

MATRIX

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A PUBLICATION OF THE SANMAR GROUP



Sanmar Engineering turns 35

The Sanmar Group

Sanmar Holdings Ltd

Chemplast Sanmar Ltd

Trubore Piping Systems

TCI Sanmar Chemicals S.A.E.

Sanmar Speciality Chemicals Ltd

Organic Chemicals

Phyto Chemicals

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The Sanmar Group

9, Cathedral Road, Chennai 600 086.

Tel.: + 91 44 2812 8500

Fax: + 91 44 2811 1902

In this issue...

4	Chennai: The Detroit of India	 4	26	Environment Day observed at Sanmar plants
11	TCI Sanmar Chemicals Accord signed with Governor to start a school at Port Said	 12	27	CII commemorates excellence in Indian industry
12	Visit of Indian Ambassador	 25	28	International cricket of a different kind
14	Sanmar Engineering turns 35	 32	29	TNTA Sanmar Trophy for Gandhinagar Club
18	N Sankar's speech		30	Role of teachers hailed
20	Chemplast's Green Initiatives		30	Chemplast donation for Cuddalore hospital
22	Chemplast Sanmar releases Sustainability Report 2010-11		31	Care Air systems inaugurated at Mettur Plants
24	When email fails, go back to basics		32	Madhuram Narayanan Centre MNC wins Rockefeller Foundation Award 2010
25	Chemplast and Flowserve Sanmar win International Safety Awards		33	Eleven children move ahead to mainstream schools
25	National Safety Day celebrations		34	Legends from the South: T Balasaraswati

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DAI

Chennai: The

Once the pride of the British Raj mainly for its educational, medical and business institutions, Chennai, formerly known as Madras, is today fast becoming the Detroit of India. Here, Matrix takes a look at some of the city's auto majors and their contributions to its development.

Chennai's recent growth in the automobile sector has been phenomenal. More than \$7 billion has been invested in the city's automobile industry since 2006, making it the largest automobile



MLER



Detroit of India

hub in the country, leaving Pune and Delhi — the traditional automobile centres — far behind.

To get an idea of the growth, Chennai accounts for 25 per cent of total sales of passenger cars in the country, 32 per cent of production and a 69 per cent of exports.

What makes Chennai attractive to auto manufacturers?

"It is the incentives offered by the Tamil Nadu government, coupled with an established auto ancillary hub, availability of skilled manpower

and immediate access to a port that continues to attract investment to the region," says Kapil Arora, Head of automotive practice at Ernst & Young.

While Chennai has had an ecosystem of component makers since the 1950s, thanks to the likes of Ashok Leyland and TVS Motors, the city's booming auto sector is also home to several new entrepreneurs. With the growth of automobile giants Hyundai and Ford in Chennai, these ancillary industries have prospered and grown to several crores in sales.



Auto component manufacturers like Visteon, Delphi produce more than 25% of their components here. Also, the government recently set up one of the biggest R&D centres in the automotive sector, here.

The story goes back to the days immediately after Independence, when entrepreneurs sowed the seeds for auto components. The TVS, Amalgamations and Rane groups were among those who led the way in the development of a strong vendor base to support automobile manufacturers in India and abroad. This vendor base and Chennai's seaport were major attractions when the auto sector was opened up for foreign investment in the state.

(Based on a Business world feature)

Detroit of India

This Indian port city, built around a former British fort, in many ways resembles Detroit circa 1910.

The metropolis of about five million people is booming as scores of international car makers and suppliers have set up shop. Ford Motor Co., Hyundai Motor Co., Nissan Motor Co., Renault SA, Daimler AG and BMW AG—all have converged here.

They are spending billions of dollars to make Chennai one of the world's biggest hubs of small cars for export as well as for increasingly affluent Indians. Soon, the city will turn out close to 1.5 million vehicles a year, more than any one U.S. state made last year.

Car-parts suppliers also are placing big bets on the city, formerly known as Madras. Tire company Michelin SA and window maker Saint-Gobain SA, both of France, are setting up some of their biggest factories globally in Chennai. Germany's Daimler, meantime, is building a multimillion-dollar test track.

All the investment has generated jobs for more than 200,000 people and accounts for 12% of the economic output of the state of Tamil Nadu.

(The Wall Street Journal in July 2010)

Ford India

Ford Motor Company announced in May 2011 that it would invest an additional \$72 million in India to expand capacity at its engine plant in Chennai. The expansion has become





necessary following the brisk sales of Ford's small car Figo in the Indian market. The engine plant feeds not just India but also select export markets. Thanks to the new investment, capacity at the Chennai engine plant will go up from 250,000 to 330,000 units per year, an additional output of 80,000 diesel engines. A third production shift at the engine assembly plant will create more than 300 new direct jobs at the Chennai plant. The expansion is due to be completed by mid-2012. This latest tranche will bring Ford's

total investment in India to over \$1 billion.

Chennabest.com

Hyundai India

Hyundai Motor India Limited (HMIL), a wholly owned subsidiary of Hyundai Motor Company (HMC), South Korea, is the largest passenger car exporter and the second largest car manufacturer in India. HMIL markets 7 models of passenger cars across segments.

Hyundai Motor's state-of-the-art manufacturing plant near Chennai boasts of some of the most advanced production, quality and testing capabilities in the country. To cater to rising demand, HMIL commissioned its second plant in February 2008, which produces an additional

300,000 units per annum, raising HMIL's total production capacity to 600,000 units per annum.

As HMC's global export hub for compact cars, HMIL is the first automotive company in India to achieve the export of 10 lakh cars in just over a decade. HMIL currently exports cars to more than 115 countries across EU, Africa, Middle East, Latin America and Asia Pacific. It has been the number one exporter of passenger cars of the country for the sixth year in a row. HMIL has a 327 strong dealer network and 690 strong service points across India, which will see further expansion in 2011.

Hyundai India website

Daimler India

The market for commercial vehicles in India is set to see new action as





Daimler, the world's biggest truck maker by sales, unveiled an all-new brand "BharatBenz" as it invested Rs 4,400 crore for a factory here, near Chennai.

