

# MATRIX

January 2009

A PUBLICATION OF **THE SANMAR GROUP**



**Sanmar's Egyptian Sojourn**

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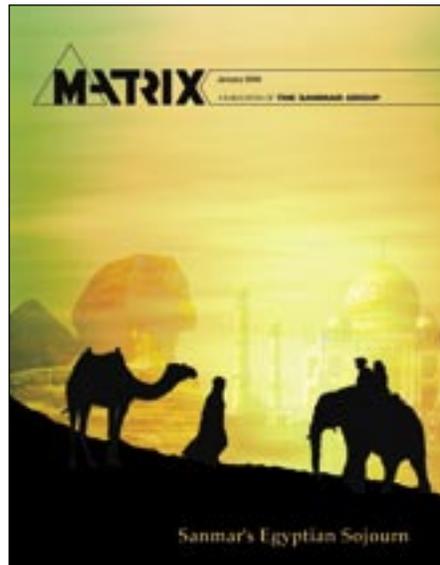
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### Sanmar Engineering's Role in India's Glory

The moon is indeed a piece of cheese, a coveted one at that with India getting her historic moments of fame right in space. India's unmanned mission to the moon worked with clockwork precision, from the word 'lift off', the ISRO (Indian Space Research Organisation) team tasting success in the very first attempt which is again, a pioneering feat. Sanmar Engineering's BS&B (India) lived up to ISRO's expectations. Mission accomplished, it is time to lie on the laurels at least till the call of the next mission.

# Flying to the Moon



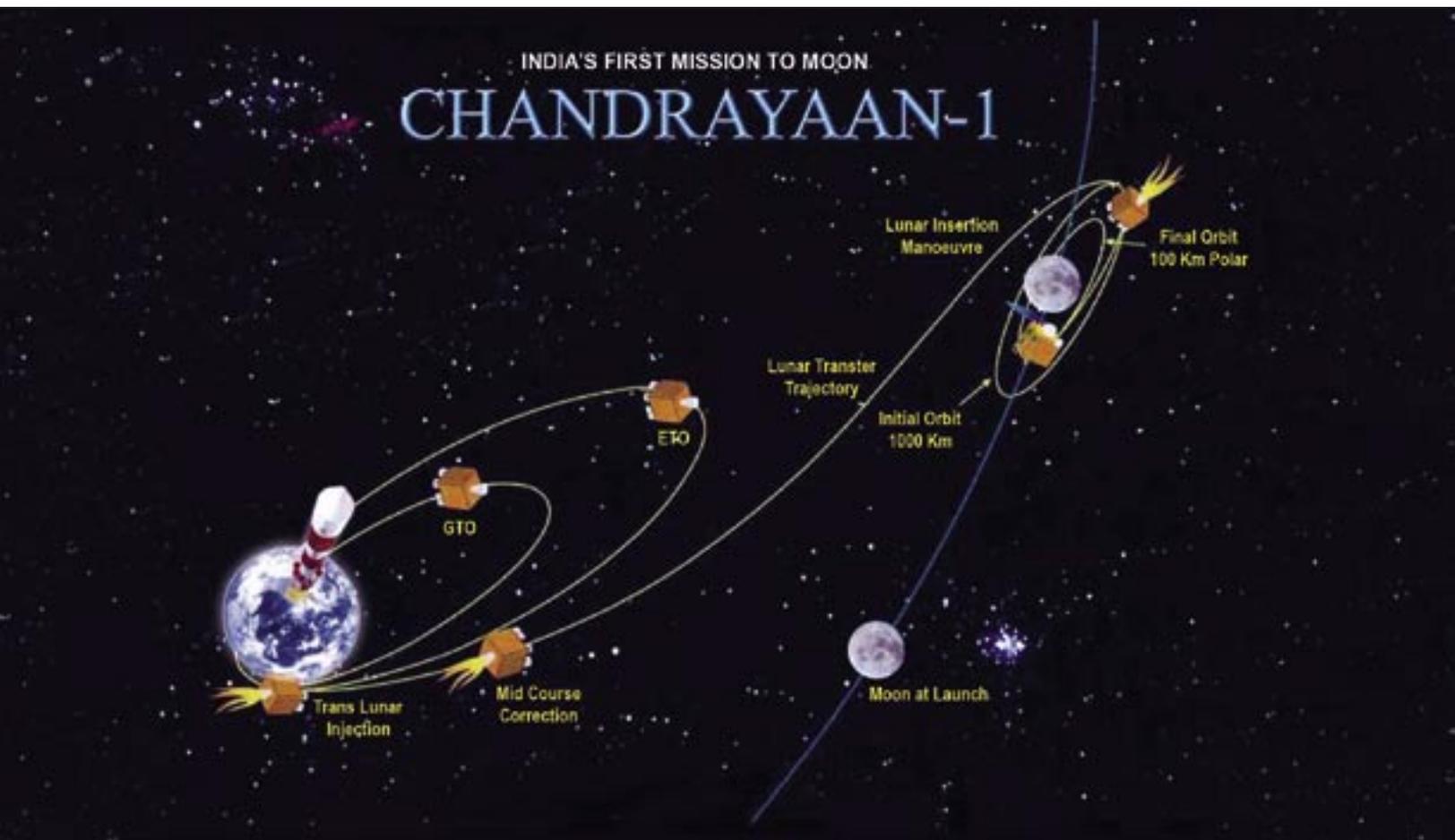
## The space map

10, 9, 8.....lift off. PSLV-C11, Chandrayaan - 1's launch vehicle prepares the spacecraft for the day flight to the moon at Sriharikota. After a few orbits around the earth, the closest point (perigee) of 256 kms and an apogee (point on the orbit furthest from earth) of 22,866 kms, comes the toughest

part - orbit hopping. This requires several manoeuvres to pull out of the earth's gravitational field and on to the moon's orbit. The orbits around the moon implies circling the moon, over its polar caps with a periselene (nearest point from the moon's surface) of 504 kms and an aposelene (farthest point)

of 7,502 kms. Then again, after a series of manoeuvres the satellite is brought closer to moon at a 100 km circular orbit. Once the spacecraft gets to this orbit, the Moon Impact Probe (MIP) is ejected from the mother craft to impact the moon's surface.

This was Chandrayaan - 1's space path.



## Shooting in the dark

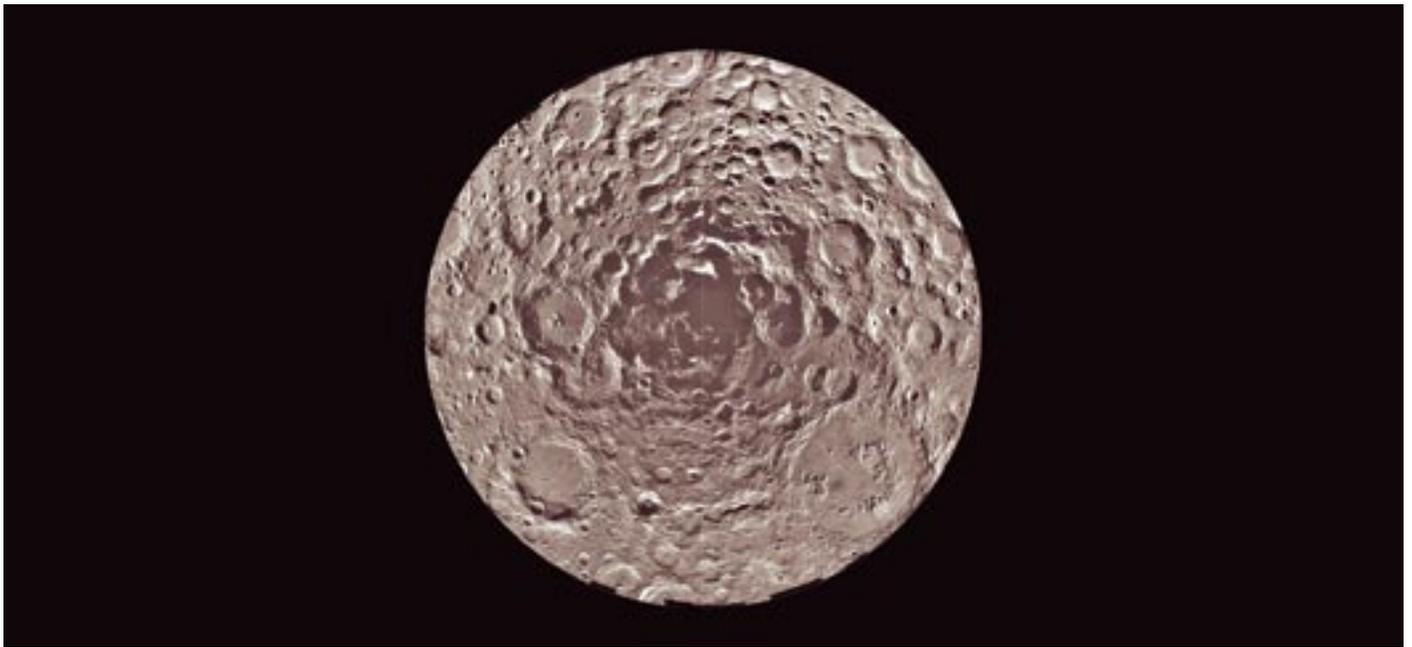
The skill and precision required by ISRO's ground station crew to conduct the manoeuvres was more than shooting in the dark at a moving target. The first crucial move was orbit-hopping, in space language – Lunar Transfer Trajectory. Chandrayaan-1 had to change course from an elliptical orbit round the earth and propel the spacecraft in a perpendicular angle to orbit the moon.

