloting all India initiatives in terms of new products and new market development.

N Jeeva, Chemplast Sanmar

Working at the Karaikal Plant, Jeeva's contribution during the commissioning of Caustic Expansion I at the plant was commendable as also his contribution in

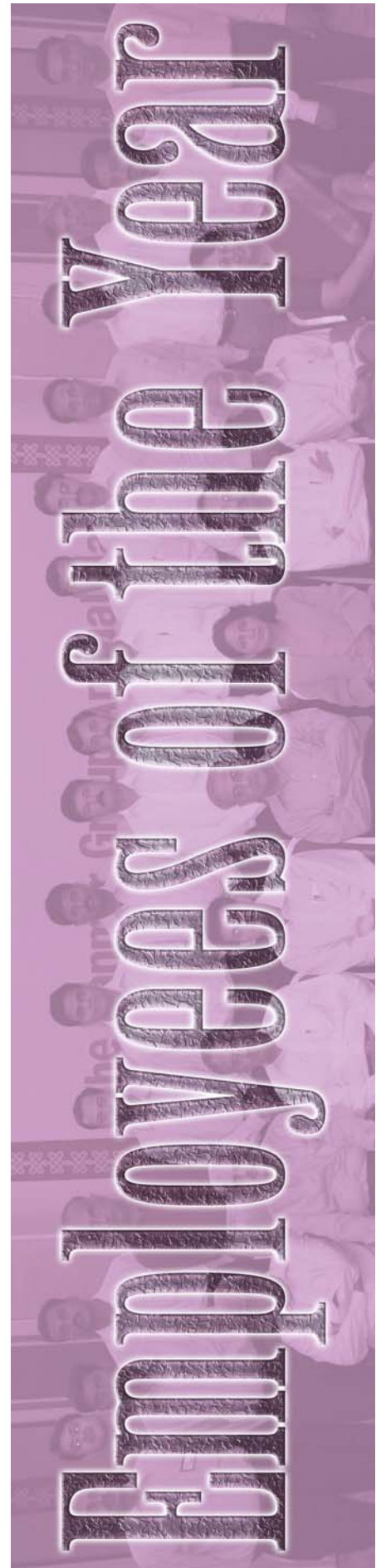


the erection and commissioning of the Primary Brine Plant in Caustic Expansion I.

He had done his best to optimise consumption of sodium bi-sulphite resulting in cost savings in brine treatment.

He maintained production reports and chemical consumption details in SAP without any deviation and is good at troubleshooting and solving plant related problems.

He once took timely corrective steps, when a leak was noticed from the electrolyser and avoided major damage to costly equipment.





Employees of the Year

Four of the best

Sanmar Group Chairman N Sankar announced the Employee of the Year awards for four senior Sanmar officials: P S Jayaraman, P Natarajan, Sarada Jagan and Bharath Reddy.

We reproduce below the complete text of Sankar's speech and the citations read out.

“There are four more Employee of the Year Awards, which have not been announced so far. These are people from the senior most levels of the Sanmar Group, but the selection criteria are the same. If anything, as I mentioned last year, it is much tougher to get recognition for special performance at this level, since they have reached these levels of management in the group only by raising their performance bar very high, and clearing that bar requires a really extraordinary level of consistent performance during the year. I am sure you will agree that based on their records, these persons fully deserve this recognition.

P S Jayaraman

The first recipient is P S Jayaraman, Managing Director of Chemplast. Managing Chemplast is one of the most complex tasks around in the group. It has the maximum number of external problems, because of its high visibility as the largest and only publicly quoted company in the group. Also being in the chemical industry it has a running engagement with the authorities on

environmental control, and as if the authorities alone were not enough, you also have the politicians and the NGOs to take on. Then coming to managing the business itself – a violently cyclical commodity business with huge energy dependence. All in all, a very difficult business to manage. Compounding this of course is the fact that Chemplast is unfortunately a company that I am a little too familiar with, and take more interest in than I should. Jayaraman has been with the group for about 9 years. He joined us as Head of Finance of Chemplast, and was appointed Managing Director in 2000. In the last few years he has quietly but very competently taken control of the situation at the plants, in the market place, and in our external interfaces, and has been able to navigate the company through some very difficult situations. He has also visualised and launched a large capital intensive project to secure our raw material dependency, and is hopefully about to get final approvals for our long pending PVC project. He has established excellent equations with all the power centres that matter, and I am confident Chemplast is going to see some great years ahead under his stewardship. Jayaraman,



P S Jayaraman being honoured by N Sankar.

please accept Sanmar's and my appreciation and best wishes.

