



MATRIX

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Ambassadors of Change

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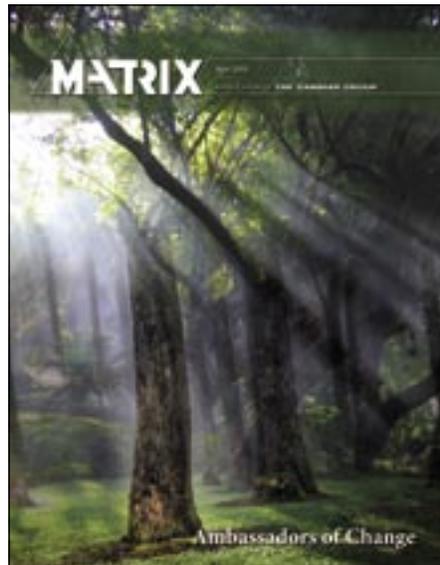
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Matrix can be viewed at www.sanmargroup.com

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Ambassadors CHANGE OF

Beyond bottom lines, share prices and quarterly non-performance, there is a human face to recession - a certain vulnerability or at the other extreme, a certain defiance. It is this human element that balloons into a Google or iPod or VOIP. Killer-apps, killer-products and garage-model enterprises were born out of recession. Deprivation and desperation is the mother of innovation, of entrepreneurship and building anew. Here are some thoughts on letting the cycle of recession pass through.

A Japanese film critic Jun Edoki, was touring Singapore's Little India. He stopped by a roadside shop to pick up some Indian movies. Topmost on the list, recommended by the shop assistant was the Tamil film *Muthu*. Back home in Tokyo, Edoki watched the film with his wife and was totally mesmerised. "It was absolutely fascinating, even without subtitles," he recalls. "We became addicted to the point where we had to see at least part of the film everyday. The private audience for the film grew. More and more friends and friends' friends huddled in Edoki's apartment to watch the film. The grapevine buzzed with *Muthu*. A change ambassador had arrived in the recession hit Japan in 1996. The yen for *Muthu* was palpable. Japan was reeling under the financial crisis and for many Japanese, their currency didn't fetch much, nor were the responses in the job market. This was the period when Japan had to break down completely to rise again, in a changed order. Change was happening and all that people could do was hold on to dreams while they reinvented themselves all over again. The change agent shows an escape route when people confront change.

Atsushi Ichikawa, a Japanese film distributor dubbed the film in Japanese and released it through his company, Xanadeux. *Muthu Odoru Maharaja* (*Muthu - the Dancing Maharaja*) starring South Indian film stars Rajnikanth and Meena became a runaway success, grossing US\$3 million the most by any Indian film in Japan. The genre, of course, was comedy, with no psychiatric mumbo-jumbo attributed to it, yet...

When the Japanese financial market was badly hit, the film drove home the point that money was not everything. The younger generation was accused of enjoying the spoils of the hard work put in by the Japanese of the post-war era in building the economy, without contributing much. To them, *Muthu* was a dream that they could identify with, a rags to riches fantasy they could live with. A change had to happen and the change ambassador eased it in. *Yajaman* - the Dancing Maharaja II also eased itself into Japan to rake in the dollars!

When slum dog-underdog becomes dog-in-the-manor, yet another change ambassador is presented. The impact of the cross-over film, *Slumdog Millionaire*



was nothing short of colossal. The film adapted a story from an Indian book, produced and directed by Brits, cast and shot in India with songs and dialogues, a medley of Hindi and English. This Indian film was surely a

Western perspective of India complete with beggars, the Taj Mahal, Bombay and call-centres. (Apparently India has outgrown the snake charmers and men-in-turban image) In the final analysis, this is global integration at its best – to be able to reach out to an international audience and be acclaimed the best. To the West, and the US in particular, that is in the grip of a riches-to-rags spiral, *Slumdog* represents the light at the end of the tunnel. This fantasy is true in reel and real life as it catapulted several underdogs to the red carpet and world cynosure. When people in the US are fretting over homes they couldn't afford, jobs they couldn't keep, or assets that are worth only the paper they represent, here is a true-to-life story of an underdog turned millionaire, the reality of slum kids thrown in the limelight they never thought possible. *Slumdog* offers a light of hope and a message for rebuilding from scratch, and not the stamp of success from Oscar statuettes. Does the acceptance of a globally integrated film provide a cue for things to come in a world that is reshaping itself? Isn't it time to free our minds to dream the impossible?

What comes out clearly is the propensity to change – in tastes, in preferences, and subtly, a need to step out of myopic confines and explore out. For change to happen, the timing is important. It is also the will to change and choosing the opportunities presented. The music of A R Rahman was a change agent in mainstream music preferences. He brought home Mozart's 25th Symphony to a billion Indians through the signature music for Titan Watches in the 80s-90s.

The advertisement and its music were voted the best by a survey. Mozart was always there, such music doesn't have to be invented. What clicked was the alchemising to the Indian taste that was looking for change. This ability has provided him with living room presence world-wide. The age of world music had arrived a long time back; a plagiarised version of his Tamil song "Ottagathai Kattiko" was heard in a Chinese dialect in 1996! AR Rahman was popular among listener circles in 'underground' music world-wide, thanks to Youtube, lounge music, etc. But now his music is encroaching mainstream listening.

In the theme of a film or in the success of a music composer or a breakthrough with a certain audience segment - right in the depths of a breakdown, the 'eureka moment' is there, waiting to be chanced



upon. Seen in black and white, the recession-depression is an opportunity to break-up and rebuild again, the opportunity for something to emerge from the ashes.

On retrospection, history has several cycles of breaking up and building again. Post the industrial revolution a production-manufacturing era sprung



Azharuddin Mohammed and Rubina Ali



A scene from the film Slumdog Millionaire

up. A world at war propped up demand for the goods. The brick and mortar economy faced technological upheavals in the dotcom era. From the dotcom bubble-burst, a new technology-based order sprung up. Globalisation reared its head. Money worked around the world, capital floated around and the consumer era was established. When money stops working, something else has to work.

At every downturn comes a change ambassador of hope and the tables turn. A single frail man without any weapons could gather a nation to bring about freedom from colonial rule. A confused kid who dabbled with drugs could grow up to become a 'messiah'-President of an ailing super-power nation. Highly populated poverty-stricken, third world countries could become huge consumer markets for the rest of the world. There are people who grab the hidden opportunity to latch on to the turning tables. AR Rahman is coveted in America. Das Leben der Anderen (The Lives of Others), a German film about a *stasi* agent was widely watched in Chennai and the rest of the world even before America honoured it. Rubina Ali and Azharuddin Mohammed rose

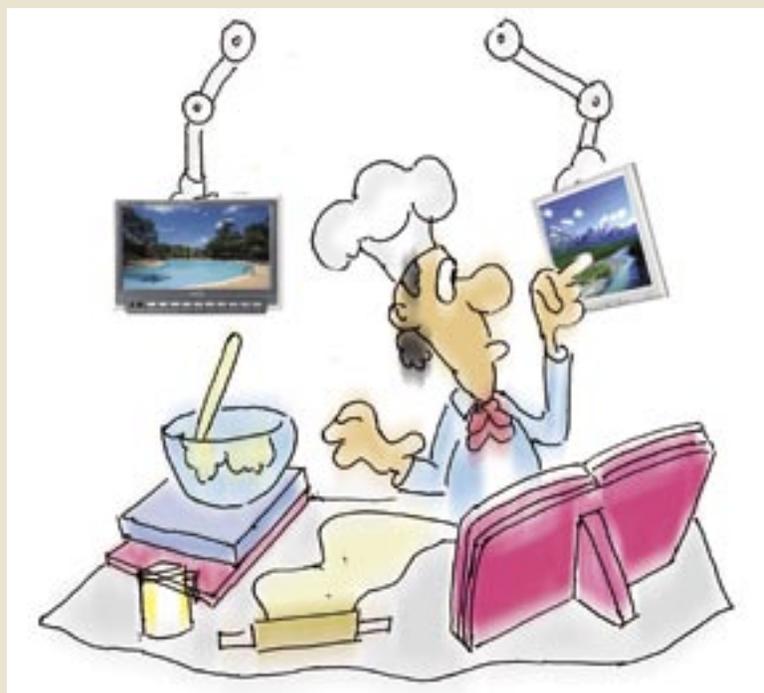
from the slums of Mumbai to walk the red-carpet in Los Angeles.

The world is spinning to change. The tables are turning fast and the apple cart has toppled. The apples need to be eaten and the cart put to new use. New ways of

doing business are expected to emerge, new media marketing will surface; the world will converge and diverge on new paths.

It is time to embrace the change ambassadors!

Book to broth



He is a casualty of the crash. He is using his skill of cooking the books in new ways. Now he cooks from the books !