Daimler joins other global biggies like Sweden's Volvo, Germany's Man and America's Navistar, all of whom have already set foot in the Indian market. Daimler, the world's largest manufacturer of medium-and heavy-duty trucks above 6 tons, unveiled its exclusive new brand of trucks for the Indian market. The brand BharatBenz will offer Indian customers an entire range of trucks from 6 to 49 tons across various applications.

Dr Dieter Zetsche, Chairman of the Board of Management of Daimler AG & Head of Mercedes-Benz Cars, Andreas Renschler, Head of Daimler Trucks and Daimler Buses; and Marc Llistosella, Managing Director and CEO of Daimler India Commercial Vehicles, unveiled the BharatBenz brand at the production location in Oragadam, near Chennai.

"We are sending a clear message with our new truck brand: Daimler is at home in India. Our BharatBenz trucks are the right combination of Daimler's DNA and India's market know-how. These trucks will be developed and built in India, for India, and by specialist employees from India," said Dr Zetsche.

*Times of India and
Daimler India website*

Renault India

Renault India's manufacturing plant in Chennai for making engines will begin operations by April 2012. These engines are part of the company's localisation process for their small new hatchback. This car is scheduled to hit Indian markets

in January, and is an India specific car, which will not be produced in another market. This car will compete in the same space as VW Polo and Maruti Swift.

According to the company's VP-Marketing and Sales, Len Curran, the engine facility will be launched and be operational by April. He added that the facility would have an installed capacity of more than 100,000 engines a year.

The forthcoming hatchback from Renault is developed on the V-platform and will be available in both diesel and petrol variants. This car will be among three products that Renault plans to launch next year, marking the start of more serious manufacturing in India.

www.indiandrives.com

Nissan India

Nissan Motor India began production of the Sunny sedan at the Oragadam plant in August 2011.

This is Nissan's second car to be completely made in India and the second car to roll out of the V-Platform. 85% of the vehicle is localised, out of which 40% is sourced from Chennai. This promises a low



price, a key factor if the Sunny has to succeed.

Nissan is pitching the Sunny to young families. It offers plenty of rear seat comfort and an additional AC vent.

indianautosblog.com

BMW India

The BMW Plant, Chennai, has increased its production capacity to 11,000 units per year, and the



number of employees to over 650. Up to 1200 additional jobs will be created in the BMW India dealer and service network.

Dr Andreas Schaaf, President, BMW India, said, "The first-generation BMW X3 was the pioneer in its segment. We are confident that the second generation BMW X3 will inherit the position of its predecessor as the benchmark and will strengthen it further. The launch of the new BMW X3 is a significant milestone in our growth strategy in India and will beyond doubt accelerate the luxurious and dynamic characteristic of the brand."

"With the new BMW X3, we make a clear statement. The new BMW X3 is elegant like a true BMW and spacious like no other car in the segment. The enhanced agility,

Company	Description
Ashok Leyland	Ashok Leyland is a commercial vehicle manufacturing company based in Chennai, India. In 1948, Ashok Motors was set up in what was then Madras, for the assembly of Austin cars. The Company's name changed soon with equity participation by British Leyland and Ashok Leyland commenced manufacture of commercial vehicles in 1955. Ashok Leyland has six manufacturing plants: a plant at Ennore near Chennai, two plants at Hosur (called Hosur I and Hosur II, along with a press shop), and the assembly plants at Alwar and Bhandara.
BMW	BMW is a manufacturer of sport sedans. BMW enjoys good brand recognition in India. It has set up a plant in Chennai, Tamil Nadu, to manufacture cars locally exclusively for the local market with no plans for export. It set up the plant to circumvent high import duties. The BMW plant capacity is 10,000 per annum.
Caparo	Caparo Forge has a plant in Sriperumbudur, Chennai.
Daimler	Daimler is establishing a plant in Oregadam, Chennai, to produce trucks to cater to the Indian market. The plant will have an initial production capacity of 36,000 vehicles a year.
Ford	Ford entered India in collaboration with Mahindra & Mahindra in 1995 with a plant in Tamil Nadu. The first model was the Escort. In 2009, Ford invested \$500 million to increase its capacity to 200,000 cars per annum.
Hindustan Motors	Hindustan Motors has a plant in Tiruvallur, Chennai.

Company	Description
Hyundai	Hyundai entered India in 1996 and in 1998 launched Santro. Santro's original arch rival was the Maruti Zen. Now Hyundai has a good market share primarily because of its entry-level small cars Santro and i10. In addition to its plant in Sriperumbudur, it set up a second plant thereby raising its total capacity to 600,000 cars per annum.
Mitsubishi	Mitsubishi entered India in 1998 as a part of its global expansion programme. It has a manufacturing facility in Chennai with technical collaboration with Hindustan Motors. Mitsubishi's plant in Chennai has a capacity of 6,000 cars per annum, which will increase to 24,000 cars per annum in a few years.
Nissan	Nissan entered India in 2005. It is currently setting up a full-scale manufacturing plant at Oragadam situated about 45 km from Chennai. The plant will have a capacity of 200,000 cars per annum. It plans to introduce new models in India in the coming months including its small car.
Renault	Renault entered India in 2007 as a Joint venture with Mahindra. It is setting up a full-scale manufacturing plant at Oragadam situated about 45 km from Chennai. The plant will have a capacity of 200,000 cars per annum. It plans to introduce many new models in India, particularly to attract small car buyers.
Royal Enfield	Royal Enfield is a motorcycle manufacturer based in UK. It has a plant in Chennai.
TAFE Tractors	TAFE Tractors has a plant in Sembium, Chennai

optimised driving comfort and innovative equipment options in the new BMW X3 are designed not just to drive but to live the road, feel every bend and master every terrain.” Dr Schaaf, added.

indianautosblog.com

More auto and auto component manufacturers in the Chennai region.