At this time the velocity was reduced so that the spacecraft moves into the lunar gravitational field.

To achieve this, this elliptical orbit was gradually increased in four manoeuvres to 265,000 kms as apogee and 465 kms as perigee. Then finally when it went to the Lunar Transfer Trajectory the retro rockets were fired to reduce the velocity

of the spacecraft by 366.8 meters per second, to be captured by the moon's gravity and ensconced safely in the lunar orbit. The spacecraft started circling the moon, over its polar regions with a periselene (nearest point from the moon's surface) of 504 kms and an aposelene (farthest point) of 7,502 kms. ISRO flawlessly executed this highly complex manoeuvres.

## Separation from the mother to meet the moon



*Shackleton crater in the south polar region of the moon*

The most crucial part of the mission was the separation of the Moon Impact Probe (MIP) from the mother ship and impacting the surface of the moon. With Chandrayaan - 1 still in orbit, the MIP was detached, propelled into a designated path using a de-orbit motor to reduce velocity and assigning a 25-minute time frame to finally crash-land on the moon. These 25 minutes

were power-packed minutes when instruments on board the MIP captured and sent out data to the mother craft which was beamed back to the ground station. As the MIP weighing about 35 kgs, was detached from the spacecraft, two spin motors got ignited. This set the MIP into a spinning rotation ensuring directional stability to the MIP, giving a gyroscopic action to the probe. The

MIP, spinning like a top was headed for the surface of the moon. At this point, the de-orbit motor was fired to reduce its speed so the trajectory could be controlled before it impacted the moon's surface. During the action packed 25 minutes, the key instruments that swung into action were the mass spectrometer to analyse the available medium of the moon's atmosphere, the altitude meter to know the descent, and an on board camera to take pictures of the moon's surface as it descended. The polar region so far unexplored, would provide valuable data on the composition of soil, and the Altitude measuring meter to measure the rate of descent to enable future missions for soft landing. The MIP, with the Indian tricolour painted on all its sides, finally impacted the moon surface at a place called the Shackleton crater in the south polar region of the moon. This is the first Indian probe-print on the moon.



*The MIP*

# Sanmar Engineering's BS&B (India) –

## Putting the MIP into orbit

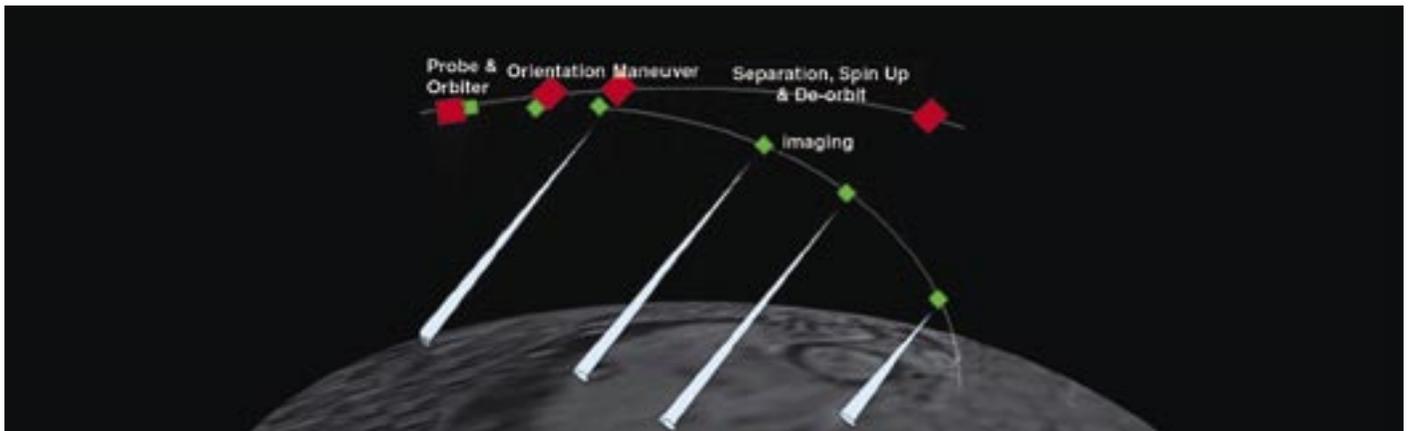
The spin motor diaphragm disks were manufactured by Sanmar Engineering's BS&B (India), as per the design given by ISRO. The diaphragms were fitted in the spin motors which were positioned in the diagonally opposite direction on the sides of MIP. The spin motors got activated after it got detached from the mother-craft and once sufficient pressure got developed inside both the motors, the diaphragms ruptured simultaneously, imparting a spinning motion to the MIP. The criticality in the process is

the bursting of diaphragm precisely simultaneously to create the required spin motion as planned.



*Rupture disk fitted to the spin motor*

The product went through repeated trials and testing to ensure consistent opening of the diaphragm at a particular pressure to create the required thrust when the motors were fired. The diaphragm made of silver was micro-plasma-welded to the titanium base. This critical welding of two dissimilar materials was a great technical challenge as the physical properties of the base material of the disk had to be maintained.



## Setting the MIP on course

The fast-spinning MIP's velocity had to be reduced and its path controlled as it impacted the moon. The de-orbit motor, fitted with the BS&B diaphragm made of inconel material and plasma-welded to the nozzle, provided the required thrust to slow down the velocity of the MIP and control the descent time before its impact. These two applications had helped make the MIP mission a success. This success goes to prove that creative application engineering using unique metallic membrane as a disk material is

a fail-safe product and many more new applications can be thought of for similar applications.



*Rupture disk fitted to the de-orbit motor*

The Sanmar Engineering team thanks ISRO for powering their imagination in application and design engineering and guiding through precision manufacturing process. They look forward to more such success stories, adding many more moments to the chronicles of Indian space history.

# ***Bata*** by Choice

**Thomas G Bata**



Many a Cinderella has found her pair of dainty slippers, many miles have been covered on this earth by feet wearing this name and since centuries the synonym for footwear is BATA. This is one name that's packed with punch, a brand powerful enough to lord it over numerous other brands, yet very affordable to the common man. Bata has been with us since the Raj, millions of us cherish memories of our first day at school, at college or first day at work, standing proud on BATAs.

The product stole the thunder from its creator. Etching the memory of Bata in the minds of generations of people are generations of the Bata family. Thomas G Bata while in Chennai met with N Sankar, Chairman of The Sanmar Group, at the Sanmar premises. *Matrix* caught up with the legendary Bata to find out what it means to have such a powerful name.



“ In the business the rules change and you have to adjust to competitive realities and I think working with an internationally renowned group of outstanding managers and advisors is a great combination. ”

Thomas G Bata

***The magic of the Bata wand –***

Bata has been around for 120 years and for a consumer product it's quite an achievement. This is because we keep reinventing ourselves; sometimes it is forced on us, sometimes as a principle, in six to seven years we decide to revisit our business model just to change the rules of the game and to imbibe changes in consumer patterns. Yet another reason for our resilience is our set up that is a mixture of centralised and decentralised approach. It's like a car with eight cylinders – ideally we would like to have all of them working optimally, but in a world crisis such as the present one, we may have only a few cylinders working to keep us going while we re-engineer ourselves.

***Carrying the Bata baton is like a marathon run that would challenge even seasoned Bata feet –***

When the business has your name it is a strong motivation. Whether people like the product or they don't, they will associate the product with your name. It's extremely satisfying when you see customers loyal to the brand and to the name. In many countries people are surprised to find that there is a person called Bata.

On the other hand it is quite a responsibility. You want to be perceived in good light and be successful in a positive manner.