P Natarajan

The next person to receive the award is akin to a cricketer who has scored a century on debut – P Natarajan. Natarajan joined us at SEC less than two years ago and was appointed Managing Director in 2004. SEC is a very complex collection of about 12 businesses, each with its own problems and issues, 7 Joint Venture relationships to be maintained, and a collection of very capable, but very strong willed, individuals to manage. To top it all, he was in a worse situation than Jayaraman who had to deal with me – he succeeded Radhakrishnan, which you will all agree is an even more difficult task. In his very first year Natarajan has exceeded the expectations we had when we inducted him in terms of the speed with which he got his hands around the job. He has clearly pulled the SEC team around him, started on many new initiatives, and set the company on a high-growth, high-success path for the future. In his first year of stewardship SEC's sales grew by 30% and its profits by 60%. The current year looks to be even better. Natarajan, please accept our warmest congratulations and best wishes. I only hope you don't get to regret having raised the performance bar so high in your very first year.

Sarada Jagan

The third recipient this year is the Sanmar Group's Head of Human Resources, Sarada Jagan. Sarada's record is so well known to all of you that I am sure many of you will be wondering why it took so long for this recognition. Sarada Jagan joined us in 1997 in the Human Resource function working for the group head B Natraj and took over direct responsibility in 2000. Given the large number of management personnel that we deal with, it was a tough job to start with. The first challenge that she

faced was the unyielding insistence from me for cleaning up all the hard aspects of people management – our remuneration practices, our employment conditions, streamlining



P Natarajan receives his award from N Sankar.

and standardisation of our perquisite package etc. Our insistence on absolute standardisation across the group, our adopting issues like cost to company far ahead of the market, introduction of state-of-the-art models of compensation, including our unique Deferred Value Incentive system - all these put tremendous pressure on her, but she came through magnificently,



Sarada Jagan was another awardee.

and today we have an HR administration that I think is among the best. Having forged a strong foundation on the hard issues, Sarada Jagan took up the more traditional soft issues of HR management such as training, employee satisfaction, position evaluation etc., to improve workplace atmosphere and satisfaction levels. The entry into businesses like Contract Research and API where the people issues are unique, as well as maintaining employment at the required levels in our traditional engineering businesses at a time when there was a huge drain to the Software, ERP and BPO sectors, were further challenges that she negotiated very successfully. Thanks to her, Sanmar is now beginning to be recognised externally as a good place to work in, and I am very happy that we are able to recognise her in this forum today. Sarada, our warmest thanks and congratulations.

Bharath Reddy

The final recipient of the award this year is slightly different in that he is one of the few managers who don't have a bottom line to be responsible for - Bharath Reddy. Bharath has managed Sanmar's cricket foray for almost 25

years, with one of the shrewdest cricketing brains around. While there may not be a P & L account to show for his endeavours, I think the results of our team since he joined us speak for themselves – 9 league championships including a unique five on the trot currently, various other wins in championships like The Hindu Trophy, Buchibabu, etc., – all these have redounded to Chemplast and Sanmar's credit. Since Sanmar does not do much advertising, our exploits on the cricket field do their bit to keep us in the public eye. Bharath's unique talent has been in spotting fresh talent far ahead of others. Let me give you a few names. He spotted Harbhajan Singh and Mohanty two years before they made it to the national team. L Balaji is also one of his finds, and the list goes on and on. Bharath has been a truly loyal and faithful employee of Sanmar for almost a quarter century, and working for our success is second nature to him. His team building and management skills really work and have stood the test of time. It is through Bharath's individual efforts that the IIT Chemplast cricket ground is recognised as one of the best in the country. Bharath, thank you for all your efforts and the excellent results you have produced for Chemplast and Sanmar.”