- Bharat Forge
- The TVS Group
- TI Cycles of India
- Visteon
- Caterpillar
- India Pistons
- Wheels India
- Federal-Mogul
- Sundaram Clayton
- Brakes India
- Rane Madras
- Takata
- SEW Eurodrive India
- Machino
- JKM Daerim
- Ennore Foundries
- Naza
- BorgWarner Thermal Systems
- ZDPL—YAPP Automotive
- Bavina Industries
- Avalon Technologies
- Iochpe Maxion
- Wabco-TVS
- Delphi-TVS
- NK Minda
- Sundaram Hydraulics
- GKN Driveline
- Modine Thermal Systems
- Dea-rim Automotive Enterprises
- Hidromas

TCI Sanmar Chemicals

Accord signed with Governor to start a school at Port Said

A co-operation protocol for establishing a school for basic education (primary and preparatory) was signed between Gen Ahmed Abdallah, Governor of Port Said and R Kalidas, Vice Chairman and Managing Director of TCI Sanmar Chemicals plant, at Port Said, Egypt on 4 May 2011.

The project is estimated to cost 5 million LE upon area 50,000m² with a capacity of thirty class rooms, a library, playground and facilities for entertainment activities.



Visit of Indian Ambassador

R Swaminathan, Ambassador of India to Egypt, visited the TCI Sanmar Chemicals at Port Said. TCI Sanmar has set up a unique Zero Liquid Discharge (ZLD) facility at Port Said which will ensure that not a drop of effluent is discharged anywhere outside the factory. All the liquid effluent will be fully treated, recycled and reused. This is first of its kind in Egypt.



R Swaminathan, (4th from left) seen with R Kalidas and other staff of TCI Sanmar Chemicals, Port Said.

Sanmar Engineering turns 35



Sustained Global Partnerships



Sanmar Engineering turned 35 on 1 July 2011. From its small beginnings, with a band of enthusiastic engineers in 1976, it has grown into a well-integrated, group of engineering companies serving the process industry in India and abroad.

The success of Sanmar Engineering lies in its proven approach to international joint venture partnerships. This message resounded in the speeches of N Sankar, Chairman of The Sanmar Group, and the key joint venture partners present at the anniversary function: Mark Blinn, President and CEO, Flowserve Co., USA, TD Kenneally, President, BS&B Safety Systems, USA, and Max Mitchell, President and Chief Operating Officer, Crane Co., USA.

Mutual respect and transparency have been the hallmarks of these relationships. And all through the 35 years, the relationships binding Sanmar and its partners together have grown from strength to strength.





2011

Clark Hurlbert, and Tom Haan – outstanding men from the days of Durametallic India were present at the function, reinforcing their lifelong friendship with N Sankar and Sanmar.

(l to r): MN Radhakrishnan, N Kumar, Mark Blinn, N Sankar, TD Kenneally, Max Mitchell and Vijay Sankar seated on the dais during the 35th anniversary celebrations held at Karapakkam on 1 July 2011.





What are we commemorating today?

- Thirtyfive years of productive enterprise
- Thirtyfive years of partnership with leading corporations from around the world
- Thirtyfive years of dedicated customer support
- Thirtyfive years of excellent team work and finally,
- Thirtyfive years of friendships.

N Sankar

“Over three decades of

Extract from N Sankar's speech during the 35th anniversary celebrations of Sanmar Engineering on 1 July 2011.

Today we celebrate over three decades of fruitful business endeavour. Sanmar Engineering had its beginnings in Durametallic India Limited, which incidentally was the first company I personally founded thirtyfive years ago. It was a venture between a twenty seven year old with not much practical business experience, and a small family owned company from Kalamazoo, Michigan, to manufacture a fairly obscure product known as a Mechanical Seal, in India. Please remember this was before the advent of the software era, which brought along teenagers starting businesses and becoming overnight billionaires. In the early 70's, twenty seven was still considered young.

Durametallic Corporation at that time was primarily operating in the US with some small operations in the Europe and Mexico, and it was a giant step for them to go all the way to India, and that too in a minority Joint Venture. All I can say is I am glad I was young enough to have the energy to persevere, and a thick enough skin to take many rebuffs. My friends, Clark Hurlbert and Tom Haan, who are here today will remember those days, I trust with the same fond memories of what were to become Sanmar Engineering's first few baby steps.

The fact that I had a great team led by my good friend, the late SR Seshadri, and we had some great hearted people in Durametallic, like Paul Jackson and his colleagues, who were completely open with their technology and support, led to a flying start for Durametallic India.

Today Sanmar Engineering consists of 7 legal entities, 5 Joint Ventures and 12 Business Units spread across 5 locations in India and the Americas. The products cover Mechanical Seals, Rupture Discs, Fluorocarbon Lined/Sleeved Plug Valves, High Performance Butterfly Valves, Pressure Seal Valves, and Relief Valves. It also



fruitful business endeavour”

includes a Steel Castings business, with manufacturing operations we established in India, and which we acquired in the US and Mexico, which collectively would be one of the largest in the world in this category. While the products primarily service the process, power, nuclear and similar industries, the steel castings business, apart from being a backward integration for the products business, also supplies to the Construction, Mining, Transit, and Military sectors. Most of Sanmar Engineering's products are clear market leaders in India, and its service network covers every nook and corner of the country.

As I said earlier, all these businesses are expected to clock sales of about Rs 1750 crore this year. The future also looks bright, and we expect to keep growing organically at over 20% at least for the next five years. Apart from this, we are looking at other products from our partners' range and elsewhere which can boost this even further.

We have been lucky in being associated over the years with some of the finest corporations from all over the world. And not just associating, but having very open and productive collaborations where both partners give openly and transparently for the success of the joint venture. More by experience rather than by planning,

Sanmar has developed a Joint Venture management philosophy which has obviously served it well. How else could we have kept such partners working with us for such long periods?

Having talked so much about the various reasons for Sanmar Engineering's progress over these three and a half decades, if you would ask me to pick one fact above all others that was responsible, I would unhesitatingly choose our great fortune in having been able to collect such extraordinary people over the years, and the excellent team work that they have demonstrated. Without a doubt it is the people of Sanmar Engineering that are the prime cause of all the success we have enjoyed. People who are present here today, and those who have served us so well these past years. Talking of people who have served us well, it's heart-warming that we have people here who have worked right through these thirtyfive years of Sanmar Engineering's existence. I must place on record my appreciation of their loyalty and committed endeavours over such long periods.