***Managing the legacy versus the change you want to be –***

We have an interesting mixture of legacy and change. Being a family business, we are able to maintain the culture and a certain long term perspective. The advantage of not having too many families in the business and working with colleagues and external advisors takes the sentiment out of running a family business which is positive. In the business the rules change and you have to adjust to competitive realities and I think working with an internationally renowned group of outstanding managers and advisors is a great combination. This helps to look long term while continuing to find ways of restructuring the model.

***The silver spoon syndrome – whatever you do you carry the burden of inheritance –***

First of all it's not always an easy silver spoon to inherit, particularly when you have generations who've been around. The successful model that the original entrepreneur built may have done its time. For future generations it's quite a burden to inherit because there is pressure on you. So and so was successful but the model no longer works. It's a big responsibility to figure out how to re-do the model and ensure continuity. You have to contend with big changes and the speed of change in the world. Earlier, generations of the family would bring in the change. Today in a single generation you have to reinvent the business four or five times over. That's why a combination of family involvement and managers to bring fresh ideas, I think, works best.



Thomas G Bata with N Sankar

# Showcasing 'shoemanship'

## The Bata Shoe Museum – A rare collection of footwear from around the world



### Mojari of the Nizam of Hyderabad, India, Hyderabad, Andhra Pradesh, early 1800s

This pair of mojari is said to have been worn by the Nizam of Hyderabad, Shikander Jah, in the early 19th century. They are embellished with gold metal thread called zardosi and salma sitara embroidery (gold metal embroidery incorporating a sequin, called a sitara or star). The throats are embellished with rubies, diamonds and emeralds set in enamelled gold.

### Ivory paduka, India, Travancore-Cochin, 1775-1825

These rare paduka, or toe-knob sandals, embellished with inlaid ivory, were once worn by a member of the highest class. The dense, meandering floral motif and the careful piecing of the ivory veneer are characteristic of 18th century Travancore workmanship.



### Acholi Sandal, Africa, c.1900

Like pieces of abstract sculpture, footwear from certain parts of Africa can be quite dramatic in design. Traditional footwear from the Acholi region of Northern Uganda is formed using an oval shaped piece of wet rawhide which is incised and pigmented red and black.

### Chopine, Italy, 1580-1620

Today, only a small number of museums have examples of chopines. The debut of chopines occurred during the Renaissance but they were still the footwear of choice for many wealthy women at the beginning of the 17th century. Highly impractical, the chopine's primary purpose was to make the wearer stand out and therefore it was perfectly suited for extravagant and expensive embellishment. This treasured pair features silk velvet covered wooden platforms ornamented with silver lace, silver tacks and an upper of ruched silk edged with silver lace and finished with a silk tassel.



# A New Financial World Order

**Dr Arvind Subramanian**

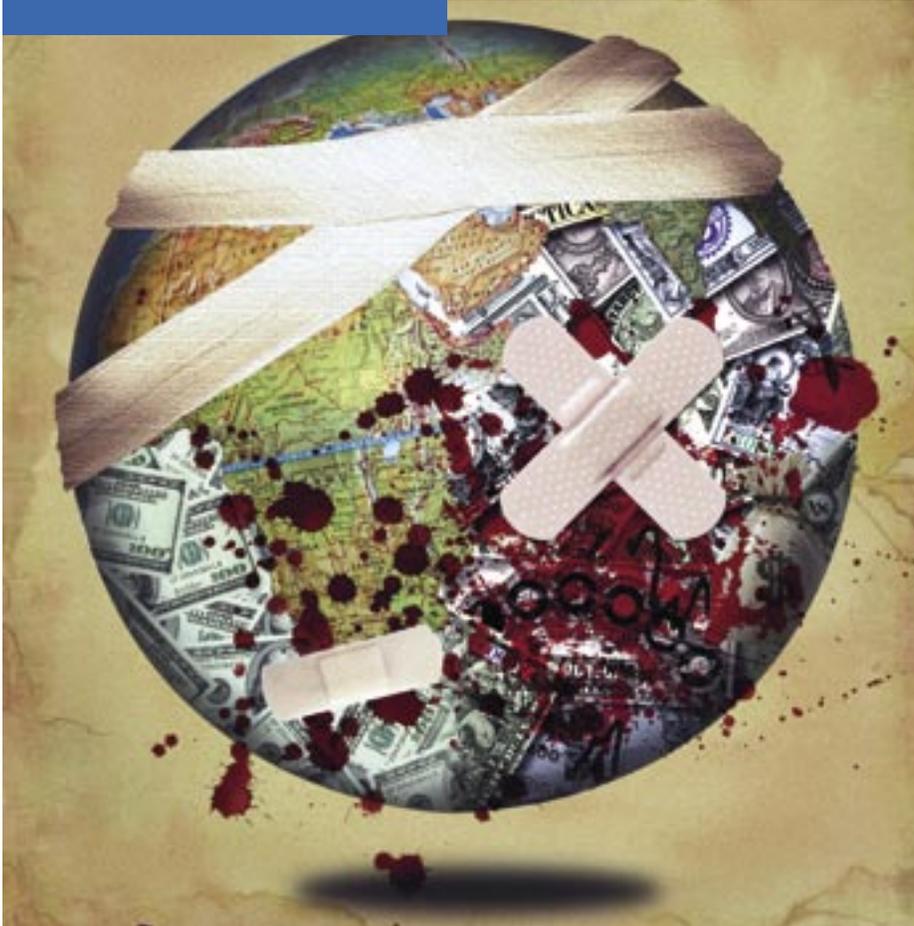
*Associated with 2 think tanks - Peterson Institute for International Economics & Center for Global Development and with John Hopkins University*



Dr Arvind Subramanian is a senior fellow at the Peterson Institute for International Economics. He also holds a joint appointment at the Center for Global Development and is senior research professor at John Hopkins University. He teaches at John Hopkins' School for Advanced International Studies (SAIS). He had served at the International Monetary Fund since 1992, most recently as assistant director in the research department (2004–07). He worked at the GATT (1988–92) during the Uruguay Round of trade negotiations and taught at Harvard University's Kennedy School of Government (1999–2000). During his career at the Fund, he worked on trade, development, Africa, India, and the Middle East.

Writing is indeed his passion. He is ranked among the top 4% of authors in Economics by IDEA ([www.ideas.repec.org](http://www.ideas.repec.org)). Subramanian has written on growth, trade, development, institutions, aid, oil, India, Africa, the World Trade Organization, and intellectual property. He has published widely in academic and other journals. His collection of writings on India, "India's Turn: Understanding the Economic Transformation," was recently published to wide acclaim.

He is an ardent admirer of Paul Krugman, the Nobel laureate. In a very Krugmanish fashion, Dr Subramanian put across the rudiments of the impact of the global financial crisis in an interview to *Matrix*.



It hit like most mishaps do - just when we thought it is something that happens to others. As we watched with numbed silence the stirrings of “The Great Recession” on the other side of the world, the smoke and flicker caught on in our own backyard. Hit by the contagion yet escaping its virulence, India is working to identify and address the spoke in its wheel of fortune. The two brightest stars of hope for the future still remain China and India; India rides on the brand equity built on democratic ideals and China on its financial muscle. It is indeed time for the world economy to disintegrate and, from the fallen embers, rebuild a sturdier, stronger and sanctimonious economic order.

*Can India afford to be complacent that it can still manage about 6 to 7% growth? The golden days saw corporate India with its plate brimming. Now it stands highly leveraged, having bitten off huge chunks, unable to chew or gulp. Can India Inc keep its head above water on the strength of domestic demand? (Refer his article, “The credit crunch conundrum” in the Business Standard, dated 5 Nov 2008 for technical details on the situation).*

As far as the world financial crisis is concerned, nobody anticipated the magnitude, the severity and its propensity to draw-in the emerging economies in its impact. This crisis is indeed testing the limits of our knowledge and our ability to respond to this crisis. With interest rates close to zero percent in the US, I think we are in full-fledged experimental mode. As for the beginning of the end game, no one has a clue.

In the case of India, the growth rates have been progressively shaved off. Policymakers and pundits were complacent about the impact of the crisis in India, seriously

underestimating how financially exposed we stand. While we knew we were integrated with the global financial markets through the inflow of foreign funds into equity markets, we underestimated the extent of the integration of corporates through their overseas borrowings and the vulnerabilities that it would create due to the fall out in the global financial markets.