Bharath Reddy was named Employee of the Year for his excellent stewardship of the Sanmar cricket team.



'Super Senior' employees reminisce

A heartening feature of the Long Service awards given away this year was the fact a number of employees were honoured for completing 35 years of service. The oldest of them, S B Prabhakar Rao, Executive Director, Corporate Affairs, recalled with nostalgia and a touch of humour his long association with the group, starting with his reading out the day's newspapers to S N N Sankaralinga Iyer, the founder of the group. The others were V Sundararaman, P S Natarajan, Jayanthi Srinivasan and K Srinivasan. Two of them spoke to us of their experience in Sanmar.

V Sundararaman, General Manager - Mechanical Maintenance, Chemplast Sanmar

People may believe that I have stuck on with Chemplast Sanmar for over 35 years due to lack of better opportunities or right openings elsewhere. But it is not so. Headhunters did approach me many a time with tempting offers.

I have not been inclined to act on these offers since all my material needs and most of my wants are met in Chemplast Sanmar. I believe I am valued here and I add value.

When I was asked to take care of PVC expansion projects escalating the capacity to 60000 TPA and 48000 TPA, which I did successfully, I was being valued. When I was entrusted with carrying out projects on environmental issues such as demercurisation in caustic and hydrogen, rainwater harvesting, the sewage treatment plant and secured landfill for hazardous waste, I took up the challenge, I added value.

P S Natarajan, Assistant General Manager - Production, Chemplast Sanmar

I joined Chemplast in 1967 when the plant erection was in full swing. Commissioning activities were taken up in May 1967. Though we had a few experts from B F Goodrich assisting us, we faced several problems in the initial

period. After a brief period in the utilities, I was transferred to the Polymer Plant. Though suspension resin manufacturing was stabilized, paste resin consistency and quality were an issue. We overcame several operational problems like frequent power interruptions, but polymeriser reactor rupture disc failures, quality issues in the key raw material etc., were a challenge. The key technical team comprising S R Seshadri, R Kalidas, P N Devarajan, A K Sethurathnam, R Sundaresan, and D Ramaganesan could be seen inside the plant any time of the day or night to sort out problems.

Mettur was a sleepy village with virtually no facility and there was nothing to attract them.

Rapid expansion and modernization were seen after Mr N Sankar took over the operation in 1977. The capacity of the plant was expanded severalfold to its present capacity, with state-of-the-art facilities like upgradation of instrumentation and control, organic waste incinerator, oxychlorination plant, VCM containment technology etc.

I am happy that I was part of this operation for almost four decades.



V Sundararaman

P S Natarajan



Awards season for Sanmar

N Sankar receives Rasayan Rathna Award



Union Minister of State for Commerce and Industry EVKS Elangovan presenting the Rasayan Rathna award to N Sankar, Chairman, The Sanmar Group. Goutham Chand Mehta, President, Tamil Nadu Dyes and Chemicals Merchants' Association (extreme right) and Wang Xin, Secretary, Commercial Office, Embassy of China (left) look on.

On the occasion of the golden jubilee of the Tamil Nadu Dyes and Chemicals Merchants' Association, EVKS Elangovan, Union Minister of State for Commerce and Industry, presented the first Rasayan Rathna Award to N Sankar, Chairman of the Sanmar Group on 5 August, 2005. In his address, the Minister said that Sankar belonged to one of the ten families instrumental in the industrialisation of Tamil Nadu. But for their efforts, the state would not

have attained its present position among the forerunners in attracting foreign investment, he added.

Accepting the award, instituted to recognise outstanding contributions to the chemical trade and industry, Sankar said that the chemical industry has the potential to become a US \$ 100 billion industry by 2010. He remarked that its turnover now was US \$ 28 billion which is six percent of the country's GDP and accounted for 10 percent of total exports.

Noting that he was accepting the award on behalf of his company's past and present employees, Sankar hailed the role of Tamil Nadu Dyes and Chemicals Merchants' Association in the development of the industry. The Association, he added, played a significant role in the development of various sectors in the state, including textiles, paper and pharmaceuticals.

He also expressed happiness that Chemplast had been associated in its own way in servicing the critical industrial segment of textiles. He added that the company had been one of the earliest manufacturers of caustic soda, an input in the textile sector and servicing this market for over six decades.