On this occasion, I cannot but think of one individual who literally dedicated his life to Sanmar Engineering, and that is Seshadri. Starting from the very first idea of the venture, and continuing on in

many, many roles, he was one person without whom Sanmar Engineering would not exist.

MN Radhakrishnan has been for almost twenty years now, the person on whom I have depended to keep Sanmar Engineering moving onwards and upwards. Radha, thank you.

Ladies and Gentlemen, I hope I have not been too long-winded, and trust you will understand my sentiments. This business represents my first step as an entrepreneur and its development and success really gave me the confidence to take up other ventures. When I first visited this location in 1974 or 1975, it was a distant lonely rice field with one half completed building standing on it. There were no other industries on this road. OMR is now a Electronic and Software development zone and is dotted with modern glass and steel buildings way past this location. In fact today these factory buildings are an anachronism in the current landscape, and I encourage our people to hide them behind more greenery. That is progress Ladies and Gentlemen, and I am delighted to have been a witness and a small part of it. Sanmar Engineering has always had a soft corner in my heart, and continues to be the crown jewel of The Sanmar Group.



N Sankar presenting mementoes to Mark Blinn, TD Kenneally and Max Mitchell.

(l to r): Mrs Connie Haan, Tom Haan, Mark Blinn, N Sankar, US Consul General Andrew T Simkin and Max Mitchell during the dinner get-together held at Hotel Park Sheraton on 1 July 2011.



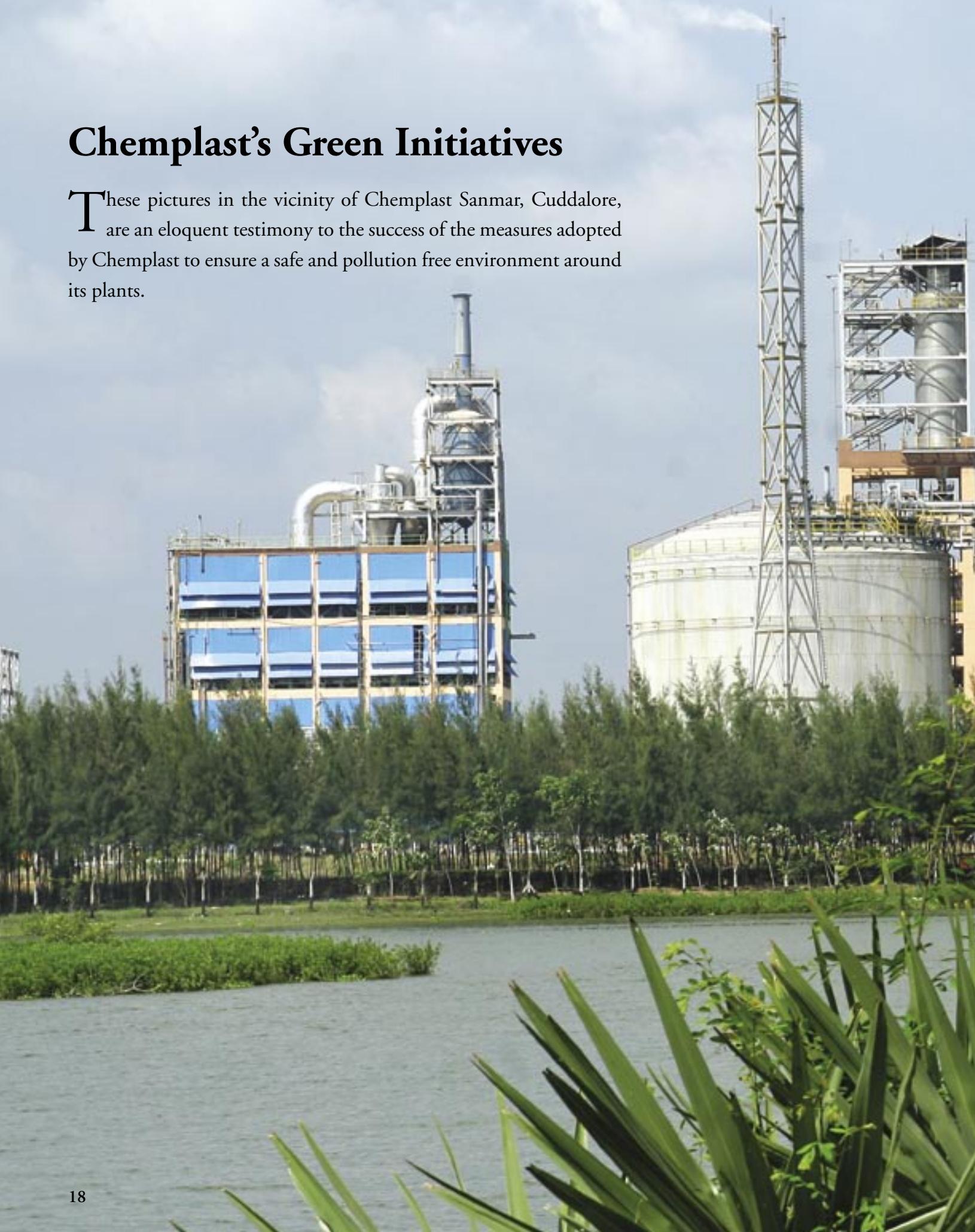


N Kumar presenting mementoes to Clark Hurlbert and Tom Haan.



Chemplast's Green Initiatives

These pictures in the vicinity of Chemplast Sanmar, Cuddalore, are an eloquent testimony to the success of the measures adopted by Chemplast to ensure a safe and pollution free environment around its plants.



In tune with the environment



Chemplast Sanmar releases Sustainability Report 2010-11

Every Drop Counts is the theme



Sustainability is a serious, enduring commitment at Chemplast Sanmar. It is rooted in the DNA of Chemplast Sanmar, not merely a response to a current day external reality.