Corporates borrowed heavily for mergers and acquisitions and when the crisis hit they were not able to roll over their loans overseas because foreign financial markets were frozen up. They had to turn to the Indian banking system and RBI for financing. The demand on credit and foreign exchange in India was something policy makers hadn't anticipated. The deleveraging that took place brought a sharp decline in the rupee. This could have gone down further but for the fact that the RBI intervened. This is the fall out of our exposure to international financial markets.

Now from a trade perspective, we also underestimated how exposed/integrated

we are to world trade markets. We used to be a closed economy 20-odd years ago but now we are much more an open economy. Our trade to GDP ratio is close to 50% as opposed to 25% about 15 years ago. When there is a downturn in the global economy our exports are affected. It's making its way not only in goods but foreign contracts, outsourcing and the whole BPO/IT sector is much more affected.

This crisis has shown up that India is more integrated in the world economy not only in trade but also in financial terms. Therefore if you ride the tiger, you face the risk of being eaten up by the tiger.

There is an inherent unpredictability to this crisis. We are responding as things come by but we are responding very well. The RBI was quick to come up with its measures.

*During India's consistent growth phase, the economy seemed to be hotting up. On hindsight, considering the present fiscal and trade deficit due to the downturn, have we gone overboard and let things run amuck?*

This is debatable. After 25 years of 6% growth we've had 5 years of 9% growth; the feeling was that the economy was indeed overheating a bit. There was the commodity crisis and then the global crisis, which nobody could have anticipated. The commodity crisis led to the high rate of inflation and additionally, on the supply side, infrastructure bottlenecks, shortages of skilled labour, etc., were creating a strain on capacities raising the question as to how long we could drive on at 9% growth.

But my view is that as far as the Indian economy is concerned you can't hope for big bang reforms, or get infrastructure fixed. The Indian system functions by fixing bottlenecks that prop up unlike the Chinese approach of addressing a problem head on. This crisis is like a wake up call. The real collateral benefit of this crisis is-

1. Commodity prices have collapsed. That means it's very good for inflation and we have been able to cut interest rates much more. It also means that we've been able to enact the fiscal package. Imagine the state if the price of oil were at 150 \$!

2. When the crisis is over, we can expect to be a hyper economy. With the exchange rate at Rs 50 to the dollar our exports are going to be very competitive. The fall out of the overheating was that our exchange rates had become too strong. At some point we were Rs 39 to the dollar. With fantastic prospects for the export sector at the present exchange rates, I foresee going back to the 8 to 9% trajectory once the crisis subsides.

*Will the benefits of the government's fiscal package trickle down to keep afloat the lowest rung of the corporate sector? Not all corporates are in the league of the Tatas and Birlas to qualify for a government bail out. Will small and mid-sized industries buckle under? (Refer his article, "Preserving Brand India during crisis" in the Business Standard, dated 24 Oct 2008 for his suggested prescriptions).*

Corporate profits have declined due to slowing down of growth and exports. While you can expect some fresh squeeze

on margins this is going to be a transitory phenomenon because on the cost side, oil prices are down and that's a wholesale cost cut for companies. Interest rates have been cut and the additions to the financial package with a cut in value added tax (VAT) by 4%, will provide some stimulus. The stimulus is targeted on the revenue side. We shouldn't exaggerate the effect of that but the big action is going to be on the monetary side. With interest rates slashed mid term credit is going to be available abundantly. Government could do more and propping up of demand will help. In terms of a bail out package, we don't have too much space on the fiscal side as debt ratio and deficit is still high. The financial situation in the public sector doesn't look too good. Private sector will always do well, as progressively, more and more room will be given. The bottlenecks, I think come from the public sector.

If we remain at 6% growth trajectory, that will be enough to tide us through. In the wake of the worst financial crisis, we can't complain with this kind of growth.

But the big uncertainty is - how long will the global economy remain weak? If it turns around we are in an especially good position as we have something good going around. If the global economy is going to be weak and sluggish and we have a prolonged recession, then you can expect many more bankruptcies and lay offs. Non-performing assets will increase in the banking sector which will put pressure on the banking system.

This is playing out to be the severest and longest recession. We have been into it since 2007. For two more quarters the US may see negative growth rate. If President Obama's fiscal package gets through and Europe gets its act together on a similar package then we can say two quarters and 6 months down, we would have passed the worst recession and then the economy will pick up. It is in the nature of these things that when it turns around the rebound will be very pronounced. With an exchange rate of Rs 50, we can take advantage of the situation.

*In the late 90's when government and the RBI set the scene for banks to indulge in commercial credit, the banking babus didn't budge. Will this happen now?*

Rakesh Mohan (then Finance Secretary) called it 'lazy banking' when banks were unwilling to lend money. This happened when the investment cycle had declined. Post the economic liberalization, the economy picked up in '91. Then there was sluggishness in growth and that's when we saw this lazy banking. In the last 5 years, we have seen private credit growing at 30% a year. You can't say banks are not lending. In contrast to lazy banking, increase in credit leads to over lending. The quality of credit deteriorates when you lend too much - laxity/ oversight in regulations, in standards, etc., - and that's what we are seeing. When we are looking at 9% growth, credit will be available. There can be no going back to lazy banking.

*As the global recession comes to roost, can regional economies turn into a bowl of spaghetti (as Prof Jagdish Bhagwati described the Asian trade caucus) to cushion themselves? Will a new form of protectionism emerge?*

The sanguine view of the world economy is that things are bad but once the fiscal package goes through, the US, Europe, China and the rest of the world economy will turn around. A less sanguine view is that in the event of a delay in the fiscal package in the US and EU, you could get this new wave of protectionism that will be a bad case scenario. There are signs that protectionism is re-emerging not just in the US but also in the emerging market countries. One instance is the assistance being contemplated in the public sector in the US; If the state provides the bail out money to the Detroit auto companies it is a mild form of protectionism which affects the competitive conditions for other companies like Hyundai or Toyota. The other form of protectionism we are likely to see is action against exchange rate manipulation; President Obama said that he will support any bill against currency manipulation, so that's the real risk. If the

current situation snowballs we could easily get a repeat of what happened in the 1930s. We had a macro economic problem and we had protectionism to boot that didn't augur well. So there is a threat of protectionism with Russia and India, having enacted some protectionism measures. Unless the entire international community stands committed to keeping markets open there is a risk of running into a downward spiral of protectionism.

In the Indian case it is not so much as getting into the regional groupings as India raising its trade barriers. The regional agreements were underway even before the crisis. Is this the right track? As Professor Bhagwati alerts, one has to be careful about these regional groupings. Regional groupings in effect raise barriers to those that are not part of the union. Are these stumbling blocks or building blocks to expanded trade, is something that has to be well thought out.

### *Where does India stand in comparison to China in terms of the crisis?*

The Chinese strategy is very much mercantilism. They kept the exchange rates very competitive and had this huge export juggernaut going. The resultant trade surplus built up a huge war chest of foreign exchange reserves. In the wake of the crisis, China is one country that was not affected on the financial side. The high forex reserves eased the pressure off its currency.

India has been more traditional. We went in for capital account liberalisation allowing capital to come in, and the exchange rate became strong resulting in the classic avenue of import expansion. In the face of the crisis, we are faced with trade deficits. If India had not built up the reserve of 300 billion dollars, the rupee would have dipped further and our financial crisis would have been much greater.

Looking ahead, there has to be one big strategic choice – the strategy of letting in capital or that of emphasising exports, as we start marching with the crisis.

### *Would the IMF don a new avatar in the new financial world order?*

The crisis really serves to put the spotlight on the IMF and has given it a new lease of life. If the IMF's new avatar would be that of crisis resolution in a world that has so many cash strapped countries seeking its assistance, then it needs huge resources, something to the tune of one or two trillion dollars. As we've seen, the amount of money sloshing through the system is huge and this is expected to grow by leaps and bounds.

In the expanded role of the IMF, the issue of its governance comes to fore. Presently, the big industrial nations influence its governance, with the EU enjoying more voting rights than its underlying economic strengths. In the past, some of the bigger responses to crisis have come from countries like China. A bigger IMF in this sense means a bigger role for creditor countries like China.

So, IMF will have to refashion itself to maintain a larger corpus of reserves and provide a voice for emerging market countries like China, Brazil and India. A combination of reforms will have to be negotiated as part of the G20 process.

### *What would be the prime role of India and China in the forthcoming G20 Summits?*

*(Refer "Multilateralism beyond Doha", Aaditya Mattoo & Arvind Subramanian)*

India may not have a big a stake in the financial order but we certainly have a big stake in the world trading order. Our big stake in this is to ensure that the world economy does not close down. The world view is that India is like a kind of a free rider on the world trading system. We still think in defensive terms, preferring to keep the freedom to raise or lower trading barriers. It would not be in our interest if the US and EU indulge in protectionism; we need demand so that our markets for exports open up. Hence our role would be to keep protectionism at bay and we need to initiate this.