India Today salutes top achievers in business

India Today (Tamil), to commemorate its 15th anniversary, honoured achievers in different fields through 'Sigaram 15' awards on 16 June, 2005.

N Sankar, Chairman, The Sanmar Group was one of the awardees, along with A C Muthiah (SPIC), Venu Srinivasan (TVS Motors), Suresh Krishna (Sundram Fasteners) and ten other industry leaders.

Speaking on the occasion, Arun Puri, The Editor-in-Chief, India Today, said, "With about 92 per cent road connectivity, 42 per cent urbanisation and an astounding 78 per cent literacy, Tamil Nadu is well placed and is bagging investments."

The Big Barons: A C Muthiah (Chairman, SPIC), Venu Srinivasan (Chairman and Managing Director, TVS Motors), N Sankar (Chairman, The Sanmar Group), Suresh Krishna (Chairman and Managing Director, Sundram Fasteners), M A Alagappan and A Vellaiyan (Murugappa Group), K M Mammen (Chairman and Managing Director, MRF), Jayawardhana Velu (Chairman and Managing Director, Lakshmi Machine Works). Service czars: Dr Pratap C Reddy (Chairman, Apollo Group), N Ram (Editor-in-chief, The Hindu Group) and Kalanidhi Maran (Chairman and Managing Director, Sun Network), Global challengers: Shiv Nadar (Chairman, HCL Group), V Chandrasekharan (Chairman and CEO, Pentamedia Group) and Arun Jain (Chairman, Polaris Software Lab Ltd). Retail pioneers: Nalli Kuppusamy Chetty and R Subramanyam, Chairman, Subhiksha.

Sanmar Speciality Chemicals Limited

API division opens state-of-the-art kilo lab

M N Radhakrishnan, Director - Coordination and Review, The Sanmar Group, inaugurated a state-of-the-art kilo lab at Sanmar Speciality Chemicals Limited's (SSCL) API facility at Alathur on the 6 July, 2005. This facility will be a vital link for the scale-up of APIs currently under development in the research laboratories, which is developing processes for "high-value, low-volume" niche products. The kilo lab has been designed, keeping in mind the stringent GMP, safety and environmental requirements of the business.



M N Radhakrishnan inaugurating the new facility at Alathur.

C G Sethuram, Executive Director, SSCL, seen with Vijay Sankar at the new facility.



Chemplast Sanmar Limited

Exceptional employees honoured at Mettur



The exceptional employees of the year at Chemplast, Mettur received their awards from P S Jayaraman at Mettur on 13 July 2005.

Dr R Palaniappan, G Sankarasubramanian, P James Johnson Rajamani, T S Avudaiappan, N C Chellappan, C Krishnan, S Rangasamy, M Senthilkumar, S Arumugadhas, J Rajaraman and S Rajagopal.



Health camp at Mettur

A health camp was conducted by Chemplast Sanmar for the villages surrounding its plants at Mettur. The villages included Mottur, Veeranur Koolayur, Poraiyur, Gonur and Kandanoor. The health camp was the first of its kind at Mettur and the response was overwhelming.

Nearly 400 villagers attended the camp. The Superintendent of Police, Salem District, and local Panchayat leaders visited the camp and lauded the services rendered by Chemplast Sanmar in the interests of the welfare of the community.



Dr R Kailasam and Dr R Kumar checking visitors' health at the camp.

R Arumugam, Superintendent of Police, Salem District and local Panchayat leaders seen with T AN Thenappan, Dr R Kumar, Dr R Kailasam and K Ramasubramanian of Chemplast Sanmar Limited.



Tsunami aid

District Collector Gagandeep Singh lauds Sanmar effort

In continuation of its tsunami relief operations, Chemplast Sanmar distributed fishing nets and accessories worth Rs.10 lakh among 210 fishermen from various villages of Cuddalore district with the help of district administration and Panchayat officials. The district collector, Gagandeep Singh Bedi distributed the nets and accessories to the representative fishermen from the villages.