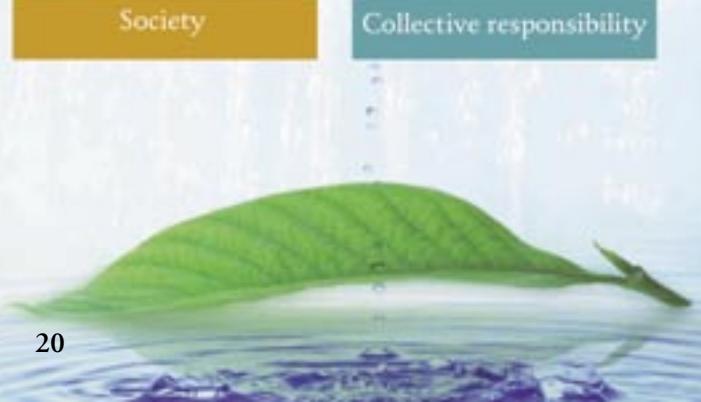
The result is that, responsibility for the environment cuts across all divisions of Chemplast Sanmar, enhancing its viability, reducing risk and making the world a safer place to live in.

Economic

Environment

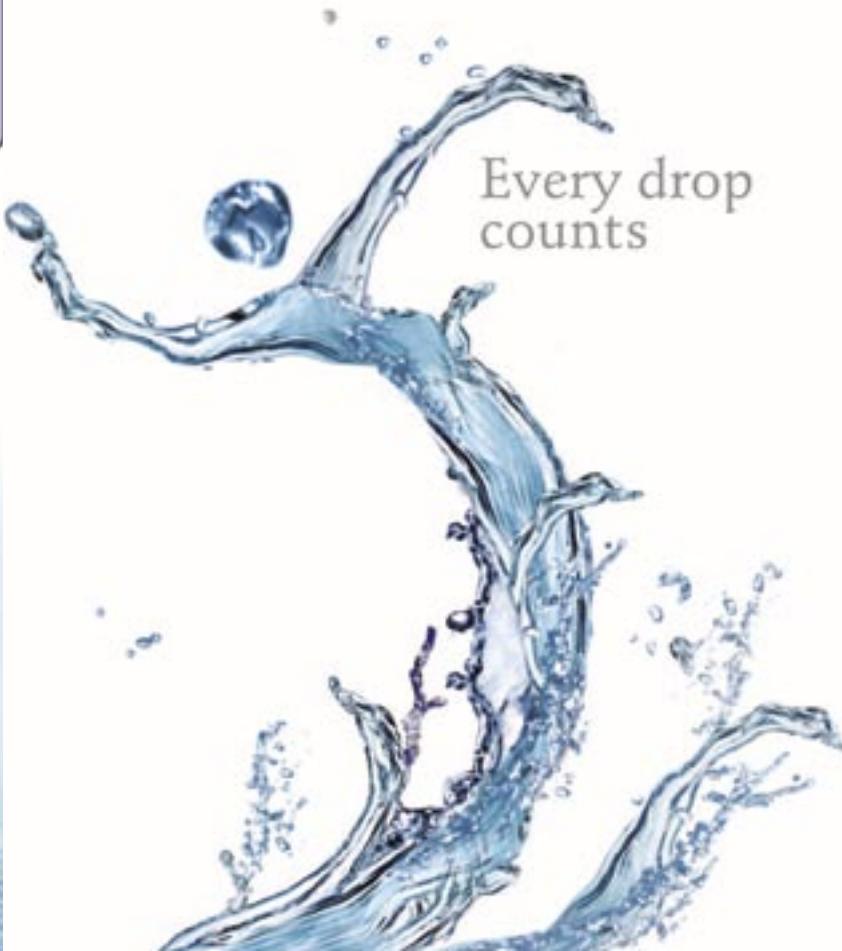
Society

Collective responsibility



Chemplast Sanmar published its third Sustainability Report "Every Drop Counts" covering a period from April 2010 to March 2011, in line with the financial year. The report was submitted for a level check by GRI and graded A+.

The Sustainability Report evidences a Chemplast Sanmar as obsessed with strengthening community healthcare as about strengthening operational productivity. A Chemplast Sanmar as focussed on widening its environmental footprint as about widening its market share. A Chemplast Sanmar as concerned about enhancing the quality of human life as about enhancing product quality.



Water management

At Chemplast Sanmar, our target for water reduction during 2010-11 was ten per cent over the previous year.

The Company achieved over fifty per cent on water utilisation reduction through the following initiatives:

Used treated sewage water, after disinfection, in the cooling tower of the caustic soda plant at Mettur

Installed a new polymer effluent treatment system that removed PVC particles from process water and reused the recovered water in the PVC plant cooling tower

Obtained diluted acid from the incinerator, which was enriched to saleable acid in the absorption tower

Used a part of the rejects from the ZLD plant for lime preparation in the Chloralkali plant, which was used for chlorine absorption

Used a part of ion exchange and DM water regeneration in brine preparation in the Chloralkali plant at Mettur.

Treated effluent is used for the dust suppression at our coal storage in the coal power plant

Governance, commitments and engagement

Treated effluent of the refrigerant production facility is recycled for acid absorption in the process which enabled the plant to achieve "Zero liquid discharge" status

Environment sustainability

When email fails, go back to basics

by Richard Branson

International business icon Richard Branson emphasises the importance of person to person contact and communication at the workplace, while condemning the growing reliance among today's managers on email and texting via the cellphone at the expense of direct discussions to initiate or follow up day-to-day as well as major action. Branson's telling commentary on this counter productive tendency is in consonance with the time-tested Sanmar belief that there is no substitute for face-to-face communication on a regular basis, no matter how we back it up with emails and text messages.

Why is it so hard to pick up the phone? They are a lot smaller than they used to be, and these days, even non-tech-savvy types like me can call, text and email messages, sending files and photos around the globe with ease. Despite these

advances, the quality of business communications has become poorer in recent years as people avoid phone calls and face-to-face meetings in the interest of efficiency.

I recently heard a senior manager defend his handling of a situation by saying, "I don't know why they didn't understand the issue. I must have sent a dozen lengthy emails on the subject in the last week."

A brief conversation followed by a concise email to confirm the next steps would likely have settled matters within a few minutes, and saved him the trouble of writing those lengthy emails, and the complications that followed.