India could take a diplomatic initiative convening Brazil, Russia, China, Korea, etc., and come up with a new agenda for keeping markets open.

The world economy needs resurrection now and every country is under resuscitation. At the national and international levels there is a need to pump in fresh oxygen - a slew of good policy to drive out bad policy. The crisis is too big and too deep; so much needs to be done in many fronts and coordinated across many countries.

As Dr Arvind Subramanian puts it, "If the world economy recovers, the pressure to regulate would wane. So while still in crisis mode, there is a need to reform to prevent future crisis."

But by who, when and how it will be done? Perhaps, we should ask Nostradamus!

### *Creative Visualisation*





## Strumming to Spanish Music

The Honorary Consulate of Spain in Chennai

5 Centuries of  
Spanish Classical Music

Guitar by

Armando Orbón



*Armando Orbón*

The Embassy of Spain in Delhi invited the Spanish classical guitarist Armando Orbón to perform in India. The Hon. Consulate of Spain in Chennai helped the Embassy conduct the event in Chennai. Chennai surprised the organisers with its enthusiasm. The audience was a unique mix of Consuls, jazz lovers, students of music (especially guitar), Spanish and other foreign nationals, Chennaiites with a Spanish connection and so on. The programme was held at the Music Academy. The Chief Guest, CVK Maithreya and the Hon. Consul for Spain, Vijay Sankar of The Sanmar Group, formally lighted the lamp to inaugurate the programme.

Armando Orbón, took the audience along into a magical world with his

wonderful music. He was totally in sync with the audience, even accommodating their adhoc requests for specific numbers. He played several notable classical pieces. The rendition of Asturias was specially enthralling which he played a second

time without any sound enhancements, leading the audience on a musical waltz with his strumming. Finally when he played La Bamba, he had the audience dancing to his tunes. It was indeed an astounding performance.



*Vijay Sankar, Hon. Consul lights the lamp*



*Chief Guest, Maithreya lights the lamp*

# Sruti Magazine Celebrates



It is quite a feat for any magazine to flourish for 25 years – Sruti – a niche magazine, was launched in October 1983 by the late N Pattabhi Raman, a connoisseur of the arts. It was a proud moment for Sukanya Sankar, Trustee of the Sruti Foundation and the ‘Sruti parivaar’ when the magazine celebrated its silver jubilee in mid-October this year.

It was a five-day splash of Carnatic music, Bharatanatyam, dance theatre, drama and exhibitions of rare photographs from Samudri (Sruti’s archives). Celebrity artists like Aruna Sairam, Anita Ratnam, Sudharani Raghupathy, TM Krishna, and Bombay Jayashri, seasoned instrumentalists like Jayanthi Kumaresh, R K Shiramkumar and K Arun Prakash,

as well as gen-next musicians presented thematic programmes. The grand finale was on 18 October at Sivagami Pethachi hall where the first copy of the special Silver Jubilee issue of Sruti was presented by Editor V Ramnarayan to Leela Samson, Director – Kalakshetra Foundation. Sruti presented a purse and honoured veteran musician and teacher



*Sruti's core team*



*N Sankar honouring S Rajam - with Sruti for 23 years*



# Silver Jubilee



O V Subramaniyan (father of O S Arun and O S Thiagarajan). N Sankar, Chairman – Sruti Foundation, presented Long Service Awards (silver medals) to more than 20 members of the Sruti family. S Janaki, of Sruti compered the proceedings.



*T M Krishna's concert with Gowri Ramnarayan as narrator at Sivagami Pethachi Hall*



*Young musicians performing at Alapana, Sruti's birth place*



*V Ramnarayan presenting Silver Jubilee issue to Leela Samson*



*Dinner event at The Park - Kanimozhi seen with Sukanya Sankar*



**The Backdrop of the Sanmar Engineering Companies,**



# Karapakkam

## Flowserve Sanmar's Training Centre

### Flowserve Sanmar helps customers know their product

No job is complete unless the paperwork is done, no marketing initiative is worth its mettle unless matched by a quality product and no sale is complete without continuous support and service. Taking its customer support initiatives to new heights, Flowserve Sanmar unveiled a dedicated Mechanical Seal Training Centre (MSTC), for the benefit of its customers, the first of its kind in India.

M N Radhakrishnan inaugurated the first certificate programme on mechanical seals for customers on 17 November 2008 at Sanmar Engineering's premises, Karapakkam. The program was attended by participants from Flowserve Sanmar's customers including Bharat Petroleum Corporation, Indian Oil Corporation and Chemplast Sanmar.

The MSTC is modelled around Flowserve Corporation's Learning Resource Center (LRC) at Dallas and equipped with state-of-the-art learning aids - audio-visual equipment, samples of all types

of mechanicals, acrylic models of actual seal assemblies and accessories. The programme itself is a combination of classroom training and hands-on experience at the static and power laboratories. The static laboratory has well-equipped work benches and a repertoire of case studies that help participants gain insight in ensuring fool-

proof functioning of the seals. The power laboratory has acrylic pumps, complete with seal chambers to simulate actual field conditions.

This training programme is also being extended to Flowserve Sanmar employees.



## Trubore Dealers' Meet

Trubore Piping Systems held the 1st Dealers' Conference in Shinoli on 09 November 2008. About 400 dealers, sub dealers, contractors and influencers participated. The participants were from Karnataka and Maharashtra. S Gopal, Chemplast Sanmar, addressed the gathering and presented the Dealership Certificates. The Shinoli plant is a Greenfield PVC pipes project of Trubore Piping Systems, a division of Chemplast Sanmar Ltd.



*L to R: S Gopal, R Kumar, P Vijaykumar with Trubore dealers*

## Trubore at Agro Expo 2008 Trichy



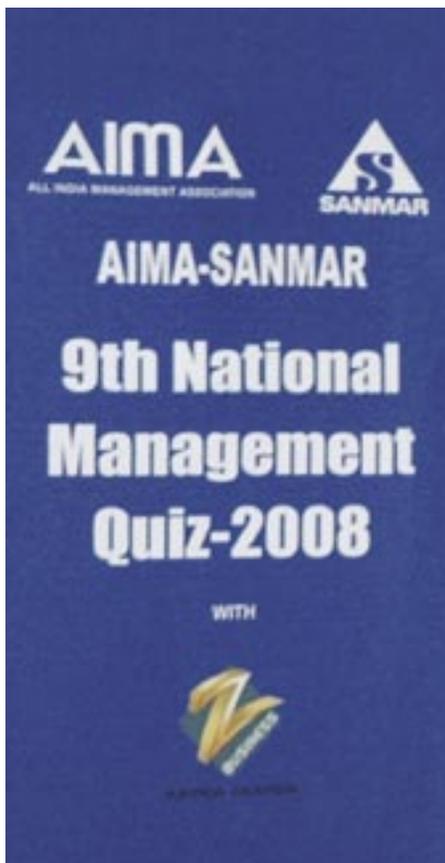
## The 9th AIMA-Sanmar



*The grand finale in progress*

The Sanmar Group sponsored the National Management Quiz organised by the All India Management Associations. The quiz was conducted at the regional levels and cash prizes were given to the participants who were corporate executives, management students and faculty. The grand finale was held in Chennai on 20 December 2008.

The National Champions were the team from Visakhapatnam Steel Plant, East - A G Krishna Murthy and DVS Nagesh. The First Runners Up were the team from Visakhapatnam Steel Plant, North - Santanu Dey and Sayasachi Pani. The Second Runners Up were the team from NTPC Ltd, North - K M Prashanth and Sujit Varkey.



# National Management Quiz

The Chief Guest - N Sankar and S Gopal of The Sanmar Group and Guest of Honour - S K Swamy, President, AIMA, gave away the prizes to the winners.