Moulding In

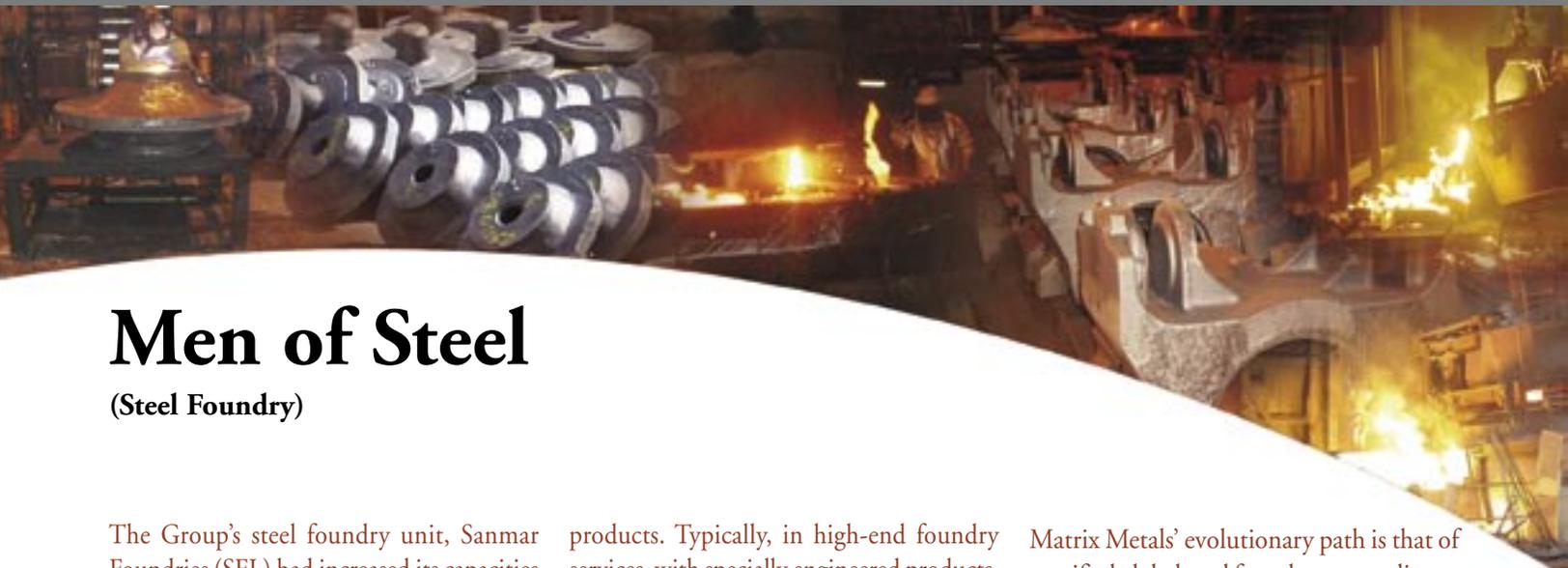
Sanmar Metals' New Building Blocks

Sanmar's Metals business is a brand new world. It is a well-consolidated segment, packaged together - a whole new world of Metals with iron and steel foundries, strategically operating from India, Germany, US and Mexico.

The foundry services of the Group worked alongside the Engineering businesses adding value on a consistent basis. Gradually it reinvented itself to become a core segment ensuring that the integrity of our castings reflected the quality of our engineered products. The end of 2008 saw the transformation culminate in the recognition and formation of Sanmar Metals Corporation. 2007-08 was also the year when Eisenwerk Erla in Germany (Dec 2006) and Matrix Metals in the US and Mexico (April 2008) came into the Sanmar fold through acquisitions. The modernisation of Sanmar Foundries was completed and a new and expanded plant commissioned. The new Greenfield iron foundry, Sanmar Ferrotech in India was also commissioned.

Sanmar Metals is a standing example of a case of integration with advantage - strategically, operationally, and culturally. While, Eisenwerk Erla (the Iron foundry) has completed two years and Matrix Metals (the Steel foundry) has completed one year under the Sanmar umbrella, both are being slowly but surely absorbed in to the Group's management practices. Matrix Metals and Eisenwerk Erla have been functioning as independent satellite units of the Group with a predominantly regional management team - being local when required and yet being international whilst following Sanmar's global management practices. The orientation of the companies into the Group's way of management in terms of processes, financial models, HR practices, etc., is a continuous process rather than a sudden change programme. Sanmar's practices, highly professional and based on strong principles of integrity, are cementing local traditions. The Group's long term focus and financial prudence has ensured its good health in all times. The Group has infused these values within the local management set-up of these new businesses.

The people at these locations talk about the integration process and the way forward.



Men of Steel

(Steel Foundry)

The Group’s steel foundry unit, Sanmar Foundries (SFL) had increased its capacities almost three-fold and modernised its facilities. SFL was looking for a marketing base in the US and NEPCO’s (the marketing arm of Matrix metals) sourcing relations with SFL provided the right window of opportunity. Sanmar looking out to partner with NEPCO, ended up acquiring NEPCO and the three steel foundries of Matrix Metals. For the first time in the history of Matrix Metals, the ownership was transferred to someone who was committed to the business and had a long term focus. Matrix Metals, a cluster of foundry businesses, became part of a stable, global organisation with JV relationships in North America sustaining for over thirty years. Sanmar hopped on to the bus with Matrix Metals’ foundries that had a ready cluster of customers and niche

products. Typically, in high-end foundry services, with specially engineered products, the lead time for customer acquisition could prove anywhere between two to three years or even more. With the acquisition, Sanmar’s solid business commitments helped Matrix Metals’ marketing relationships to flower and grow.

Matrix Metals’ evolutionary path is that of a unified global steel foundry group, diverse in its operations, focused in its management and enjoying a strong pedigree. The change idea for each of its foundries is to think big and think beyond.

Each of Sanmar’s steel foundries has a unique value proposition for its customers. There is a low cost option for high end castings, there are niche, speciality products with quick turnaround times, there is the advantage of market proximity and all these are available for customers with uniform standards and highest of quality. Most importantly, trust and strong relationships have been established with customers, whether it was sourced from India or delivered from the US.



Left to right: Shrirang Kulkarni (CTO), Vinod Krishnan, Jason Silva, Charlene Miller, Andrew Bohac, Debra Buzek, Alton Meyen, La Shonda Donahue, Robert Bridges, B Natraj

B Natraj

CEO, Matrix Metals

Natraj is an old stalwart at Sanmar. He was part of the Group’s initiatives during the professionalisation and consolidation of the Group in its nascent group consolidation years, especially when the Group’s people, management and ethical philosophies were documented and implemented. After completing the Erla and Matrix acquisitions, he relocated to the US and works out of the Richmond office of Matrix Metals LLC.



B Natraj

“My mandate is to build a strong management team here taking holistic decisions with respect to all the foundries of Matrix Metals; bring the divisions up to speed to work in a globalised setup and put in place Sanmar’s HR policies and systems. With a focused management team, we will address soft issues and get all the three regional businesses on one road. Hopefully by 2010, Matrix Metals will be well on its success path and wouldn’t need hand-holding from Sanmar.

“We enjoyed a huge order backlog and were extremely busy with business. But we can't really say we are well insulated. Many of our customers are cutting back due to the global economic crisis. We are re-engineering our business so that we provide our customers with cost efficiencies arising out of our geographic diversity. We continue to innovate with new product lines to widen our product portfolio. These measures would help us remain profitable.

“We have a new leadership team in place and have spelt out a clear vision for Matrix Metals - to ensure that Matrix Metals becomes the most profitable and customer focused steel foundry group in the US. We will be among (the top 100 of the) best places to work in the market in 3 to 5 years.”

“The Sanmar values of integrity and excellence are being translated into hard core actions at Matrix Metals. At the end of the first year, things are moving slowly but surely in the right direction. In three years time, I hope to leave behind a management team that understands and enjoys Sanmar's values and standards, and which has the trust and confidence of the Head Office.”

Rob Kukowski

Group President, Matrix Metals

Rob recently visited the corporate head office, several of the JV partners and the Sanmar Indian foundries.



Rob Kukowski

Having worked in the past for American, Japanese and Finnish global companies and having developed supply partnerships in both Europe and the China, Rob feels the cultural transition with Sanmar will be easier in several ways. One major positive being the lack of a language barrier and the second being the high level of professionalism in The Sanmar Group.

“The transition into the organisation is challenging in that we support such a diverse group of industries. We create castings for a tremendous variety of engineered and complex applications providing coverage from “oil patch” applications to off highway construction equipment, mining machinery and transit components to just about anything related to the valve industry. We are active in all of these business sectors and understanding these requirements is very specific, technically challenging and quite specialised.

“The diversity of Matrix Metals' customers is attractive in that seldom are all industries simultaneously impacted economically. We had a solid backlog of activity to start the new fiscal year. We are cautiously optimistic about 2009 and not many companies can say that in today's current environment.

“The biggest challenge and opportunity at Matrix is to develop the synergies amongst the various foundries and leveraging our total global capability. We have diverse capability, ample manufacturing capacity, a global footprint, presence in both low and high cost labour markets and can cater to differing delivery requirements. I am excited about presenting our value proposition to the North American customer base.

“Our biggest opportunity is to improve our delivery reliability. We are formally committed to a Sales and Operating Planning (S&OP) system improvement

that will drive this reliability. But if we want to be the supplier of choice, we must be able to make and deliver on our commitments. Be it delivery, quality or service - we want our customers to know that “Matrix does what they say they will.” Trust is grounded in making and honouring commitments. I believe we have the people and equipment to be world class in this regard.”

Mike Taylor

Chief Financial Officer, Matrix Metals

Mike has been with the foundry group for 38 years and has been at Keokuk for 17 years.

“I think everyone here is excited as the owners (Sanmar) want to run it as



Mike Taylor

a foundry and not as an investment proposition. The stability that Sanmar offers is welcome. As for readjustments, to me it is just a question of grouping existing information in the required formats, which wasn't a big challenge and rather painless. People are getting along well and comfortable working with each other.

One year on, we've got our objectives clearly defined for us – the markets we serve and our operating capacities have expanded. We are pleased the way things are. Hopefully, we've also lived up to the expectations of the Group.

As for the economic slowdown – we’ve been through many such cycles before and each time we re-engineered and readjusted. I’m confident we’ll see this through as well by not making the mistakes we made earlier and being perseverant. We’re lucky to have a group of people who can do their jobs well and all of us have our entrepreneur hats on. That’s 80 % of the battle won!”

Shrirang Kulkarni

Chief Technology Officer

Shrirang is the man driving the operational integration of the Steel foundries. He has been with Matrix Metals for over 30 years, through its ups and downs. As Chief Technology Officer he has nurtured the 8 to 10 foundries that Matrix Metals had in its early days including Keokuk. After the crisis of the



Shrirang Kulkarni (right) with George Hoffman (left)

80s and 90s, the European foundry, the Chicago plant and others were divested. Matrix Metals foundry divisions are his pet projects that he nurtured and tended. He was the Business Head at Richmond at the time of Sanmar’s acquisition of Matrix Metals.

Shrirang was moved into the current role of Chief Technology Officer of

the Steel foundry business primarily to help integrate SFL with the Matrix Metals business. The business objective is to ensure that customers get quality products that are of uniform technology standards across all of Sanmar’s steel foundries. For the past year he has been developing production teams at SFL shuttling between US and India.