Another executive complained to me, "I've sent the guy a bunch of text messages. I know he's there, so why isn't he responding?" Clearly it would have been better to pick up the phone or walk over to that person's desk and discuss the matter face-to-face, a move that would have



Don't restrict the conversation to work matters. If you notice a family photograph on a desk, a comment like, "I see you have a tennis player in the family? My kids love to run me ragged all over the court," will help to break the ice.

resolved the issue and immediately eliminated the growing tension.

In short, if these managers had tried walking and talking instead of typing and griping, they could have solved

these problems quickly and easily, saving themselves time and effort.

Why not pick up the phone? As technology has evolved, so has business etiquette. People tend to rely primarily on email and text messaging because these communications are precise and less intrusive, while a phone call now signals that a matter can't be solved by ordinary means. But there is nothing efficient about allowing a small problem to escalate.

To break down this new barrier to communication, make face-to-face communications part of everyday life at your office. The Australian name for it is "going walkabout"; many business management consultants call it "management by walking around". Whatever you call it, it works, and if you and your senior staff aren't doing it, you are missing out on one of the most inexpensive and effective management tools around.

I have always enjoyed getting to know people at Virgin companies. I find it a much better way to get a feel for what's really going on than sitting in my office (OK, lying on my hammock at home) reading reports. Not everyone is outgoing, so here are a few tips:

Be egalitarian. Don't restrict your walkabout only to your area of the company; try to meet colleagues at every level. Go on your walkabouts at

random times. You don't want front-line employees thinking, "It's 3 o'clock on Tuesday. He should be here any minute." If managers or department heads ask to tag along, politely explain that you will get to know people better if you are on your own.

If you encounter any employees you haven't met before, be sure to shake hands and always introduce yourself by name, no matter what your position at the company. (If you find these unexpected meetings a little awkward, imagine being expected to recognize a senior executive you have never met.) Keep it informal: "Hi, I'm John Brown," is much less intimidating than "Good afternoon. I'm the chief financial officer, Mr Brown."

Don't restrict the conversation to work matters. If you notice a family photograph on a desk, a comment like, "I see you have a tennis player in the family? My kids love to run me ragged all over the court," will help to break the ice.

Relax and have fun, ask questions and listen. Ask your colleague what she sees as her area's strengths and stumbling points, and for her thoughts on the challenges the business faces. Jot down anything that strikes you as worthy of follow-up. (When I don't have my notebook handy, I am notorious for writing reminders on my hands and arms.) If you have any news to share,

provide a balanced view—positive developments as well as concerns. It's unlikely that front-line employees will know much about the bigger picture, so they will need your help to put matters in perspective.

Above all, try to catch employees doing something good—recognize and celebrate people's strengths and achievements on the spot. If you do happen to stumble upon a problem, it's far better to quietly bring the matter to a supervisor's attention later, rather than embarrass the staff member.

We have found at the Virgin companies that when senior managers make the effort to foster relationships with employees and colleagues, a real community spirit arises. If you need to shake things up, throw a party! Not only is it a great excuse to have some fun, but you and your colleagues can spend time together.

So please get out of that ergonomically correct chair right now—there's no time like the present for a trial walkabout. It will get easier with practice. If you need to explain your sudden presence in unfamiliar territory, you can simply say "Richard sent me"—or then again, maybe not!

Reprinted from The New York Times

Chemplast and Flowserve Sanmar win International Safety Awards

The Mettur, Karaikal and Cuddalore plants of Chemplast and Flowserve Sanmar won the prestigious International Safety Awards for the year 2010 from the British Safety Council.

The International Safety Award recognises and rewards organisations that show a real commitment in improving corporate health and safety. The award is acknowledged by the UK Health and Safety Executive

as a powerful motivator for achieving high safety standards.

The Sanmar Group applauds its Health & Safety Team for their excellence in forecasting the calamities and acting proactively to avoid them.



Mettur Plant II completed 5 million man-hours of working on 21 September 2011 without a reportable lost time injury accident. This milestone has been achieved by continuously working for 993 days without any reportable accident.

- Cabot Sanmar completed six years without a reportable injury accident on 5 November 2010.
- Cabot completed 2500 days of working without a reportable injury accident on 10 September 2011.

National Safety Day celebrations

Mettur



Viralimalai



The Sanmar Group is committed to safety at work. Every year, Safety Week is celebrated during the month of March at the Sanmar plants to create safety awareness. A week long safety awareness campaign features quiz competitions, essay and slogan writing, drawing and cartooning other than hands on training programmes, demonstrations and mock drills.

Karaikal



Cuddalore



Environment Day observed at Sanmar plants



Karapakkam

World Environment Day was celebrated across all Sanmar plants, an occasion when all—from security staff to the chief executive came together to plant saplings and pledge their commitment to a greener world.



Cuddalore



Mettur

CII commemorates excellence in Indian industry



The TPM Club of India of the Confederation of Indian Industry (CII) organised the Eleventh TPM National Conference in Chennai on 7 September 2011. CII targets 300 firms to achieve TPM excellence award.

N Kumar, Chairman, CII Institute of Quality and Vice Chairman, The Sanmar Group, delivered the keynote address. Kumar said:

"India ranks next only to Japan in the world on the number of TPM (Total Productive Maintenance) Awards in one country. So far, 121 Indian companies have won the TPM Awards from Japan Institute of Plant Maintenance (JIPM). What is more, TPM has been a proud addition in CII's list of services to our members and a very important one".

Speaking about the CII Institute of Quality, Kumar said that the

objective of the Institute is to enhance the competitiveness of Indian Industry in various key sectors of the economy which impact on the country's growth. Over the last three decades, the Institute had developed the competences of more than 300,000 managers and executives from industry. 'Our footprint falls in more than 100 companies every month with 33 counsellors supporting them on different subjects'.



(l to r): M Muthuraj, Board member, TPM Club of India, N Kumar, Chairman, CII Institute of Quality and Vice Chairman, The Sanmar Group, Rajesh Parim, Principal Counsellor, TPM Club of India, CII.

International cricket of a different kind

Just during the last week of March 2011, the IIT Sanmar cricket ground was milling with people trying to catch a glimpse of the Little Master Sachin Tendulkar and Yuvraj Singh who practised here along with the Indian team for ICC World Cup.