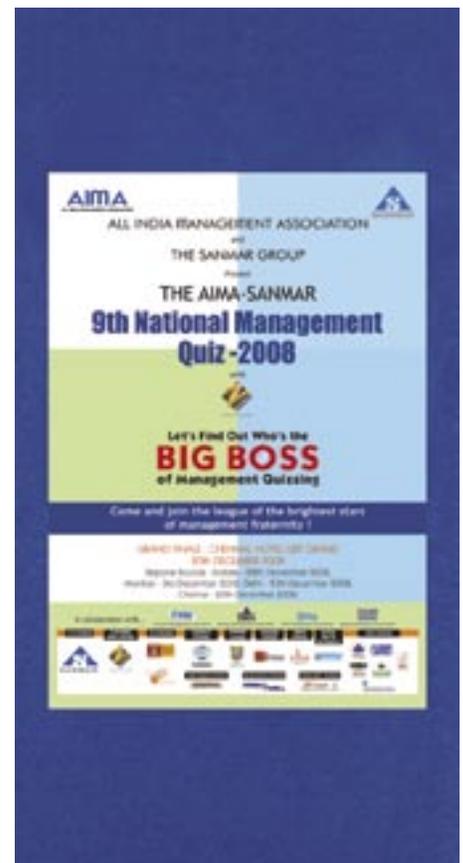
*N Sankar presenting the trophy to the national champions. Seen next to him is S K Swamy*

*“The National Management Quiz started 9 years ago with 18 teams and 1 location. Today, there are 125 teams participating from 4 locations. These quiz programs are aimed at improving knowledge in a fun way and this has more than been met. The Sanmar Group has always believed in encouraging varied activities - be they in the sporting arena or in the area of mind games. Our association with cricket is well known and in recent years, we have also been involved in quizzing. It was in this context that Sanmar decided last year to be the title sponsor for the AIMA National Management Quiz.*

*It gives me great pleasure to see the increasing participation in this event. My congratulations to the winners today.”*

***N Sankar, Chairman, The Sanmar Group.***

*The winners with the organisers - AIMA, the quiz master N Sankar and S Gopal, The Sanmar group*



# MNC Celebrates 19th Anniversary

12 December 2008

Madhuram Narayanan Centre for Exceptional Children celebrated the institution's 19th anniversary. The event is extra special as each year, the children with support from parents and teachers give a performance. This year's theme was 'Congruence of Panchabhootangal and Child Development'. The chief guest for the day was Sally Alden from a charity trust based in the UK.



*Sally Alden lighting the lamp*



# 5th National Workshop on Early Intervention for Mental Retardation

28-29 November 2008

Representatives from think tanks on disability management converged at the 5th National Workshop on Early Intervention for Mental Retardation organised by the Madhuram Narayanan Centre for Exceptional Children.

Delegates from all over the country attended the workshop. The key resource persons were Ms Merry Barua from Action for Autism, Delhi, Dr Hema and Ms Sumitra from the Spastic Society of Karnataka and Dr Neeradha Chandra Mohan, Director, National Institute for the Empowerment of Persons with Multiple Disabilities, who also presided over the valedictory function. Play Therapy and Yoga Demonstration were the showcases from MNC.



*Yoga demonstration*

The MNC has successfully convened these workshops providing a platform for knowledge exchange for efficient management of disability.



*Mrs Jaya Krishnaswamy at the workshop*



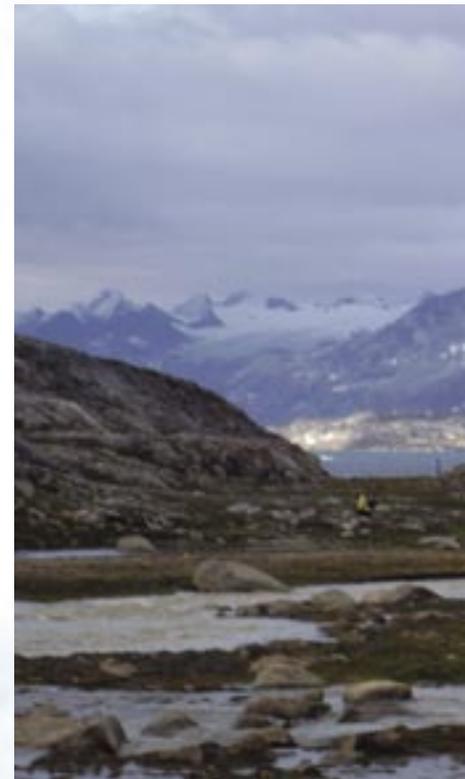
*Play therapy*

# India's Environment Ambassador Voyages to the Arctic

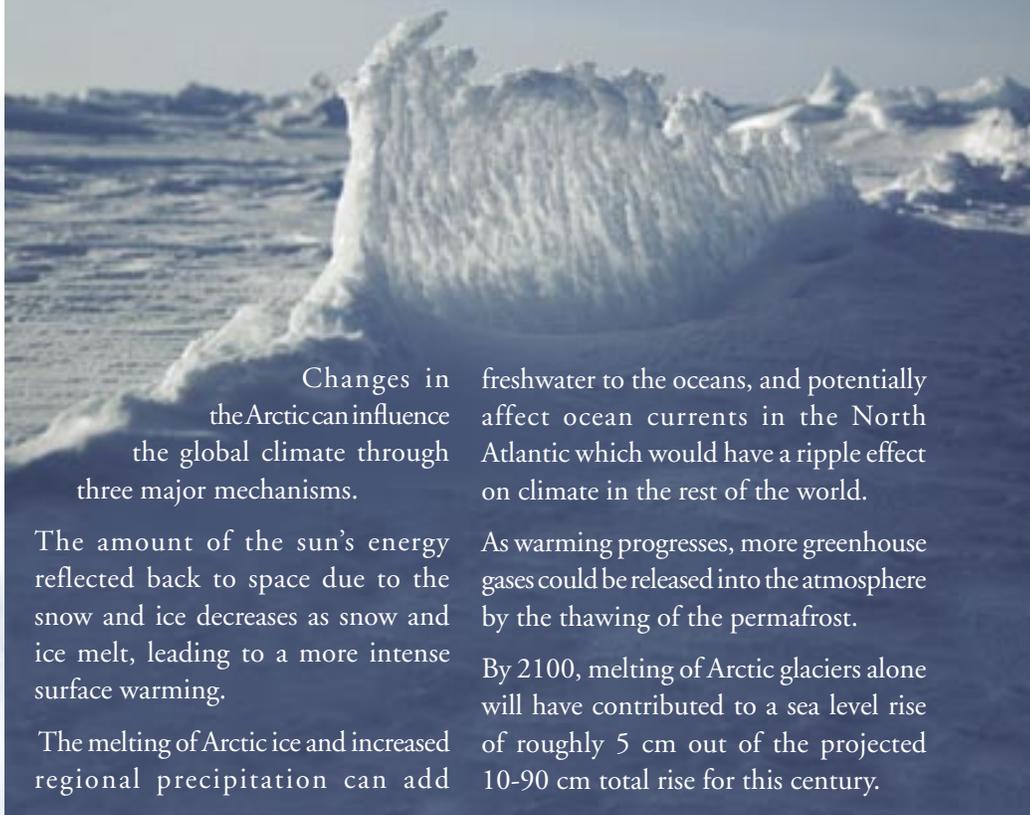
- Sruti Neelakantan

Sruti Neelakantan was one of the two students selected to represent India in the British Council (Canada) organised expedition to the Arctic supported by Capefarewell. There were about 28 students from all over the world who went on a 13-day expedition to the

Arctic in September 2008 board the AKADEMIK SHOKALASKY, covering Angamassalik, Greenland, Kap Mosting, Prins Christian Sound, Paamuit, Isblink, Nuuk (Greenland) Broughton Island, Kekertuk, Cape Dyer, Baffin Island and Iqaluit.



## When the ice cap gets into defrost mode



Changes in the Arctic influence the global climate through three major mechanisms.

The amount of the sun's energy reflected back to space due to the snow and ice decreases as snow and ice melt, leading to a more intense surface warming.

The melting of Arctic ice and increased regional precipitation can add

freshwater to the oceans, and potentially affect ocean currents in the North Atlantic which would have a ripple effect on climate in the rest of the world.

As warming progresses, more greenhouse gases could be released into the atmosphere by the thawing of the permafrost.

By 2100, melting of Arctic glaciers alone will have contributed to a sea level rise of roughly 5 cm out of the projected 10-90 cm total rise for this century.





The young climate champions were groomed to champion the cause of ill-effects of climate change to the Arctic and the rest of the world by scientists and artists. They were divided into four groups - climatology, bio-geography, geomorphology and oceanography with specific roles assigned to each. The group conducted their study and recorded their observation. Interestingly, they also had special art sessions to capture the visual perceptions of the students. "Science is a

reason, art is an expression", "science tells people facts, art touches the soul". The youngsters were armed with knowledge through reason, their perceptions altered through visual stimulus, a first hand experience of the world's virgin appeal and the positive mindset that it's not too late, there is hope. The climate champions are now released back into the world to spread their message. *(Sruti Neelakantan is the daughter of K V Neelakantan of The Sanmar Group)*



## CII-Tsunami Rehabilitation Scorecard



*N Kumar with Thangam Thennarasu, Minister for School Education - Inauguration of Roll-Royce.*

N Kumar as Chairman – Tsunami Task Force, Confederation of Indian Industry, spearheaded the rehabilitation project along with other members, bringing industry, government and affected communities together to shape a holistic and structured programme that benefited the tsunami-ravaged communities. Since 2005 till 2008, reconstruction of the tsunami affected areas and the lives of people has been going on tirelessly and is complete.