“My mission is to ensure that our Steel foundries are world class with uniform technology standards. I am coaching and training people here at Trichy to ensure that customers get world class products no matter which foundry they source from.

“Our large castings customers are primarily US-based. In order to retain our high value customers, we have to offer them low cost options but at the quality and standards they are used to

and I am gearing up SFL for this. We have world class facilities here and the production standards have to match with any US foundry.

“Technology integration process is a long and arduous one; product development takes time in this segment. Developing teams, playing mentor and balancing delivery schedules is challenging. Before

the end of the year, SFL’s technology integration should be through.

“In 1999, I visited SFL after it was commissioned. Even before the acquisition, I knew the SFL people. On the other side, I have interacted with Matrix Metals’ customers and was part of the relationship building process for 10-20 years. I would like to ensure that customer requirements are well-adapted and delivered from SFL through seamless technology transfer.”

Vinod Krishnan

Vice President, Strategy & Finance, Matrix Metals

Vinod was with Cummins before he came to Matrix Metals.



Vinod Krishnan

“There are at least three priorities at the moment. The first is to manage the business in the economic scenario we are in. We got to get proactive in managing this situation before the downturn impacts the metals business. The next would be to grow the business and focus on developing the organisation. The third priority will be to manage the expectations of shareholders. If we manage the first two priorities right, the third one should fall in place.

Iron Men

The iron foundry story is equally interesting. Sanmar got into a niche segment of automobile castings with the acquisition of Eisenwerk Erla. The company is the most modern iron foundry in Europe and Sanmar had the benefit of niche technology and an elite customer base in Europe. Eisenwerk Erla is known as a foundry for casting high-value materials, and as a specialist for turbine housings and exhaust manifolds.

Dietmar Hahn

Managing Director, Eisenwerk Erla

“During the Christmas of 2006, when the announcement of Sanmar’s acquisition of the company was made to the employees, there was some amount of trepidation. Eisenwerk Erla moved from being part of a small family group to being a part of a large international organisation. For many of us new rules that had to be learnt. The major challenge was the language – English – which all employees had to learn. Ramdas and his family who

Here again, the management of the company was primarily local. Only one Sanmar employee, Ramdas, relocated with his family to Erla.

Complementing the German foundry is Sanmar Ferrotech (SFT), a state-of-the-art new iron foundry in India. SFT was conceived as a ‘daughter-plant’ for Erla. Erla has the best technology and best customer base across Europe, Germany in particular. The geographical limitation

relocated from India learnt German.

“Eisenwerk Erla has seen good growth and further strengthened its position as a leading supplier of turbine housings and exhaust manifolds. SFT was successfully developed with the collaborative effort of Erla and Sanmar colleagues. After the commencement of commercial production in November 2008, the entire project team, Indian and German, felt proud of the results of their hard work.

“The numerous visits to India for The Sanmar Group Annual Day(s), and

for expansion comes in its position, snuggled in the midst of a mountain (Schwazenberg) and a river. SFT was the answer to Erla’s land-locked constraints and serves as a lower cost option to its customers. This project is the joint effort of the Indian and German team. Both these foundries will synergise and leverage their geographical advantages and provide value to customers.

in connection with SFT led to many new contacts. While in India, we got an interesting insight into the Indian culture.

“For people in Erla, it’s business as usual. I can say that the integration with The Sanmar Group has been successful. We are clear of the goals to achieve and the Erla team has a positive feeling. We are ready to offer our customers a strong value proposition arising out of the integrated Indian and German iron foundry services.”



Ramdas

CFO, Eisenwerk Erla

“Erla is my first overseas experience and my first stint outside Sanmar and it’s a great learning experience for me. I found people here are very organised and disciplined when it comes to work. It is amazing how they plan their day. Yet another aspect is there is no such thing as follow up. When action points are spelt out, it is considered done, unless there are problems

“The support that my colleagues provided to me and my family is something I can’t express in words. They did everything possible to help me settle down here. On the first day of the new year, Dietmar Hahn meets and greets each and every person at Erla. This year, I went along with him and felt extremely good about it. I thought it was a pretty nice gesture.

As for my integration into Erla – In the first few months after the

take-over, I was the one point contact, a middle man of sorts for the Erla team and Sanmar in the initial days which I think helped. First of all I had to break the ice with people, which happened in due course and, the fact that my bosses at Sanmar were patient also helped.

“The finance team in Erla (myself included) worked together to establish integrated reporting systems that helped departments take informed decisions. All departments are more synergised today because of the formal information sharing mechanisms. At the monthly

meeting of the department heads, the finance team presents a summary of the results together with the performance of each of the departments. This helps in open discussions and facilitates corrective action. Visits by the leadership team in Sanmar spelling out the business goals and regular reviews have helped to bring about greater clarity on where we are headed, especially in the wake of the global economic crisis.

“It is more than two years since the acquisition and Erla and Sanmar have warmed up to one another. Both teams have been interacting on the commissioning of SFT; we can expect more such interaction in times to come. As for missing home, of course, I do. I miss my parents, my friends and colleagues in Chennai. My family and I are looking forward to our annual holiday to India.”



Front row (left to right) - Enrico Fischer, Björn Dehne, Ms Gundula Fritzsich, and Dietmar Hahn

Middle row (left to right) - Ronald Dost, Mirko Wächtler, and Klaus Purrucker

Back row (left to right) - Hartmut Fritzsich, Manfred Volkmann, Joachim Roscher and J Ramdas

Erla and SFT are well on the path of integration in terms of soft skills. The Germans are learning English and the Indians at SFT are learning German. With the strategic integration of Erla and SFT, the Sanmar Iron foundry business is a major force in the turbo charger market.

Today world leaders in their respective fields like Caterpillar, GE, Alstom, Siemens, Borg Warner, Honeywell, etc., can take advantage of Sanmar’s global presence in Steel & Iron foundry services since the same technology and quality can be deployed in various regions of the world; especially strategically important countries like the US and Germany and also the developing countries like Mexico and India.

MMA Annual Convention

Madras Management Association's (MMA) Annual Convention 2009 was held on the 20-21 February at Hotel Taj Coromandel, Chennai. The theme for this year was "Navigating Uncertain Times". The Sanmar Group actively participates in the convention with senior management personnel involving themselves with the management of the association and the conduct of the convention. Sanmar was an associate sponsor for the event. The 2-day business sessions had distinguished speakers who shared their thoughts on how India would be riding out the recession. The speakers represented industry

verticals such as automobile, engineering, banking and financial institutions, HR consultancy, etc., and also covered representation from MNCs, small manufacturing businesses, NGOs and large corporates. S Gopal, Past President MMA and MD, Chemplast Sanmar Ltd., chaired the business session, "Anatomy of Uncertain Environment". The speakers for this session were Kevin Thieneman, Chairman, Caterpillar India and R Sarabeswar, Chairman & CEO, Consolidated Construction Consortium Ltd and M S Unnikrishnan, Managing Director, Thermax Ltd.



M S Sekhar, Director, Chemplast Sanmar & MD, Three D Management Services Pvt. Ltd., was a panelist at the session "How Can Better Corporate Governance Help in Managing Uncertainty?"



Left to right: M S Unnikrishnan, Managing Director, Thermax Ltd., Kevin Thieneman, Chairman Caterpillar India, S Gopal, MD, Chemplast Sanmar Ltd and Mr R Sarabeswar Chairman & CEO, Consolidated Construction Consortium Ltd.

Sanmar Nahar BNHS Bird Migration Study Centre Inaugurated



S B Prabhakar Rao, Corporate Affairs



Sanmar has established a bird migration study centre at Vedaranyam. The Sanmar-Nahar BNHS Bird Migration Study Centre at Point Calimere was inaugurated on 22 February 2009. The event also commemorated the 125th year celebrations of Bombay Natural History Society organised at Point Calimere Ramsar Site. This centre is being established by Sanmar jointly with the Bombay Natural History Society (BNHS) to facilitate the research on the migratory flock. Working in conjunction with the Ministry of Environment and Forests, Govt. of India, steps will be taken for the protection of the habitats and encourage the nesting of different species of migratory birds that visit the swamplands annually.

The salt pans and the surrounding marshlands provide a good breeding ground for rare species of birds like flamingoes, terns, pelicans, painted stork, teals, pigeons, plovers, sandpipers,

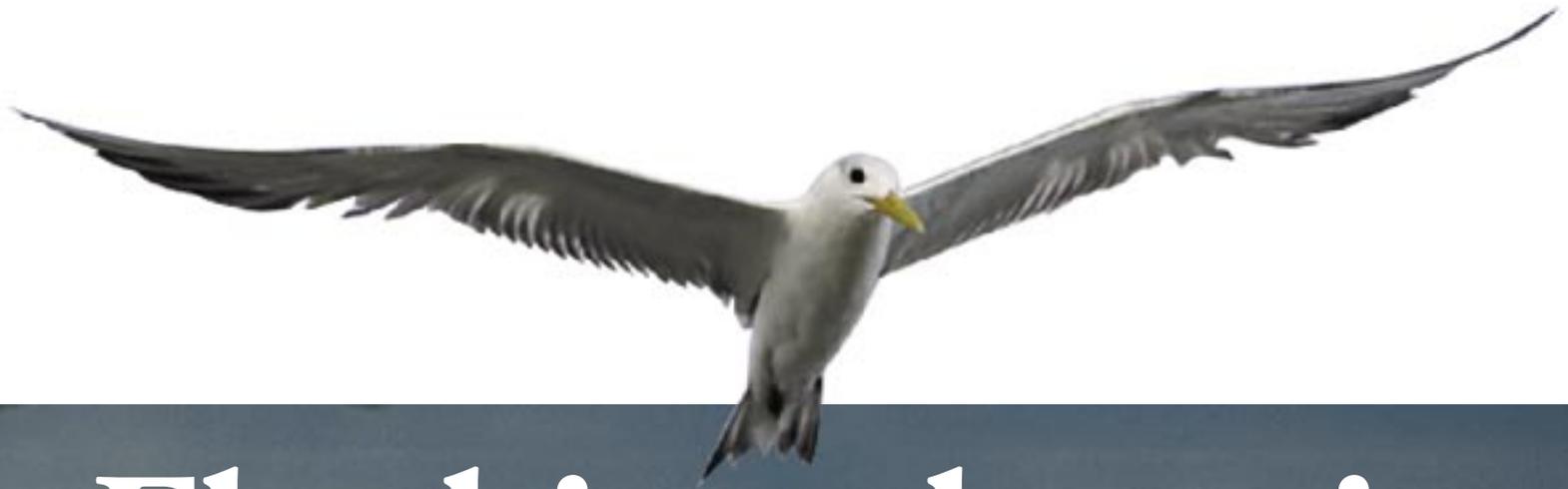


Dr P L Gautam, Chairman, National Biodiversity Authority, R Sundararajan, IFS, Principal Chief Conservator of Forests (WL) and Chief Wildlife Warden, Govt. of Tamil Nadu, and Dr S Balachandran, Assistant Director, BNHS.



whistling ducks, gulls, egrets, etc. Natural and artificially created habitats for these winged visitors are being maintained and research is being done on the feeding grounds and feeding patterns of various species to ensure their annual nesting here. When the monsoons are lack lustre, the fresh-water reservoirs (natural and man-made) are affected reducing the availability of food for the birds.