Mike Nithavrianakis, Deputy High Commissioner, British Deputy High Commission, Chennai. (extreme right)



The British Deputy High Commission cricket team.



The US Consulate cricket team.



And on 2nd and 10th April 2011, a special cricket match was played between the US Consulate and the British Deputy High Commission at the same venue.

It was a pleasure to watch the US Vice Consuls and the Deputy British High Commissioner sweat it out under the scorching Chennai heat during the friendly match played between the two teams.

TNTA Sanmar Trophy for Gandhinagar Club

The TNTA Sanmar City League trophy in best-of-five tennis matches was clinched by the Gandhinagar Club from the A zone with a comprehensive 4-0 victory over the Madras Cricket Club (MCC).

The winner received cash awards from N Sankar, Chairman of The Sanmar Group, who gave away the prizes.



Role of teachers hailed

Annual Day at LM Dadha School

LM Dadha Senior Secondary School celebrated its 35th Annual Day on 5 September 2011. N Sankar was the chief guest on this occasion. Excerpts from his speech:

"Teachers Day commemorates the birth anniversary of Dr Sarvapalli Radhakrishnan, the philosopher-statesman, who rose to become the second President of India, and above all, a teacher par excellence.

I would first like to record my appreciation of the significant values of charity and social service that this school represents. Your school was founded to perpetuate the memory of two eminent citizens, Shri Lalchand Dadha, a true philanthropist, and his worthy son, Shri Milapchand Dadha.

What is education? It is not just attending school for twelve or sixteen years; it is not just learning of lessons by rote and getting high marks in



(l to r): TK Niranjana, Principal, S Mohanchand Dadha, Chairman, N Sankar, Chairman, The Sanmar Group, M Mahendra Dadha, Vice Chairman and Shobha Krishnan, Correspondent.

an examination. Education is far, far more than that. The purpose of education is, to paraphrase Swami Vivekananda, 'The making of a Man'.

Apart from teaching languages, mathematics, sciences, history and what have you, schools should engender moral and ethical values in their students. Whether it is Hindu,

Christian or Muslim or what have you. All these traditions espouse the right values. While education itself should be secular, the value systems can be based on any of these traditions. The schools should also inculcate in their students a strong sense of pride in the national culture, and make them better citizens of India.

Chemplast donation for Cuddalore hospital

Karthick Rajasekar handed over a cheque for Rs 12 Lakh to the District Collector, Cuddalore, in the presence of NS Mohan and Dr Kamalakannan, Joint Director (Health Services), towards Renovation of Male Surgical Ward in Government Headquarters Hospital, Cuddalore, on 13 July 2011.



Moral education is another important aspect that needs to be imparted by schools. A good grounding in ethics hopefully will help your generation avoid the various scandals that we are now faced with on a daily basis.

I have one personal suggestion for you. One of our senior executives, who sadly passed a few years ago, was probably the most knowledgeable person I have come across in all technical fields, be it mechanical, electrical, computers, or what have you. When I asked him once how he broad-based his knowledge, he said, "I make it a point to learn one new thing every day". I recommend that to each of you.

... There is no doubt that teachers are some of the most important people in our lives. While the institution can provide all the infrastructure and other wherewithal, ultimately it is the teacher who imparts knowledge, values and skills in the students.

The most successful teacher is the one who is remembered with fondness and appreciation by the most students. You are still young, but take it from me and others here who belong to an earlier generation, we may forget many people we come in contact with in our lives, but the people we remember best and longest are the teachers who stand out from the days of our education.

I had the privilege of having Shri Kuruvila Jacob, one of the most eminent Indian educators of the twentieth century, as my school Principal. He had a successful career spanning schools in Chennai, Hyderabad and Bombay. We have an annual lecture in his memory in Chennai, and when you go there the sort of people who turn up and the stories they exchange of him are really heartwarming. Central ministers, senior bureaucrats, successful businessmen, all of them come together and exchange stories

of 'Sir' – Mr Kuruvila Jacob. This is really a teacher's true wealth.

Teachers too remember and take pride in the students that pass through their hands, and they take pride in their achievements. Just imagine the pride that the nuns who taught our Chief Minister in Church Park would have in her, or Ramakant Achrekar's pride in the achievements of Sachin Tendulkar, whom he coached in his early days, or Indra Nooyi's teacher's pride when she became the CEO of PepsiCo, one of the largest corporations of America. A good teacher would value these successes of their students as their most valuable legacy.

These are valuable years you are going through now – far more valuable than you today realise. Cherish them, and get the most of them. You are fortunate to be enrolled in a progressive educational institution supported by true philanthropists. Make the most of it".

Care Air systems inaugurated at Mettur Plants

The Care Air Centre at Mettur Plant II was inaugurated by Mohan Naidu, JCEE, TNPCB, Chennai, and that of Mettur Plant III by A Thangapandian, DEE, TNPCB, Salem, on 30 March 2011.

With this all Ambient Air quality monitoring parameters, namely Chlorine and VOC (Volatile Organic Compounds) for Plants II and III, SO_x, NO_x and SPM at Coal Power Plant and HF at Plant I are connected with the Central Control Centre at TNPCB, Chennai online.



Madhuram Narayanan Centre

MNC wins Rockefeller Foundation Award 2010

The Madhuram Narayanan Centre for Exceptional Children has been awarded the India NGO Award 2010 by the Reliance Alliance supported by The Rockefeller Foundation.

Over 210 organisations applied for the India NGO Awards 2010, out of which 15 regional awardees were selected by an independent jury both by scrutiny of applications and personal visit to the respective institutions.

Jaya Krishnaswamy, Director of MNC, received the award that carries a certificate, a memento and cash of Rs 2 lakh at the award function held in Delhi.



Jaya Krishnaswamy receiving the award from Heather Grady, Vice President of The Rockefeller Foundation. Ashvin Dayal, Managing Director of The Rockefeller Foundation, looks on.

for Exceptional Children

Eleven children move ahead to mainstream schools



At a function held on 8 April 2011, 21 students of Madhuram Narayanan Centre for Exceptional Children, celebrated the successful completion of the early intervention programme. Eleven of them have joined mainstream schools and ten will pursue education in special schools.