At a function held in this connection, P S Jayaraman, Managing Director, Chemplast Sanmar and S B Prabhakar Rao, Executive Director - Corporate Affairs, Chemplast Sanmar were present. Speaking on the occasion the collector appreciated the gesture of the company in providing assistance towards rehabilitation of the fishermen affected by tsunami.



P S Jayaraman and S B Prabhakar Rao, Chemplast Sanmar seen with Gagandeep Singh Bedi, IAS, District Collector, Cuddalore while distributing fishing nets and accessories to villagers.

VIP visitor at Mettur School

Dr D Viswanathan, Vice Chancellor, Anna University visited the Vaidheeswara Higher Secondary School run by the Chemplast School Society at Mettur on 1 July, 2005. Dr Viswanathan who spent six years (Class VI to XI) here at this school was keen on visiting and meeting his old teachers. At a felicitation function organised by Chemplast, Dr Viswanathan addressed the children. Senior officials including V Ranganathan, Chief Executive - Operations, K Parthasarathy, Assistant Vice President - Personnel and

T AN Thenappan, Vice President - Operations participated in the function.

*Dr D Viswanathan,
Vice Chancellor, Anna University*



*The distinguished alumnus of the school
being felicitated by senior officials of
Chemplast Sanmar.*

Chemplast Sanmar Limited

Chlorochemicals division achieves ISO 14001



The Chlorochemicals division started implementing the Environment Management System (EMS) conforming to ISO 14001 in the last week of January 2004.

A core group of experienced personnel from each department was formed to design and implement the EMS. The National Productivity Council, Chennai, was engaged as consultant to guide them through the certification process. The steps involved were:

- i) Identification of the environmental aspects that cause significant environmental impact.
- ii) Listing legal and other requirements.

iii) Formulation of the Environment Management Programme that will enhance the performance of the organisation environmentally.

iv) Training the workforce on general and work-specific environmental issues.

v) Internal audit to check the implementation of the system.

Two internal audits and one external audit by the National Productivity Council were conducted before the final audit by TÜV. In May 2005, the final audit was conducted by the certification agency and the chlorochemicals division awarded the ISO 14001 Certification.

K Muthuraman, AVP - Operations and G Sankarasubramanian, Manager - Production, handing over the ISO 14001 certificate to P S Jayaraman, Managing Director, during his visit to Mettur on 13th July 2005. V Ranganathan, Chief Executive - Operations looking on.



Cabot VP visits Mettur plant

Ravijit Paintal, Vice President and General Manager, FMO and Aerogel Business, Cabot Corporation, USA, visited Cabot Sanmar on 28 July, 2005.

This was Paintal's first look at the various manufacturing facilities of Cabot Sanmar at Mettur including the silter production facility, and the newly added treated graded plant.

At the conclusion of his visit, the senior official of Cabot Corporation expressed satisfaction at the safety and upkeep of the plant and complimented the company on the milestones achieved so far.



Ravijit Paintal interacting with N Krishnamoorthy, Executive Vice President, Chemplast Sanmar and N Devendiran, Manager - Production, Cabot Sanmar, at the factory.

A neem sapling being planted by Ravijit Paintal on his maiden visit.



Legends from the South

K Kamaraj

Kumarasamy Kamaraj was one of the most respected chief ministers of independent India, stewarding his home state Madras (now Tamil Nadu) from 1954 to 1963. He was a Congressman and Gandhian who played a vital role in India's freedom struggle. A devout patriot, he was also a skilful administrator who pioneered the concept of free education for all. His mostly behind-the-scenes work as a unifier of disparate forces in the Congress party to ensure smooth succession after the Jawaharlal Nehru era earned him the sobriquet of 'king maker' and a reputation as shrewd but selfless party man with the nation's best interests at heart.

Kamaraj became a national figure in independent India when, during the final years of Prime Minister Jawaharlal Nehru's tenure, his Kamaraj Plan paved the way for young blood to be inducted into the Union cabinet, with senior ministers voluntarily stepping down to rejuvenate the party and the administration. He was also instrumental in projecting Indira Gandhi as the prime ministerial candidate to take over from Lal Bahadur Shastri, who succeeded Nehru, but died in harness. Kamaraj was a disillusioned man when Mrs Gandhi declared an emergency in 1975 and very nearly brought about the end of Indian democracy. Kamaraj died in 1975 and his integrity and lifelong service to the nation posthumously earned him the highest civilian award of Bharat Ratna.