Around 17.26 sq km area fringed with saline swamps and evergreen forests along



Flocking them in



the Palk Straits is a sanctuary established for the preservation of the blackbuck in 1967. Extensive saline swamps and good weather coupled with abundant rains have converted the region into a nesting ground for migratory birds. These winged visitors from Europe, Middle East, Russia and northern India come here annually between October and March.

Researchers are excited about the increase in the nesters this year. 95,619 birds of about



Left to right : P L Gautham, J C Denial, S B Prabhakar Rao, Dr K Venkatraman, V Thirunavukkarasu & Uhamraj Nahar.



88 species of migratory birds arrived here this season. The number of visitors last year was 84,000 birds. According to the District Forest Officer and Wildlife Warden, the strength of the visitors depend on climatic conditions and abundance of food. S Balachandran, an ornithologist with Bombay Natural History Society said that the number of flamingoes were at 10,000, almost double that of last year. Forest officials have chalked out two projects to develop and maintain the sanctuary. The Sanmar-Nahar BNHS Bird Migration Study Centre will conduct studies to preserve this region's bio-diversity.



PRESIDENT
S. G. DEBHRANI
I. A. S. (Retd.)

Ref: 711/2009

Mr. Prabbakar Rao
Executive Director
Chemplast Sanmar Limited
9, Cathedral Road,
Chennai 600 086.

2nd March 2009

Dear Mr. Rao,

On behalf of the Executive Committee and the staff of the BNHS, I take this opportunity to thank you for your continued support to BNHS and for giving your valuable time to grace the occasion of the inauguration of our Bird Migration Study Centre at Point Calimere on Sunday, 22nd February 2009.

As you are aware, this Centre is like a dream come true for all of us, as it is the only centre in the country dedicated to bird migration studies. We are confident that the centre will go a long way in ensuring proper training to researchers and ornithologists from all parts of the country.

We acknowledge that this Study Centre would not have been possible without the generous support given by you.

Thanking you once again for your support.

“This Centre is like a dream come true for all of us, as it is the only centre in the country dedicated to bird migration studies. We are confident that the centre will go a long way in ensuring proper training to researchers and ornithologists from all parts of the country. We acknowledge that this Study Centre would not have been possible without the generous support given by you.(Chemplast Sanmar)”

- Asad R.Rahmani, Director, Bombay Natural History Society

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Procitius Research gets EPCES Award for Export Excellence

Procitius Research received the Award for Export Excellence from the Export Promotion Council for Export Oriented units and Special Economic Zones (EPCES). The division qualified for the award in Category II- Export Oriented Unit, Small Scale Industries segment. The awards were presented on 3 February 2009 at a function held at the Ashoka Hotel, New Delhi. Kamal Nath, Union Minister of Commerce & Industry was the chief guest at the function.



Procitius Research is the contract research division of Sanmar Speciality Chemicals Ltd. Exports from EOUs and SEZs were to the extent of Rs 2,21,066 crores in 2007-08 as against Rs 33,647 crores in 2002-03 and is expected to cross Rs 2,50,000 crores this year.



Sanmar Team National Champions at SAIL Quiz

Sanmar's very own quizzing duo Ram Kumar Shankar & Deepesh Nanda won the Steel Authority of India Limited's Golden Jubilee Business and Management Quiz Bonanza (BMQB) Trophy.

The team received the trophy and a cash prize of Rs 1 lakh from the Chairman S K Roongta, Steel Authority of India Ltd., in New Delhi. The team beat Sun Microsystems who won the runners-up trophy.



Back to the Roots



Chemplast Sanmar's Sustainability Report 2008

The year 2008 was a landmark year for Chemplast Sanmar – a year of achievements and accolades in the journey in sustainability covering economic, environmental and societal perspectives. Chemplast Sanmar has been progressing on this journey in a structured manner. Over the years several initiatives focused on the environment. Compliance, processes and systems for environment-friendly operations – the landmark zero liquid discharge facility, innovative Clean Development Mechanism projects reducing the carbon footprint – these initiatives were at the operational level.

As these processes and systems were established, the company benchmarked and assessed itself at the national level. The recognition and commendation through the CII-ITC Sustainability Awards 2008 placed it among the top bracket of the 16 companies that gained recognition through the awards and among the top three in the large business segment. Chemplast Sanmar received a Certificate

of Commendation for Significant Achievement in sustainability.

Another initiative in aligning its sustainability practices to international guidelines is Chemplast Sanmar's Sustainability Report 2008. The report was assured by Deloitte and Touche and was checked by GRI (Global Reporting Initiative) qualifying for A+ level applicability of the G3 guidelines. GRI is the collaborative arm of the United Nations Environment Program (UNEP) and the G3 guidelines serve as an exhaustive almanac for sustainability reporting. The objective is to help industry take responsibility for the environment and its inhabitants within the framework of economic activity.

The report titled, "Back to the Roots" in a thematic approach forays into the ancient Indian practices that were observed for sustainability. The theme pages carry a snippet detailing the respect and responsibility shown towards balancing the ecological systems in traditional Indian customs. The artwork in the report is a representation of tribal art with every illustration painstakingly hand-drawn.

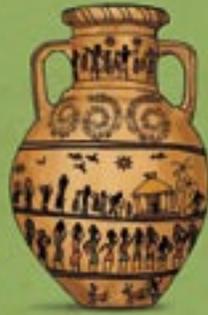
Chemplast Sanmar's sustainability report, audited by a third party and verified by an international body is yet another milestone in transparency, compliance and benchmarking to global standards of the company's operations.



“The global geo-political shift towards Asia and India and the increasing cross-border integration of business activity warrants tectonic shifts in organisational perspective and approach. This reality presents opportunities and challenges. While compliance with national laws and governing bodies is sanctimonious, responding to a global call for action reflects true global citizenship in a new international environment. Within this context, the subject of climate change – as derived from environmental imbalance – is a subject of mainstream concern that no country or business can ignore; there is a growing consensus that the cost of ‘no’ or ‘deferred’ action will be higher than the ‘right’ action today.”

Excerpts from the Chairman's statement in the report.

Environmentally benign



Centuries of economic growth have taken an evident toll on the environment, which acts as a supplier of resources at one level and a receptor of waste products at the other. The result: a progressively increasing emission of greenhouse gases and consequent global warming, leading to droughts, floods, hurricanes and climatic extremes.

In this context, it is important to frame India's position within the global canvas. As things stand today, India is still a minor contributor to ecological damage compared with developed countries with a staggering record of resource exploitation. However, India does face pressure to manage growing emissions and waste because of its unabated population increase, rapid economic growth and burgeoning energy appetite, of which 65 per cent is coal-based. Corporate India shoulders a special responsibility to protect the environment and showcase its commitment to a cleaner world.



Safe material transportation – the marine terminal facility

Chemplast Sanmar's marine terminal facility (MTF) at Karaikal comprises a 3.4 km pipeline extending into the sea, which helps ships dock to the terminal, transfer ethylene directly to storage tanks and safely feed production facilities. The MTF enables a direct feed of ethylene into the production process at the right temperature, and is designed to minimise intermediate material handling and ensure a safe passage of critical feedback to produce ethylene di-chloride. The cryogenic stainless steel pipelines extend 3.3 km offshore. The MTF is capable of receiving 5000 duty fully-loaded vessels. Ethylene can be transferred through the cryogenic stainless steel pipelines directly into the specially designed ethylene storage unit – a 4,000-metric-ton, double-walled, double-integrity, nine per cent nickel tank operating at -104 degree Celsius.

After the MTF became operational in August 2007, the EOC plant at Karaikal went on stream as ethylene was transported through the MTF. The facility's inauguration was a landmark event; it facilitated the easy passage of raw materials to the production facilities.

The MTF enables coastal shipment of finished products as well, facilitating shipment of large cargo volumes at a lower cost. We have successfully completed coastal shipment of caustic soda lye to an end user.

Case study

Assisting the local municipality in safe product handling in the water treatment plant

The Gobichettipalayam Municipal Council's water treatment facility had four unused chlorine tanks. When the Collector of Erode district sought the Company's help for safe handling/disposal of chlorine, our team discovered that the cylinders had corroded, making chlorine transport to Mettur unsafe.

One corner was found to be empty while the other three had liquid chlorine, which could neither be transported out of the area nor released into the atmosphere. As the area was surrounded by banana and paddy plantations, a chlorine leak would have had grave implications.