The tsunami wrecked havoc in the lives of those who lived, reducing to debris the economic and cultural fibre of entire communities. There was utter chaos but no dearth for helping hands and no dearth for funds. What was needed

was a single force to channelise it all into meaningful action that would directly benefit the shattered communities, help them get back on their feet again.

The relief measures were undertaken in a methodical manner. Phase 0 was the immediate rescue and relief operations to provide food and supplies. The CII Secretariat at Nagapattinam, Kanyakumari, Cuddalore and Karaikal swung into direct relief operations. Two warehousing centres were set up at Chennai to sort, re-pack and transport materials to the districts.

Rehabilitation Phase I was the restoration of livelihood to the two primary sectors – fishing and agricultural sectors. The relief work involved getting the fishermen back to sea. 775 engines were serviced,

226 boats repaired and 25 new boats and engines were donated. The disaster had rendered the agricultural land uncultivable. The farmlands were made cultivable (in all 1067 acres) and about 130 ponds were created, 1200 salinated ponds de-silted to facilitate irrigation. At the end of this phase, some amount of normalcy was restored on the occupational front.

Rehabilitation Phase II involved capacity building and restoring normalcy in community life. CII in partnership with the industry set up 5 citizen information centres, 2 primary health centres, 1 trauma care centre, 3 community centres, 2 schools, 4 fish auction centres, 3 desalination plants and 3 deep bore wells with agricultural equipment. 1200 youth received vocational training and micro-finance schemes were arranged for some to assist in business ventures.

The communities showed great resilience and openness and benefited immensely with this intervention which brought about upgraded systems and practices in their vocations and in the infrastructure provided. 4 years since, the coastal villages once broken, today stand on a rebuilt foundation, stronger than before.

The systematic manner in which the projects were carried out and the transparency and accountability of these projects (The project report was audited and certified by an audit firm) makes this initiative a ready to use disaster management model.



*School in use - Rolls Royce Energy Systems India Pvt. Ltd*



*The interior of Water Desalination Plant - KPMG*



*Community using the Water Desalination Plant by PepsiCo*



*Health Sub Centre by Samtel*



*Fishermen at work in the Fish Auction Centre by Ford India*



*Community Centre - Godrej & Boyce Mfg. Co. Ltd*

## Chemplast Sanmar Distributes Rice in Hurricane-ravaged Villages in Cuddalore & Karaikal



*Rice distribution at Chithirapet, Cuddalore.*



*Rice distribution at Semmankuppam, Cuddalore.*

Hurricane Nisha swept across Tamil Nadu inundating cities, towns and villages. In the aftermath of the floods, Chemplast Sanmar distributed rice packets providing means to a square meal till the waters abated and the villages in Cuddalore and Vanjore (Karaikal) could get back on their feet. About 240 families in Vadakku Vanjore, Karaikal and 3500 families in the villages - Chithirapet, Nochikadu, Naduthittu, Thyagavalli, Sangolikuppam, Sonan Chavadi, Poondian Kuppam and Semmankuppam located around Cuddalore, received free rice packets.



*Rice distribution at Vadakku Vanjore, Karaikal.*

## Renovation of Park at Karaikal

Gandhi Park in Nagore, Karaikal, is maintained by the T R Pattinam Commune Panchayat. Chemplast Sanmar renovated this park, provided amenities like lighting, park benches, garden watering facilities and other basic infrastructure. The park has been in existence since 1948, and has a statue of Mahatma Gandhi. The fully renovated park was handed over to the Commissioner, T R Pattinam Commune.



## The First Mrs Madhuram Narayanan Endowment Lecture

22 November 2008

The Institute of Neurological Sciences, Voluntary Health Services (VHS), Chennai, organised the First Mrs Madhuram Narayanan Endowment Lecture and delivered by Prof Howard A Ring, University of Cambridge, UK on “How brain activity influences human behaviour – Lessons from Epilepsy”, on 22 November 2008. The lecture is part of the research of the Neurosciences India Group. The VHS’s Mrs Madhuram Narayanan Vascular & Autonomic Function Unit, supported by The Mrs Madhuram Narayanan Charitable Trust, is a philanthropy initiative of The Sanmar Group. This unit is dedicated to research and diagnostics in the Autonomic Nervous System (ANS). The unit conducted research under the aegis of the Mrs Madhuram Narayanan grant, and is subsequently engaged in providing ANS assessment service to about 4000 patients who visit TINS-VHS each year. The unit has plans to conduct a study of autonomic dysfunction in stroke patients as a part of a case control study.

This endeavour by the Mrs Madhuram Narayanan Charitable Trust is in memory of Mrs Madhuram Narayanan, wife of K S Narayanan, The Sanmar Group.

The Sanmar Group is proud to be associated with Mrs Madhuram Narayanan Vascular and Autonomic Function Unit of VHS, which is doing commendable

work in research and diagnostics related to vascular and autonomic functions. The yeoman service being rendered by father-son combination, Dr Krishnamoorthy Srinivas and Dr E S Krishnamoorthy and their team to neurological sciences, is indeed noteworthy.



Dr E S Krishnamoorthy



Addressing the gathering, S B Prabhakar Rao said, “Though Sanmar is not in the healthcare industry or business, down the years, Sanmar in its own humble way, has championed the cause of medical research and healthcare management. This endeavour is purely from a macro perspective of giving back to the society its share as a responsible corporate citizen.”

Commending the work of the institution he said, “If today, India is ready for healthcare tourism, providing affordable state-of-the-art world class healthcare facilities, it is largely due to the significant and visible contribution made by institutions, such as the VHS”.



L to R : Prof Dr Krishnamoorthy Srinivas (Chairman-Emeritus, VHS Hospital), Prof Howard A Ring (University of Cambridge), S B Prabhakar Rao (The Sanmar Group), Dr N S Murali (VHS Hospital).

# Sanmar Stands Tall

Year 2008 has ended on a successful note for Sanmar. There has been a blitzkrieg of awards and recognitions and Sanmar lapped it all.



ABC Silver Award for The Group Annual Report 2008

ABC Bronze Award for Matrix

Chennai IIF Cast Quiz Programme

CII-ITC Sustainability Awards 2008 for Chemplast Sanmar

BIM Quest

# CII-ITC Sustainability Awards 2008

Chemplast Sanmar gets recognition in the large business category

**CII-ITC Sustainability Awards 2008**  
*Recognising and Rewarding Excellence*

Supported by **mint**

**CII-ITC Sustainability Awards 2009**  
 To participate, or for more information please contact:  
 Dr. S. Majumdar / Ms. Trayee Banerjee  
 CII-ITC Centre of Excellence for Sustainable Development  
 Tel: +91 11 4150 2308 / 4150 2175  
 Email: s.majumdar@ciionline.org / trayee.banerjee@ciionline.org

[www.sustainabledevelopment.in](http://www.sustainabledevelopment.in)

**Award Winners in 2008**

**Sustainability Prize**

Large Business TATA TATA STEEL New Steel Ltd.	Independent Unit IIL SAIL Bhilai Steel Plant a Unit of SAIL.
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**Certificate for Significant Achievement**

Independent Unit JSW Steel Limited Vijayanagar Works	Large Business CHEMPLAST SANMAR LTD.	Large Business Binani Bina Cement Ltd.
Medium Business The Tiplax Company of India Ltd.	Independent Unit Hydrex	

**Certificate for Strong Commitment**

Independent Unit vedanta Bhilai Refractories India Ltd. - Refractory	Large Business vedanta New Fire Ltd.	Independent Unit NTPC Limited Fertiliser Unit - Fertiliser Division
Independent Unit SPF Chemicals Division	Independent Unit NTPC Limited Fertiliser Refractory Thermal Power Station	Independent Unit PHILIPS Business Unit - Hospitality Bhilai Hotel - Bhilai Bhilai Refractories India Ltd.
Large Business ONGC Ltd.	Large Business IIL SAIL	

**Jury's Special Recognition**

Small Business  
BOIL  
Biodiversity Conservation India Ltd.