Kamaraj was born to parents of modest means belonging to the trading class, Kumarasamy and Sivakami Ammal, on 15 July 1903 in the small town of Virudupatti, now known as

Virudunagar, in Tamil Nadu. Educated in the humblest of schools, Kamaraj quit studies when barely 12, joining the freedom movement and attending Congress party meetings at Virudupatti, where he listened in rapt attention to speeches by the leaders of the day. Responding to a *satyagraha* call by Mahatma Gandhi to protest against the Rowlatt Act on April 6, 1919, Kamaraj decided to take the plunge into politics and became a full time Congress worker. The Jallianwala Bagh massacre in Amritsar was to make a deep impression on him, and he vowed to play his part in ending British rule in India.

Once in the Tamil Nadu Congress, Kamaraj played an active role in mobilizing public support for Congress and spreading awareness of the party's ideals, conducting meetings at several villages and towns to sow the seed of patriotism in the minds of the people, and promoting 'khadi' or homespun cotton. He took part in the demonstrations against the Simon Commission (1928) and the salt *satyagraha* (1930) masterminded by Gandhi, getting arrested for the first time. Incarcerated at the Alipore Jail, he was greeted by huge crowds when he was released from prison in 1931.

Kamaraj was nominated as the President of the Tamil Nadu Congress Party in 1940. In 1942, along with other leaders including his mentor S Satyamurti, Muthuranga Mudaliar and M Bhaktavatsalam (who succeeded him as Chief Minister of Madras), Kamaraj attended the Indian National Congress Conference presided over by Moulana Abul Kalam Azad at Mumbai, when the Quit India movement was launched.

Soon after the conference, the British Government arrested all the Indian leaders including Kamaraj. In all, Kamaraj spent some 3,000 days in prison in his political career.

Kamaraj became Chief Minister of Madras in 1954 and remained so till 1963, when he resigned to concentrate on party work. This was the golden period of Tamil Nadu, when the state's industrialisation received a forceful thrust.

Kamaraj discharged his duties with utmost sincerity and shrewd native intelligence. He was the epitome of Gandhian simplicity and always wore a typically three-quarter sleeved white khadi shirt and khadi dhoti. Tall and well-built, he was a towering figure wherever he went, but his demeanour was always down-to-earth. He was a plain speaking man, and his favourite one-liner was 'Agattum, parkalam', which meant roughly "Let's see what can be done." He was a patient listener and accessible to the common man, who could approach him with his problems. He often solved these problems with seeming effortlessness. He was an affectionate friend but scrupulously kept family and friends out when it came to handing out benefits. These were reserved for the poor and the underprivileged. To the very end, he led a simple life and never acquired any property. Devoted to his mother, he gave her the care of a dutiful son, but she too was a stranger to luxury.

Kamaraj was responsible for some pioneering welfare measures in the state. He introduced free school education for the poor and introduced the mid-day-meal scheme at all state-run schools, a revolutionary measure expanded and made famous by the matinee idol turned Chief Minister M G Ramachandran years later. Kamaraj was instrumental in starting over 10,000 elementary schools in Tamil Nadu.

When Jawaharlal Nehru died in 1964, the question, "After Nehru, Who?"

loomed large. Kamaraj was instrumental in Lal Bahadur Shastri succeeding Nehru as Prime Minister of India. Though Shastri died in office, he made a huge impact in his brief tenure and signed a historic accord with the USSR at Tashkent, where he died unexpectedly.

In 1966, Kamaraj visited Moscow at the invitation of the Russian Premier and also toured East Germany, Czechoslovakia, Hungary, Bulgaria and Yugoslavia. He was a huge draw everywhere with his simple and endearing ways.

Even though Kamaraj more or less retired from active politics during the Emergency, he worked tirelessly for the welfare of the people till the end. He passed away on Gandhi Jayanti day, on 2nd October 1975. It was a day of great sorrow and millions of Indians paid homage to this simple *karma yogi* of Indian politics.



Illustration: R Manikantan.