The Company's team set about addressing the concerns through the following means:

- To reduce vapourisation, the cylinders were vented in sub-zero temperatures.
- Once cooled, the plugs were expertly removed with the cylinders inclined at a 30-degree angle. Thereafter, the cylinder outlet was fitted with a valve and nipple with adequate protection in the form of chlorine risk, SCBA and other safety equipment.
- The fire brigade created a water curtain around the designated area to eliminate chlorine escape.
- Once a valve was attached to the cylinder, it was released slowly into a pit of caustic soda lye/solution. As the caustic soda-chlorine reaction was an exothermic one, which heated up the solution, ice was dumped into the solution to keep the temperature under control.
- The 30-and-half-hour process circumvented the possibility of a chlorine leak.

Let me place on record my appreciation to you for deputing a team of dedicated officials of your firm to neutralise liquid chlorine cylinders at Gobichettipalayam, Erode District. Wards may not match your team's great work done in adverse conditions. – Collector, Erode District, Erode



Chemplast Sanmar and the community

No company can survive as an island of prosperity. Every company, business or enterprise needs community sustenance in the form of precious human resources as well as markets for its products. For any business to be enduringly successful, it needs to grow inclusively with the communities of its presence.

Our approach

At Chemplast Sanmar, we believe in returning to the society in kind, through welfare spending and through goodwill. Our community engagement is conducted at two levels - the Company and the Group. In addition to significant localised social initiatives that benefit communities in and around the Company's operational locations, a substantial part of our Group's activities were conducted through foundations and trusts established at the corporate office. The result: collaborative efforts with local bodies, resulting in new means of livelihood and life-enriching facilities for the impoverished.



Our community development initiatives

Healthcare

Preventive health care and diagnostics, training on emergency care and first aid

Civic amenities

Potable water to schools, water supply to the communities, restoration of canals, bus shelters, upgrading the park at Mettur

Education

Supporting schools, sports activities and tuition centres

Philanthropy

Renovation of local temples, educational support and medical aid to the needy

Inclusive growth

Self help programmes sponsored by imparting special skills like - mason training, electrical, welding, cattle care for farmers

Back to the roots

Sacred groves of India

Green patches of woodland dot the landscape of India — from bamboo groves on the eastern coast to clumps of trees in the northwestern deserts, and from jungles in the tropical south to dense Himalayan forests in the north. Like the Indian population itself, these forests are tremendously diverse, but they share an important commonality: they are all held sacred. Like many countries throughout the world, India has a long history of nature worship, and that practice continues today, especially through the veneration of forest groves. These sacred groves, which are dedicated to local deities or ancestral spirits, are protected by local communities through social traditions and taboos that incorporate spiritual and ecological values. Preserved over the course of many generations, sacred groves represent native vegetation in a natural or near-natural state and thus are rich in biodiversity, harbouring many rare species of plants and animals.

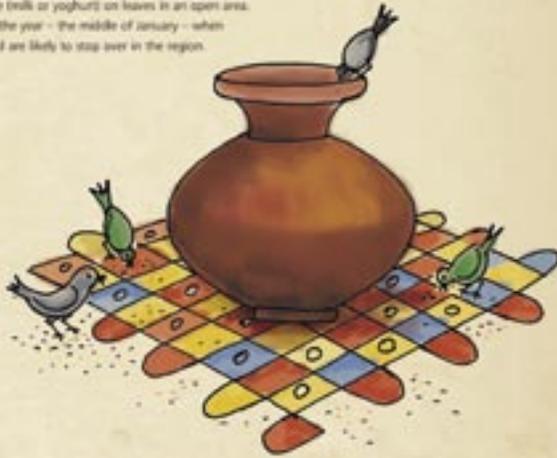


Bio-diversity enhancement

Back to the roots

The tradition of feeding birds

In South Indian homes, the first meal of the day is offered to crows and sparrows as a daily ritual, as people believe that sparrows and crows have a link with their ancestors. Some Hindus celebrate Sankranti, the day after the harvest festival of Pongal, by offering birds rice coloured red or yellow (with turmeric), brown (jaggery), white (milk or yogurt) on leaves in an open area. Significantly, this is that time of the year - the middle of January - when migratory birds all over the world are likely to stop over in the region.



Bombay Natural History Society (BNHS) Bird Migration Study Centre

Chemplast Sanmar's salt pans at Vedaranyam near Kazhakal are a source of industrial salt, feeding the Kazhakal and Mettur plants. Although the facility is at present outside the scope of this year's report, the biodiversity initiatives at the location merit a mention.

The Vedaranyam salt pans have historically been a breeding ground for migratory birds, as they represent a food source for the winged visitors who come every year to rest and breed in the surroundings.

The Company set up a bird migration study centre to benefit ornithologists and students. The centre, managed by the Bombay Natural History Society, is reported to be completed in 2008. The Company invested Rs. 700,000 in 2007-08 to enrich biodiversity value.

Deloitte

REPORT ON THE REVIEW OF DATA OF THE PERFORMANCE INDICATORS OF CORPORATE SUSTAINABILITY REPORT, TITLED 'BACK TO THE ROOTS' OF THE FINANCIAL YEAR 2007-2008

The Board of Directors
Chemplast Sanmar Limited
Chennai, Tamil Nadu, India

We have, at the request of the Management of Chemplast Sanmar Limited ('the Company'), reviewed the Performance Indicators ('PIs') of the Company for the year ended 31 March 2008, as set out by the Company in the 'Corporate Sustainability Report' titled 'Back to the roots' ('the Report'), prepared by the Company.

The Company is responsible for the identification and presentation of information in the Report including the responsibility for establishing and maintaining relevant and appropriate performance management systems and internal control framework to facilitate collection, calculation, aggregation and validation of the data with respect to the PIs included in the Report. The Report has been prepared based on 'G3 Sustainability Reporting Guidelines' issued by Global Reporting Initiative TM ('the GRI').

Our Scope of Work, as agreed with the Company, is focused only on the review of the PIs reported in numerical figures, specific to the Indian Financial Year 2007-08 and then to conclude, based on our review, whether the reviewed PIs are in accordance with the records of the Company. Our work has been performed in accordance with the International Standard on Assurance Engagements ('the ISAE') 3000, issued by the International Federation of Accountants. Wherever applicable, we have also referred to the 'G3 Sustainability Reporting Guidelines' issued by the GRI.

Our work, included sample tests of data from the books and records of the Company and analytical procedures and discussions with the management of the Company, to the extent we considered necessary and appropriate to provide sufficient evidence for our conclusion. Comparison of the PIs

of Indian Financial Year 2007-08 with the PIs of other Financial Years and technical assessment of the efficacy of any of the equipments are beyond the scope of our review. Our work comprised of review of the PIs of Indian Financial Year 2007-08, across the following items:

- Key impacts, risks and opportunities (page # 9 to 11)
- People strength (page # 18)
- Governance, commitments and engagement (page # 19 to 22)
- Impacting stakeholders (page # 30 to 33)
- Environmentally benign (page # 37 to 49)
- Socially Responsible (page # 52 to 66)

We believe our work provides an appropriate basis for our conclusion. The Company has defined certain internal controls and procedures and intends to progress on its sustainability development initiative to facilitate it in strengthening its sustainability reporting management system. Based on the work done by us and the documents and records examined by us, as aforesaid and according to the information and explanations provided to us, nothing has come to our attention that causes us to believe that the reported PIs are materially misstated in relation to the books and records of the Company.

Dated: 16 January 2008


Rajat Banerji
Senior Director

The Bishnoi tribes manage sacred groves called 'orans' in the arid and desert regions of Rajasthan, in Northwest India. Despite sparse vegetation and limited water resources, the area reportedly supports a higher density of human and animal populations than any other desert region in the world because of the conservation practices of its people. The basic philosophy of the Bishnoi faith is that all living things have a right to live and share resources. It has a set of abiding laws including a ban on killing animals and felling trees, especially their most sacred khejadi tree, which has numerous life-sustaining properties. Its dropped leaves can be used for fodder, its dropped branches for fuel and its fruit for food. Khejadi trees stabilise sand dunes and they are said to increase yields of crops that grow close by. The orans also provide a protective habitat for the Indian gazelle and blackbuck. There are only a handful of documented sacred groves in Rajasthan, but their areas often exceed thousands of acres.



Report Application Level	C	C+	B	B+	A	A+
G2 Profile Disclosure	Reported on 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15	Reported on all criteria listed for level C plus: 1, 2, 3, 8, 13, 4, 5, 4, 15, 4, 16, 4, 17	Reported on all criteria listed for level C plus: 1, 2, 3, 8, 13, 4, 5, 4, 15, 4, 16, 4, 17	Same as requirement for Level B	Reported externally assured	Report externally assured
G3 Management Approach Disclosure	Not Required	Management Approach disclosed for each Indicator Category	Management Approach disclosed for each Indicator Category	Management Approach disclosed for each Indicator Category	Report externally assured	Report externally assured
G3 Performance Indicators & Sector-Specific Performance Indicators	Report on a minimum of 10 Performance indicators, including at least one from each of Economic, Social and Environmental	Report on a minimum of 20 Performance Indicators, at least one from each of: Economic, Environmental, Human rights, Labor, Society, Product Responsibility	Report on each core G2 and supplement* indicator with due regard to Materiality Principle by either: a) Reporting on the indicator, or b) Explaining the reason for its omission	Report on each core G2 and supplement* indicator with due regard to Materiality Principle by either: a) Reporting on the indicator, or b) Explaining the reason for its omission	Report externally assured	Report externally assured

* Sector supplement in final version



The Chemplast Sanmar Sustainability Report 2007-08 is a 'GRI Checked' Application Level A+ report.

Chemplast Sanmar Sets up Health Centre at Cuddalore

Chemplast Sanmar inaugurated a Health Centre in Nochikadu village near Cuddalore on 19 February 2009. The village panchayat leader Radhakrishnan and officials from Chemplast Sanmar were present at the inauguration. 35 patients visited the centre on the inaugural day. The Health Centre will serve 1400 villagers in Nochikadu, Vallalar Nagar and Nandhan Nagar providing services six days a week.



M N Ravikumar and others look on as S Venkatesan lights the lamp.