The moment was a memorable one for the parents, special therapists and special educators who had built the necessary bridges wherever required.

As Priya Rajkumar, the principal of the centre says, “The emphasis, besides academic requirements, has been on socialisation and communication needs, so the transition to mainstream education environment is smooth”.

MNC stresses on total parental involvement in their early intervention programmes for children aged less than six. It helps mothers come in terms with the situation and provide the child with all the necessities.

Donation from Crane Co., USA

Max Mitchell, President and Chief Operating Officer, Crane Co., USA, donated a cheque for US \$ 5000 to Madhuram Narayanan Centre for Exceptional Children during the 35th anniversary of Sanmar Engineering on 1 July 2011. N Kumar received the cheque on behalf of MNC.



T Balasaraswati (1918-1984)

"In the history of dance, we find every now and then a supreme artist who dominates the field for a generation, enriching the existing tradition, providing a corrective to current practices and setting standards for generations to follow. Anna Pavlova was one such artist and so was Vaslav Nijinsky. And today in India Balasaraswati is one." VK Narayana Menon, in the book *Balasaraswati*, published by International Culture Centre, New Delhi.

T Balasaraswati was one of the foremost exponents of Bharatanatyam, the major form of classical Indian dance. Hailing from the devadasi community – the torchbearers of Bharatanatyam who were ostracised after the enactment of the Devadasi Dedication Abolition Act of 1947 that held their art to be decadent and immoral – she earned accolades for her mastery of her art from connoisseurs in India and the West.

Tanjavur Balasaraswati was a seventh generation representative of a traditional matrilineal family of musicians and dancers "often described as the greatest single repository of traditional music and dance of south India."

Her ancestor Papammal was a musician and dancer patronised in the mid-eighteenth century by the court of Tanjore. Kamakshi (1810-1890) danced at the Tanjore court well into her seventies. Her son Apparkkannu,

an accomplished violinist and his sister Sundarammal were pupils of Subbaraya Sastri, a great composer of the time.

Bala's grandmother Vina Dhanammal (1867-1938) the most influential musician of the early twentieth century, was a legendary exponent of the veena, the ancient stringed instrument which represents the essence of Carnatic music. Bala's mother Jayammal (1890-1967) was a singer who encouraged her dance and provided vocal accompaniment in her concerts.

Dhanammal and her sister Rupavati both performed as dancers for some time; so did Jayammal and almost every other member of the family, providing inspiration for composers and teachers of the dance form.

Balasaraswati was thus born on 13 May 1918 into a treasure house of the Carnatic tradition. Music and dance were in her very blood.

She started learning Bharatanatyam when she was four, under K Kandappa Pillai, an eminent Tanjavur nattuvanar (roughly translated as conductor). Both her younger brothers became celebrated musicians who migrated to the United States in the 1960s. T Ranganathan played and taught the mridangam, the south Indian drum, and T Viswanathan the flute, at the Wesleyan University in Connecticut, NY.

Balasaraswati's dance arangetram or debut took place in 1925, when she

was barely seven, at the Ammanakshi Amman temple at Kanchipuram, in Tamil Nadu. It was at the height of the anti-nautch movement, the precursor of the abolition of the devadasi tradition of dedicating young women from traditional matrilineal dance families to the local temple. Little did young Bala know then that she would one day along with people like Rukmini Devi Arundale and E Krishna Iyer, play a key role in the revival of bharatanatyam.

The great Carnatic vocalist Kanchipuram Nayana Pillai was present at the arangetram. Bala showed no signs of nervousness in front of an enormous crowd. She "astonished those present with the exactitude of her rhythm and the precision of her movements."

Though she was soon a popular draw, the Devadasi Abolition Act made it difficult for her to perform, but with staunch support from Jayammal, Balasaraswati withstood all the trials and tribulations of her life, committed to the preservation of a great and ancient tradition.

Bala received numerous awards in India, including the President's Award from the Sangeet Natak Akademi (1955), Padma Vibhushan from the Government of India for distinguished national service (1977) and Sangita Kalanidhi from the Madras Music Academy, South India's highest award

for musicians (1973). She was the only non-western dancer included in a compilation of the Dance Heritage Coalition.

She was the first performer of Bharatanatyam outside of south India, performing first in Calcutta in 1934. She went on to a global career that attracted international critical attention and the respect of dance greats such as Shambhu Maharaj, Dame Margot Fonteyn, Martha Graham, and Merce Cunningham. The *New York Times* dance critic Anna Kisselgoff described Balasaraswati in a review in 1977 as one of the “supreme performing artists in the world”.

“Balasaraswati made the public Bharatanatyam conscious, not by conscious efforts as a torch-bearer or a reformer but by the beauty and eloquence of her dancing. It was left to others to fight prejudices and stupidity, do research, delve into the past. But Balasaraswati made us aware of the living miracle of Bharatanatyam to be seen and to be enraptured.”(Menon)

Devadasis and the banning of nautch

The Devadasi Dedication Abolition Act of 1947 put an end to the practice of dedicating young dancers from the Devadasi community to temples, as in the view of the British government and others who had fought for many years to ban what they termed as nautch (Hindi for dance, but used in a derogatory sense), it was an immoral practice that had descended from its original divine purpose into prostitution.

Bharatanatyam

Bharatanatyam (literally the dance of Bharata – the author of Natya Sastra or the Science of Dance – in Sanskrit) is a classical dance form of southern India, whose essence is refinement. Pure dance movements founded on basic dance steps that can be woven into various rhythmic patterns combine with a variety of scientifically structured facial expressions and hand gestures go to form a Bharatanatyam performance, which is accompanied by a musical ensemble and a dance conductor. The ensemble performs songs usually based on Indian mythology and epics, often the story of Krishna. While primarily a solo art performed mostly by women artists supervised and conducted by their gurus or in their absence other nattuvanars, Bharatanatyam can also feature dance dramas that usually depict classics like the Ramayana, Mahabharata and other mythological themes. The nine rasas or emotions defined in the natya sastra texts of yore are a highlight of Indian dance.



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