Chemplast Sanmar was awarded the Certificate of Commendation for Significant Achievement for its sustainability practices covering Economic, Environmental and Societal practices. Chemplast Sanmar qualified in the large business segment. The award was presented during the 3rd Sustainability Summit: Asia 2008 on 12 December 2008 at Hotel InterContinental, New Delhi.



# The 48th Association of Business Communicators of India (ABCI) Awards

The Sanmar Group received two awards at the 48th ABCI Awards held on 7 November 2008 at Hotel President, Mumbai.



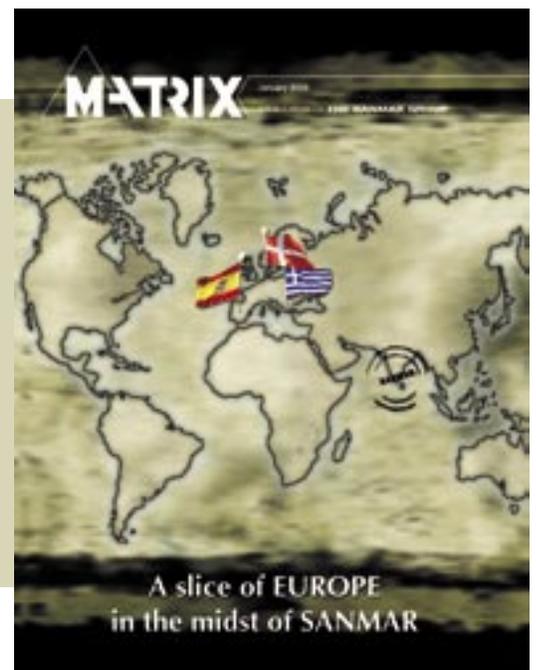
## Annual Report Category

The Group's Annual Report, "Expanding Horizons", won the Silver Award in the Annual Reports category. The Silver award also went to Nuclear Power Corporation of India Ltd. The Gold went to Hikal Limited and the Bronze award was shared by Lupin Ltd, Financial Technologies Ltd and MCX (Multi Commodity Exchange of India).



## Magazine Design Category

In the magazine design category, Sanmar's *Matrix* received the Bronze award for the *Matrix* January, 2008 issue. The Bronze award also went to Grindwell Norton's magazine, 'Synergy'. The Gold went to Reserve Bank of India's 'Without Reserve' and the Silver went to The UB Group's 'Pegasus'.



## Chennai IIF Cast Quiz Programme

Sanmar Ferrotech's (SFT) team K Manivannan & S Balaji bagged the runner's up trophy at the Cast Quiz held on 24 November 2008. Two teams K Manivannan & S Balaji and S Venkatakrishnan & B Vijayachandran represented SFT at the programme. The SFT teams scored 1st and 2nd place in the technical written test. The selection process was tough with a Written Test, Casting Defect Identification & Oral Question–Answer. Around 22 teams participated in the contest with teams from companies like Ennore Foundries, Nelcast Ltd., Audco India Ltd., and Southern Auto Cast Ltd., among others.



## BIM Quest

Ramkumar Shankar and Deepesh Nanda, the quiz experts from Sanmar, finished second in the BIM Quest organised by the Bharatidasan Institute of Management, Trichy. They brought back a trophy and a cash prize.



*Ramkumar Shankar and Deepesh Nanda with the trophy and the prize.*



# Padmini

A trained Bharatanatyam dancer, Padmini—the middle sister of the famous trio Lalitha-Padmini-Ragini—was an accomplished actress, who found a place in the hearts of movie fans, acting in over 250 Indian films. She acted in films of other languages including Malayalam, Telugu, Kannada and Hindi as well, but her greatest popularity was as an actress and dancer of Tamil cinema and most of her films were in Tamil.

Padmini was born to Thankappan Pillai and Saraswathi Amma on 12 June 1932 at Thiruvananthapuram (Trivandrum), then the princely state of Travancore (now the Indian state of Kerala). Padmini's elder sister, Lalitha, and younger sister, Ragini, were also talented actresses and dancers. The three were known as the Travancore sisters. Today's renowned Malayalam actress-dancer Shobana is her brother Chandrashekar's daughter. Her cousins Sukumari and Ambika, and her husband's brother's son, Vineeth are also well known names in the south Indian film world.

Padmini started taking lessons in dance from Guru Gopinath and later from T M Mahalingam Pillai, joining a dance troupe at age ten. Film director Subrahmaniam noticed her talents while she was presenting "*Parijatha Pushpapabaranam*", in Trivandrum.

The legendary dancer Uday Shanker, on seeing her performance, invited her

to act in the film he was making. In the 1940s, 17-year-old Padmini became the heroine of the Hindi film "*Kalpna*". This was her first film role, the beginning of a distinguished acting career.

Padmini acted with most of the well-known actors of the time, including Sivaji Ganesan, M G Ramachandran, Raj Kapoor, Prem Nazir, Dev Anand, Rajkumar and Gemini Ganesan. Her Tamil film *Manamagal*, directed by comedian N S Krishnan, was a huge hit. This was followed by *Thooku Thooki*, which saw the Travancore sisters dance to the hit song "*Sundari Soundari*". Her first film with Sivaji Ganesan was *Panam*, the start of a partnership that saw Sivaji and Padmini star together in over 50 films. *Thillana Mohanambal* in Tamil was arguably their most famous film together; in it, she played a dancer pitted against a nagaswara vidwan.

The highlight of Gemini Studios' "*Vanjikottai Valiban*," was an enthralling dance duel between Padmini and Vyjayanthimala, regarded as one of the best dance sequences in Indian cinema. One of Padmini's finest Tamil movies, a major box-office success was "*Thangapadhumai*", a brilliant adaptation of the Kannagi epic by A S A Sami who directed the film. Her spirited delivery of jaw-breaking lines was a masterpiece of dialogue delivery. Some of her other noted Tamil films

include *Anbu*, *Vietnam Veedu*, *Ethir Parathadhu*, *Mangayar Thilakam* and *Poove Poochudava*. Some of her popular Malayalam films include *Prasanna*, *Snehaseema*, *Vivaahitha*, *Adhyaapika*, *Kumaarasambhavam*, *Nokkethadoorath Kannumnatt*, *Vastuhara*, and *Dolar*. *Mera Naam Joker* and *Jis Desh Mein Ganga Behti Hai*, the most popular of her Hindi films, were done with renowned filmmaker Raj Kapoor. Her other Bollywood films included *Payal*, *Pardesi* and *Mahabharat* to name a few.

Padmini was acclaimed for her linguistic ability. She dubbed her own voice in Tamil, Telugu, Kannada, Hindi and Malayalam movies. She ruled the Tamil film world for over three decades with rare charm and great beauty.

In 1970, nine years after her marriage, she moved with her husband, Dr K T Ramachandran to Hillsdale, New Jersey, USA, after acting in over 250 movies in several Indian languages. Their only son Premanand is an official with the Warner Brothers, and lives in the United States.

In 1977, Padmini started a dance academy, the Padmini School of Fine Arts with four students in her home. Soon the school had five branches in New Jersey and New York. It is today one of the largest Indian classical dance institutions in America.

Padmini won the best actress award from the Film Fans Association in 1954, 1959, 1961 and 1966. She was adjudged the best classical dancer and bagged the best classical dancer award at the Moscow Youth Festival in 1957. She received the Kalaimamani award from the Tamil Nadu Government in 1958 and the *Filmfare* best actress award for her performance in Fazil's *Poove Poochudava* in 1985. The Government of the former Soviet Union released a postage stamp to honour her

acting and dancing skills. During the Indo-Pakistan war in 1965, she went to the war front and performed for the Indian soldiers.

Padmini performed at the Rashtrapati Bhavan, New Delhi, and in the presence of great personalities including Queen Elizabeth, Pandit Jawaharlal Nehru, Sardar Patel, Babu Rajendra Prasad, Dr S Radhakrishnan, Lady Mountbatten and Premier Bulganin of Russia.

Padmini died of a heart attack in Chennai

on 24 September 2006. Full of warmth, love and affection for all, she was a rare human being.

#### Memorable movies of Padmini

- Vanjikottai Valiban
- Panam
- Raja Rani
- Chithi
- Vietnam Veedu
- Iru Malargal
- Poove Poochudava
- Gurudakshinai
- Punar Janmam
- Amara Deepam
- Thaikku Oru Thaalattu
- Mannadhi Mannan
- Thillana Mohanambal
- Saraswathi Sabatham
- Paaladai
- Pesum Deivam
- Kuzhandaikkaga
- Rickshawkkaran
- Kan Kanda Deivam
- Deiva Piravi
- Kulama Gunama
- Thiruvarut Chelvar



Illustration by V Vijayakumar