Children at Vadakku Vanjore (Karaikal) Benefit from Education Infrastructure

Remedial Classes

Spurred by its success in Mettur, Chemplast Sanmar's remedial classes providing after school coaching to school children is being extended to Karaikal. Yet another centre to provide coaching for children with a full-fledged tutor was established at Vadakku Vanjore on 8 January 2009. The centre commenced the classes benefiting about 61 students.



S Gopal, Chemplast Sanmar inaugurating the centre

Computer Education



Dr N Vasanthakumar - IAS, District Collector, Karaikal, receiving the PC console.

Chemplast Sanmar donated two computers complete with accessories to Vadakku Vanjore Panchayat on 11 March 2009. These computers will be used to provide computer literacy to young children at the tuition centre that was recently inaugurated. A dedicated person has been appointed to provide training to at least 61 children in Karaikal.



Sanmar: A Nursery of Cricket Talent

V Ramnarayan

It is a pleasure to watch a cricket match at the handsome IIT Sanmar ground, deep inside the IIT Madras campus, in sylvan surroundings far from the madding crowd. Manager Rammohan Rao, an old Chemplast and Jolly Rovers hand, is having kittens during a tense moment, while former cricket-in-charge Bharat Reddy, who is watching the match with me, is more relaxed. He has seen it all, as both player and administrator. Bharat, who is no longer associated with the team, since his move to ICL, considered the rebel league in India, joined the Group back in 1981-82, and has been responsible for the induction of many of the team's star players.

In fact, two of the three Sanmar cricketers now touring New Zealand with the Indian team were Bharat Reddy finds.

A few other India players are in the background, as they are playing for the Sanmar team Jolly Rovers in today's match—S Badrinath, Tinu Yohanan and Piyush Chawla. Others like Ajay Kudua, R Ramkumar and Vidyut Sivaramakrishnan,

who have performed well at the zonal and junior levels, are also taking part in the knockout phase of the TNCA league in progress today, while old warhorse D Vasu, unlucky not to be picked for India, is going strong for the Group's other team in the league, Alwarpet Cricket Club. One of the latest finds, K Suthesh, is making waves, with a brilliant start in one-day Ranji Trophy matches. He has been rewarded with a place in season II of the IPL, along with Tinu Yohanan, the young veteran fast bowler. Badri, Dinesh Kartik, Vijay, Balaji and Vidyut are among the other Sanmar players in the IPL squads. This is sometimes a problem of plenty, as all these players may not be available for crucial local matches for the Group.





WIELDING THE WILLOW

The Sanmar pavilion, dedicated some years ago by left handed Australian great Neil Harvey, may look like an old English pavilion, but it has the latest conveniences for the players—nice showers, a lovely view and plenty of space to stretch before and after the game. Every care is taken to offer nutritious food to players—both the home team and the visitors. It may all seem like pampering but the players are put through a tough regimen of training and practice so that they are constantly match sharp.

You will have to go back to the 1960s and 70s to find an equivalent to the kind of contribution Sanmar is making to Indian cricket in terms of the number of players selected for the national squad. Mumbai teams like ACC, Mafatlal and Nirlon sometimes had more than one representative in the Indian Test team, and JK XI, which lasted on the scene for a mere couple of years, had three of its players touring New Zealand and West Indies in 1976, but Sanmar holds a unique position in the pantheon of major cricket patrons in India by supporting the

game consistently for over four decades.

M Vijay, L Balaji and Dinesh Kartik, now touring New Zealand, are unanimous in praising the excellent facilities and encouragement the Group has given them, allowing them to focus completely on their game. Vijay and Balaji were entirely home grown products, having been talent spotted by Bharat Reddy, the man who had been in charge of the cricket team until a couple of years ago.

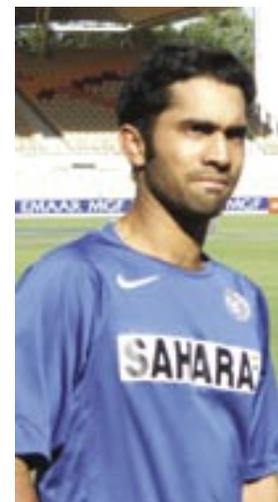
Another fine young Sanmar cricketer, leg spinner Piyush Chawla, praises Sanmar's professional approach to the game, and the camaraderie in the team. "Playing in the competitive TNCA league keeps me in good practice. I bowl to some top batsmen here and that will make my comeback into the Indian team easier when it happens," he says. "I have no doubt I'll come back," Piyush adds.



M Vijay



L Balaji



Dinesh Kartik

S Badrinath, desperately unlucky not to be on the flight to New Zealand with the Indian cricket team, is a Chemplast and Jolly Rovers mainstay, who has been scoring tons of runs in domestic cricket. “I have enjoyed my cricket with Chemplast,” he says. “I came to this team after a season with SPIC in the senior division. The atmosphere is friendly and cheerful, and the facilities are excellent, world class. My coaches Abdul Jabbar—recently retired as Chemplast coach—and Jaikumar, Bharat Reddy and Rammohan, our manager, were always there for me as I grew up as a cricketer. The three tours of England with the Sanmar team helped us develop as cricketers and prepared us for tours with the Indian team.”

The coaches contend that these tours have helped refine the players on and off the field. According to them, “They learn how to carry themselves in the social context, thereby gaining great confidence as individuals. Sanmar has contributed substantially to Tamil Nadu cricket by grooming so many young cricketers over the decades. The players are also under no pressure from the management to perform. There is no direct contact between the players and the top management and the cricketers are treated as professionals. N Sankar, the Chairman, balances praise and criticism well. During a five-year period, the team did not perform very well, yet there was not a whisper from the management. They are given enough space to work hard and find their own ways of performing and winning.”

The Sanmar Group Chairman N Sankar, gives much of the credit to Bharat Reddy’s man management and talent spotting skills (*See interview*). Reddy

himself is happy to share the credit with the talented batsman Ajay Kudua, who has taken over Bharat’s role from him, and the coach and support staff who have done Chemplast proud over the years. In addition to the superb IIT-Chemplast cricket ground and infrastructure, in both cricket and physical fitness terms, the teams enjoy a fullfledged support team in a physio, trainer and masseur. The present coach, Jaikumar, an outstanding pace bowler for Kerala in his playing days, has been a coach since 2001 and a fully qualified one since 2005. Strangely, Jaikumar has recently specialised as a batting coach, working closely with the top batsmen of the team.

To quickly run through some of the stats which have made the Sanmar cricket teams such a force to reckon with, it has won the Palayampatti Shield for the TNCA I Division league a record 15

Trophy, and Mumbai Corporate Cup are among the all India successes of the Sanmar teams. The total domination of the league and Hindu Trophy soon after the management took over the running of Jolly Rovers back in 1965 has perhaps been unequalled by any team, except perhaps the Sanmar team of the 1980s.

Bharat Reddy was a member of the Indian squad which competed in the 1979 World Cup in England, and also toured Australia with the Indian team. B Arun, a fast medium bowler, played for India. L Sivaramakrishnan, the leg spinner who starred in India’s triumphs in the World Championship of Cricket in Australia and the CBFS series in Sharjah, was a member of the Chemplast Sanmar team when first selected to play for India. Batsmen Robin Singh, T E Srinivasan and V B Chandrasekar, and Test opening bowlers T A Sekar and Harvinder Singh represented Chemplast teams as did



Jolly Rovers CC - Chemplast Sanmar Cricket Team V A Parthasarathy Memorial Trophy Winners 2008-2009

times. It has contributed more than 25 cricketers to the Indian team. On more than one occasion, it swept all before it—the league, the Hindu Trophy, Moinud-Dowla, KSCA, Escorts Cup, Arlem

Arshad Ayub, the former Hyderabad and India off spinner. Sunil Valson, a member of India’s World Cup winning team of 1983, played for Chemplast too. Former India captain S Venkataraghavan was a

member of the Jolly Rovers team which won the league championship in the 1960s. Sujith Somasundar who opened the innings for Jolly Rovers in the TNCA league was another who played for India. Other Indian cricketers to have turned out for the Chemplast team include Anil Kumble, Harbhajan Singh and Debashis Mohanty.

Coming back to the present, the match is approaching a crucial phase, and the depth of concentration of the players is palpable. Gone are the back slapping ways of even a few moments ago, and a focus befitting the tenseness of the situation replaces the cheering and war cries when the team was cruising. To a man, the players are chasing every ball, making diving stops and maintaining the tightness of the noose around the batsmen's necks. This ability to rise to the occasion differentiates the champion teams from the flashes in the pan and



Jolly Rovers captain Ajay Kudua receives the Palayampatti Shield from U Prabhakar Rao, Vice President, TNCA.

entertainers. It sums up the Jolly Rovers-Chemplast spirit over the years: plenty of flair and charisma, but more important, hard-nosed performance when the chips are down.

Veterans Remember

To understand how cricket in the sixties was different, listen to these stories by a couple of Jolly Rovers veterans. K R Rajagopal, the flamboyant wicket keeper batsman was to open the innings for Madras in a Ranji Trophy match against Hyderabad with Belliappa, his Jolly Rovers and state captain, due to start at Madras, but was unsure whether he would be relieved from his official duties as an engineer working at the India Cements foundry operated at distant Nandambakkam.

Came the morning of the match, and he was right in the thick of action at the foundry, having been there all night, his German boss showing no understanding of the importance of the match to him or sympathy for his plight.

A chance visit by Managing Director K S Narayanan to the foundry enabled Raja to make it to the ground in the nick of time. KSN had Raja released from duty and put him in a car with instructions to the driver to deposit him at the ground in time for the start of the match. When Raja entered the ground without his cricket kit, Belliappa, on his way to the toss, had struck his name off the list, fearing he was not going to make it. He added his name back just in time for the formal exchanging of the lists of players by the two captains. Belliappa won the toss, Rajagopal opened the innings with him, in completely borrowed gear, and scored a swashbuckling hundred!

B Kalyanasundaram, Kalli to all, has several fond memories of his stint with Jolly Rovers, too. He was so much in awe of his seniors when he joined, that he felt no human could lead such a galaxy of stars. One particular captain was Ramamurthy, who Kalli puts in the Mike Brearley class of captain with modest credentials as a player, but a shrewd man manager. On one occasion, Ramamurthy completely reversed the batting order and Jolly Rovers ended up all out for 135 or so. In reply, Alwarpet CC were cruising at 90 for 1, when Kalli struck gold to dismiss them for 111.

One memorable occasion was when Kalli reached the ground early—a rare event in Kalli's career—for a Buchi Babu match in 1971 and the police, there to control a huge crowd gathered to watch Sunil Gavaskar just back from the West Indies, refused to let him in, not recognising him. The Jolly Rovers marker Manickam had to rescue him by informing the policeman what an important member of the team Kalli was. A great fan of Raja, Kalli has a special word or two of praise for some of his less known teammates like K Ganapathi, P S Narayanan, K Bharadwaj and A K Vijayaraghavan. All in all, playing for Jolly Rovers gave Kalli and colleagues a heady feeling.

*Excerpts from a conversation with
N Sankar, Chairman, The Sanmar Group*

V Ramnarayan

How did you come to sponsor cricket with such passion, when you have been a keen amateur tennis player?

Cricket was always my first love. It's only after I fell seriously ill when I was around 17, and could not play competitive cricket any more, that I took to playing tennis. Love for cricket was in my blood. Before me, Father (K S Narayanan) was a keen enthusiast. With the help of Ananthanarayan, Chief Cost Accounts Officer in India Cements, a former Ranji Trophy player and a moving spirit behind cricket in the company, Father ran a cricket team in India Cements, mainly for fun. In the mid-sixties, we took over Jolly Rovers, a TNCA first division league team, taking cricket sponsorship seriously. Those days public sector banks like SBI and IOB were the main sponsors of domestic cricket. Other public sector corporations also supported the game. For some reason, the ITI Bangalore cricket team had players leaving it en masse. The General Manager of ITI asked Father to take some players if he could accommodate them. K R Rajagopal and Najam Husain were among them. Rajagopal was feared as a batsman. He struck terror in the hearts of bowlers who ran afoul of him. P K Belliappa, the Madras captain and stalwart batsman-wicket keeper, was a well known cricketer who joined. Test off spinner S Venkataraghavan, who later led India, also joined us. At one stage, we had eight to nine players in the state side.

Father wanted to build a good team. The players also worked as officers in the company, with responsibility in sales, as

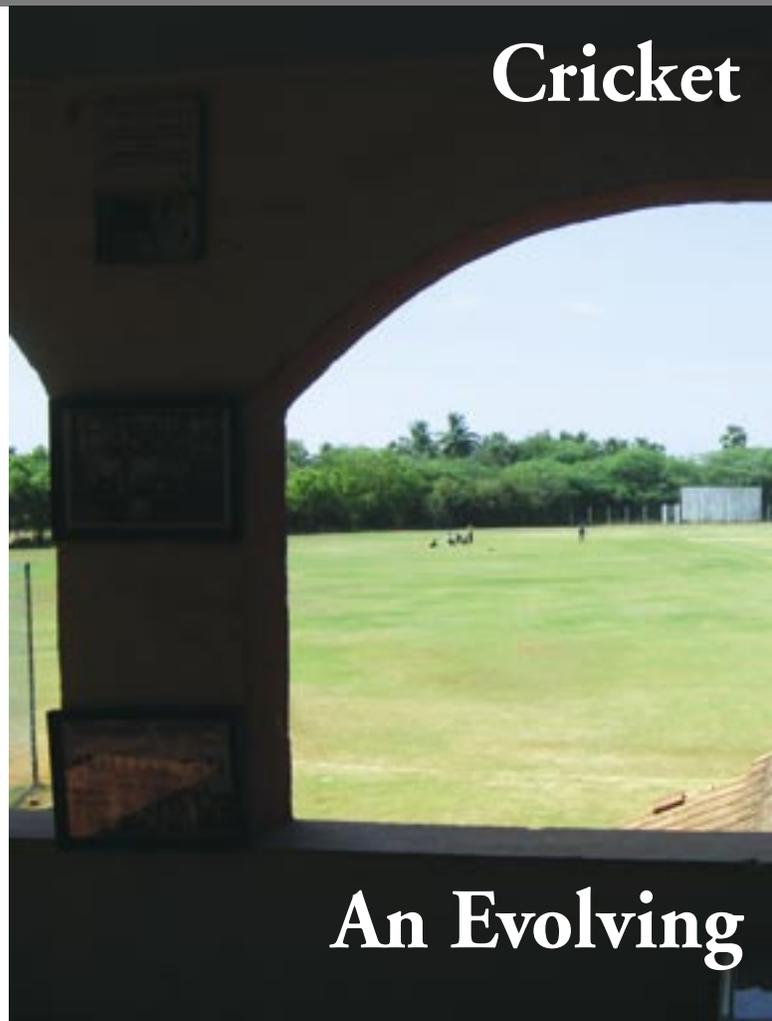
engineers, combining work with cricket. The team developed and grew into a very strong one.

We won the league in the first year. In 1967-68, we won ten out of the 11 matches we played. Those days, the league was of a single day, the matches mostly ending in draws. To gain ten first innings leads in 11 games was outstanding. We could have won the 11th game too, but the ICF last pair held out for about an hour.

Those days, Father and Mr S K Chettur, who first supported cricket while at the helm in SBI and later continued to do so in IOB, used to watch so many matches together.

In the 1970s, there were problems in the cement industry and internal issues in the company. Father could no longer devote time to cricket. Though India Cements continued to support cricket, it was a dull phase.

In 1978-79, I joined Chemplast as Managing Director and took on the sponsorship of Jolly Rovers. We then hired new players with the help of Mr M Subramaniam. We recruited some young players. India Cements backed out hereabouts. Father too



An Evolving

retired. It was in the 1990s that Mr N Srinivasan came back to India Cements and resumed cricket sponsorship there. Since, then both India Cements and Chemplast have supported cricket and produced champion teams.

Did you watch a lot of matches?

Yes I did. There were some unique matches. During a Buchi Babu match against ACC, Bombay, at the Marina cricket ground, there was a riot—against Jolly Rovers, the local team! We were so dominant there was a reaction against it. Crowds supported the underdog. There was another episode at Chepauk, when umpire Ghouse was assaulted.

Can you compare Jolly Rovers cricket then and now?

We were a dominant side in the

Sponsorship:



Scenario

1960s. Belliappa, Raja, Venkat, Kalyanasundaram, George Thomas... it was a formidable combination. Those days, jobs in the private sector were valued commodities among cricketers. There was no livelihood in cricket. All the players worked in the office. When Chemplast got into sponsorship in 1978, we were in a cusp—the cricketer employees were playing a lot of cricket and therefore spending less time at the office. By now the first division league

Young people could make a career out of cricket—as players, coaches, commentators.

The investment on cricket grew substantially.

Yes, the cost of equipment increased. More than that, the cost of players grew substantially. It is a professional game. The players play cricket almost full time. They attend coaching and fitness programmes morning and evening. They

matches began to be of two days' duration, to be increased to three days in the 1990s. The cricketers could no longer do a proper job at the office. At the same time, we had to look after them after their cricketing days. It was a difficult period. We had to do a lot of balancing to make sure they had a career after cricket.

By the mid 1990s, the scenario changed completely.

are extremely busy. It is difficult to expect them to work at the office. In fact, none of them do.

What is the secret of the team's consistent success, even in the absence of stars?

In the first few seasons, we completely dominated local cricket because of the star players we had in the team. (K R Rajagopal, Belliappa, Najam Husain, P K Dharmalingam, P S Narayanan, K S Vaidyanathan, K Bharadwaj, Balaji Rao, K V R Murthi, V R Rajaraghavan, A K Vijayaraghavan and B Kalyanasundaram were some of the players who made Jolly Rovers such



Our sponsorship is not commercial, we are doing it for the love of cricket, though there is some corporate advertising. It calls for a lot of commitment to keep going at this level of expense. The issue is that we have on board players whom we pay salaries through the year, while they are available to play only a few games for us, not even 50% of our matches.

Cricket

a force to reckon with). Later, I will attribute it to Bharat Reddy, who brought a couple of players from State Bank of India to start with. He is responsible for the tough cricket Jolly Rovers plays, and for the team spirit. He has done a great job. It is unfortunate that because of his association with ICL, Bharat had to leave and is no longer associated with us, except as a well-wisher. From the mid 1990s, India Cements have also been a dominant player, along with us.

What are the problems you face in running cricket teams?

One of the problems is that the star players are often not available, because they are away on national or state duty. In the early days, league teams were granted postponements when these players were on national duty. Nowadays, it is a disadvantage to have state and India players, as no such postponements are granted.

What do you gain from sponsoring cricket?

Our sponsorship is not commercial, as we do not sell a product like tyres or cement. We are doing it for the love of cricket, though there is some corporate advertising. Given that, it calls for a lot of commitment to keep going at this level of expense. Now, we have a league match next week, and three of our players are in New Zealand and Badri is playing in the Deodhar Trophy. Our team is gutted. We have some bench strength no doubt, but it does not reflect our true strength.

Do you have second thoughts about going on at this level of sponsorship?

I have had second thoughts over the years. The whole scene has changed, especially since the emergence of IPL last year. It has changed the dynamics dramatically. Many of our players have been selected for IPL teams—Badri, Vijay, Vidyut, Balaji, Dinesh Kartik and today Suthesh and Tinu Yohanam. It is a lucrative option

for the players, as the numbers in IPL are mind boggling. At the same time, these options are only available to seven or eight people. I don't know how the future will pan out. It is evolving.

The issue is that we have on board players whom we pay salaries through the year, while they are available to play only a few games for us, not even 50% of our matches.

It happened in the case of Anil Kumble and Harbhajan Singh.

That was expected, but they probably played more for us than today's players, because there was less cricket then. They only went away to play Ranji Trophy and Test cricket. Today, there is a lot more cricket being played.

ICL took away a number of players, too.

Yes, that was the other problem. It has been a very unfortunate development, this dispute between ICL and BCCI. I hope



it is soon resolved. We need more ICLs. IPL can take care of 40 players or so at best. We are denying the rest a chance to earn a living. I do hope the problem gets resolved.

What is the most important contribution Sanmar has made to cricket?

Jolly Rovers and our other team Alwarpet Cricket Club have been nurseries of cricket talent. We have produced nearly 30 international cricketers. Many of them are our discoveries. Full marks to Bharat and his team, who spot talent at various levels. Balaji, Vijay, Suthesh and Badri are examples from the current batch.

And the facilities?

We took over the IIT ground some ten years ago. We always wanted a home ground. The first attempt at the University Union did not last long. The same thing happened at Vivekananda College. When we develop a world class cricket ground, we cannot have it used for other purposes. IIT gave us a chance

and we have developed a real state-of-the-art ground. Many international players have played there, the women's World Cup took place there. The Indian team has trained there and was even selected there, when Chandu Borde was chairman of selectors. Yuvraj Singh was selected there.

There are restrictions now on players from other states taking part in the TNCA league.

Yes, there is a TNCA ruling restricting outstation players. It is acceptable if the rule is consistent. In IPL, you have players from all over the country and the world. We have to recognise whether it is a profession or a sport still.

Did our standards improve when more other state players played here?

Certainly. The standard improved dramatically when they all came and played here. Chennai has perhaps the best organised league in India. Players want to come and compete here. They

get excellent match practice. The one-year residency rule makes it difficult for them.

Chemplast used to compete in tournaments outside the state.

It still does, but nowadays our key players have to skip them when they are selected for the country or IPL. The number of tournaments and participation are coming down in the current economic scenario as well. Yes, in the past, we won many tournaments.

Looking back, do you have a sense of accomplishment?

Certainly. We have done a lot for cricket. Going forward, I am not so sure how it will all unfold. The whole game has changed. The ambience has changed. Now cricket is itself a profession, far more lucrative than a job elsewhere. Is there a role for people like us who sponsor amateur cricketers? Perhaps a new role will evolve.



Catch them Young

Promoting and recognising talent in the Under 14 category in cricket, Sanmar sponsored the P C Sekhar Memorial Boys Under-14 Cricket Tournament. 28 schools participated in the tournament. P S B B Senior Secondary School, K K Nagar, the winners took home the trophy while P S Senior Secondary School qualified for the runners up trophy.



The winners: P S B B Senior Secondary School, K K Nagar



Runners up: P S Senior Secondary School

Jolly Rovers Claim the Palayampatti Shield '08-'09

Jolly Rovers regained the Palayampatti Shield for the TNCA first division league beating Vijay CC of India Cements. They were runners up the last three years in a row. This win is extra special for Sanmar and Rovers, as they had to play the fancied Vijay with a team depleted by as many as six senior players being absent – L Balaji, Dinesh Kartik and M Vijay on India duty in New Zealand

and R Suthesh, Tinu Yohanan and Piyush Chawla being called away for IPL preparations. Rovers, with a number of youngsters pressed into service, displayed dedication and excellent team work throughout the match. Almost all members of the team contributed with bat or ball.



R Venkataraman

R Venkataraman, one of the most distinguished statesmen Tamil Nadu has produced, first achieved fame when as Industries Minister of Tamil Nadu he put his home state firmly on the path of industrialization and prosperity. One of the stalwarts of the Congress Party known for his integrity and sagacity in times of crisis, he acted with great dignity and wisdom as President of India, when he set impeccable constitutional precedents under extraordinary circumstances.

Ramaswami Venkataraman was born on 4 December 1910 in the village of Rajamadam, Tanjavur District, Tamil Nadu. Educated locally and in the city of Madras, Venkataraman obtained his Masters in Economics from the University of Madras. He later qualified in Law from the Law College, Madras. He enrolled in the High Court of Madras in 1935 and in the Supreme Court in the year 1951. While practising law, he was drawn into the India's freedom movement and the Indian National Congress. His active participation in the Quit India movement of 1942 resulted in his imprisonment for two years. Venkataraman's interest in the law continued during this period.

When Britain was about to transfer power to India, RV, as he became popularly known, was chosen a member of a panel of lawyers sent to Malaya and Singapore by the Government of India to defend Indian nationals charged with offences of collaboration during the Japanese occupation there. Venkataraman served as Secretary of the Madras Provincial Bar Federation during 1947-1950.

Early in his legal career, RV acquired an abiding interest in the law pertaining to labour. In 1944, he took up the organisation of the labour section of the Tamil Nadu Congress Committee.

In 1949, he founded, the Labour Law Journal which publishes important decisions pertaining to labour. He came to be intimately associated with trade union activity, founding or leading several unions, including those for plantation workers, estate staff, dock-workers, railway workers and working journalists. He is remembered even today as the father of industrialisation of Tamil Nadu. He also took a direct and keen interest in the conditions of agricultural workers in his home district of Tanjavur.

Law and trade union activity led to Venkataraman's increasing association with politics. He was a member of the Constituent Assembly that drafted the Constitution. In 1950 he was elected to free India's provisional Parliament (1950-1952) and to the first Parliament (1952-1957). During his term of legislative activity, he attended the 1952 session of the metal trades committee of the International Labour Organisation (ILO) as a workers' delegate. He was a member of the Indian parliamentary delegation to the Commonwealth Parliamentary Conference in New Zealand. Venkataraman was also secretary to the Congress Parliamentary Party in 1953-1954. Although re-elected to Parliament in 1957, he resigned his seat in the Lok Sabha to join the Government of Madras as a Minister. He held the portfolios of Industries, Labour, Cooperation, Power, Transport and Commercial Taxes from 1957 to 1967. During this time, he was also Leader of the Upper House, namely, the Madras Legislative Council.

RV was appointed a Member of the Union Planning Commission in 1967 and entrusted the subjects of Industry, Labour, Power, Transport, Communications and Railways. He held that office until 1971. In 1977, he was elected to the Lok Sabha

from the Madras (South) constituency and served as an opposition Member of Parliament and Chairman of the Public Accounts Committee. In 1980, he was re-elected to the Lok Sabha and was appointed Union Minister of Finance in the Government headed by Smt Indira Gandhi. He was later appointed Union Minister of Defence.

Venkataraman was also a member of the Political Affairs Committee and the Economic Affairs Committee of the Union Cabinet; Governor, International Monetary Fund, the International Bank for Reconstruction and Development, and the Asian Development Bank. He was a delegate to the United Nations General Assembly in 1953, 1955, 1956, 1958, 1959, 1960 and 1961. He was Leader of the Indian Delegation to the 42nd Session of the International Labour Conference at Geneva (1958) and represented India in the Inter Parliamentary Conference in Vienna (1978). He was a Member, United Nations Administrative Tribunal, from 1955 to 1979 and was its President from 1968 to 1979.

Venkataraman was elected to the office of the President of India, and sworn in on 25 July 1987. He was the eighth president. He wrote in his memoirs, 'My Presidential Years': "I had reached the pinnacle of my political career. I had not aspired to, longed for or canvassed for any office that I had held. Each one of the transitions – from the Ministry of Finance to Defence, from Defence to the Vice-Presidency, and from there to the Presidency – had come to me naturally without my particularly seeking them. Now there was no higher office to which I could aspire. All I wanted was to serve the country honestly, diligently and effectively. When C Rajagopalachari laid down office as the last Governor-General of India, Pandit Nehru said of him that

he was a man who looked upon a palace as a cottage and a cottage as a palace. I was determined to emulate his example and remain my essential modest self, not overawed by the pomp and panoply of residence in Rashtrapati Bhavan". His tenure as President of India between 1987 and 1992 was marked by a series of political crises leading to the appointment of three Prime Ministers in two years.

A distinguished public personality, versatile parliamentarian and adept administrator, Venkataraman was a true patriot who served the nation with distinction in various capacities in public life, and rose to occupy the highest office. He has left a distinct mark in society and in the polity with his innate simplicity, vast erudition and experience and deep sensitivity for the poor and the deprived. An outstanding figure in public life, he

will be long remembered for his services to the nation, the strength of his character and his knowledge and wisdom. A true believer in the Gandhi-Nehru tradition, he always remained a stickler for rules.

Venkataraman was perhaps the last of the great public servants who came out of the Congress stable in the old Madras Presidency and who distinguished themselves at the national level. He was in league with stalwarts like C Rajagopalachari, T T Krishnamachari, Kamaraj and C Subramaniam. Among the many contributions he made to worthy causes were the key role he played in ensuring the stability and longevity of the premier art institution the Kalakshetra Foundation, and the welfare of the late M S Subbulakshmi in her old age after she had given away all her earnings to charity.

Venkataraman died on 27 January 2009 survived by his wife Janaki and three daughters.

Career highlights

Venkataraman was elected Vice-President of India in August, 1984. He was, simultaneously, Chairman of the Rajya Sabha (Council of States), the Second Chamber of the Indian Parliament. As Vice-President of India, he was Chairman of the Jury for the Jawaharlal Nehru Award for International Understanding and of the International Jury for the Indira Gandhi Prize for Peace, Disarmament and Development. He was Vice-Chairman of the Jawaharlal Nehru Memorial Fund; Trustee, Indira Gandhi Memorial Trust; President, Indian Institute of Public Administration; Chancellor, Gandhigram Rural Institute; Chancellor, Delhi University; Chancellor, Punjab University and President of the Indian Council for Cultural Relations.

Awards and honours

Doctorate of Law (Honoris Causa) from the University of Madras
Doctorate of Law (Honoris Causa) from Nagarjuna University
Honorary Fellow, Madras Medical College
Doctor of Social Sciences, University of Roorkee
Doctor of Law (Honoris Causa) from University of Burdwan
The Tamra Patra for participation in the freedom struggle
Soviet Land Prize for his travelogue on Kamaraj's visit to the Socialist countries
Souvenir from the Secretary-General of the United Nations for distinguished service as President of the U.N. Administrative Tribunal
Sat Seva Ratna title conferred by His Holiness the Sankaracharya of Kanchi



Illustration by V Vijayakumar

