

Recognition
and
Rewards

SN Subrahmanyam, Wholtime Director, Deputy Managing Director and President, Larsen & Toubro, Vinod K Dasari, Managing Director, Ashok Leyland and Hrishikesh Mafatlal, Chairman, The Mafatlal Group, at The Sanmar Group Annual Day.

Jolly Rovers cricketers M Vijay, Jayant Yadav and R Ashwin do Sanmar proud with their sterling performances.

JT Venkateswarlu, Postmaster General, releasing the special cover and 'My Stamp' dedicated to Mother Teresa and N Sankar, Chairman, The Sanmar Group, receiving the first copy as N Kumar, Vice Chairman, cheers.

Recognition
and
Rewards



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TCI Sanmar Chemicals S.A.E.
Sanmar Speciality Chemicals Ltd

Sanmar Consolidations Ltd

Sanmar Shipping Ltd
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- Steel Castings Divn.
Sanmar Foundries Ltd
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In this issue...



17



20



28

- | | | | | | | | | |
|----|--|--|----|--|---|----|--|--|
| 4 | | The Sanmar Group Annual Day 2016 | 24 | | Sanmar Engineering Rupture Diaphragms in AGNI 5 Missile | 30 | | Beyond Sanmar Career Guidance for School Students at Mettur |
| | | Learnings from True Stories of Industry Doyens | | | A Proud Moment for BS&B | | | Donation to Government Schools at Cuddalore |
| 10 | | Independent Directors: Scope and Responsibilities | 25 | | Vijay Sankar at Chemical Industries Association Endowment Lecture | 31 | | Madhuram Narayanan Centre for Exceptional Children |
| | | Interview with N Kumar | | | Silver Jubilee Factory Day: Sanmar Speciality Chemicals, Berigai | | | Special cover and postage stamp of St Teresa Released |
| 14 | | “Reputation is more important than profits” | 26 | | Chemplast recognised by FICCI for Efficiency in Energy Usage in Petrochemicals Sector | 32 | | 13th National workshop on ‘Early Intervention in Mental Retardation and Associated Disabilities’ |
| | | Vijay Sankar in conversation with Sushila Ravindranath of the Financial Express. | | | Sanmar Bags National Awards for Communications for the Third Year in a Row | | | 33 |
| 17 | | Interactive Meeting with Sanjay Bhattacharyya– Indian Ambassador to Egypt | 27 | | Sanmar <i>Songbird</i> a New Entry into the Sanmar Shipping Fleet | 34 | | Iconic Institutions of Chennai Fort St George |
| 18 | | Madras Musings is 25 Years old | 28 | | <i>Sanmartini</i> 2016 Inter-Business Competitions with a Purpose | | | |
| 20 | | N Sankar Honoured with ICC Lifetime Achievement Award | 29 | | | | | |
| 22 | | Jolly Rovers and Alwarpet CC Cricketers Do Sanmar Proud | | | | | | |

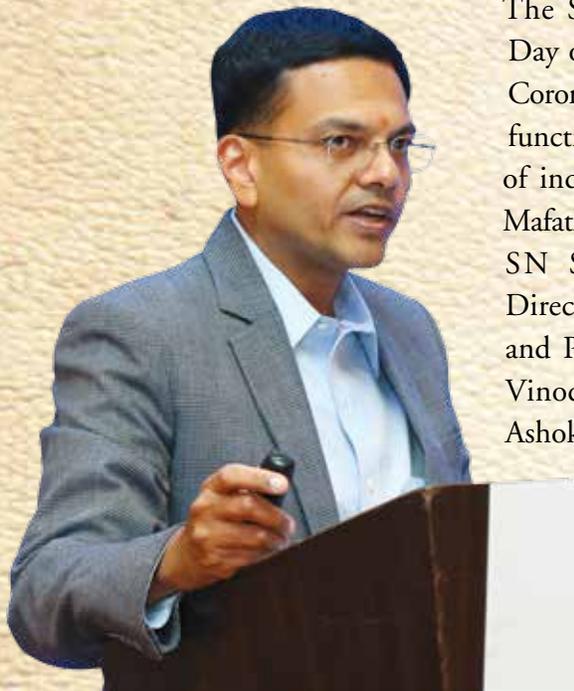
Matrix can be viewed at www.sanmargroup.com

Designed and edited by Kalamkriya Limited, 9, Cathedral Road, Chennai 600 086. Ph: + 91 44 2812 8051/ 52

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The Sanmar Group Annual Day 2016

Learnings from True Stories of Industry Doyens



*Vijay Sankar, Deputy Chairman,
The Sanmar Group.*

The Sanmar Group held its Annual Day on 15-16 November at Hotel Taj Coromandel this year. Key speakers at the function on 16 November were doyens of industry in the likes of Hrishikesh Mafatlal, Chairman, The Mafatlal Group, SN Subrahmanyam, Wholetime Director, Deputy Managing Director and President, Larsen & Toubro, and Vinod K Dasari, Managing Director, Ashok Leyland Limited.

Vijay Sankar highlighted to the audience, the journey of the Group for the past year and the way ahead.

“One of our key focus areas, going forward, will be to sustain our reputation, which has been built over 5 decades,” he said. The Group has seen some

testing times but has managed to come out unscathed. He acknowledged that the extremely strong leadership and dedication of the management team and unswerving promoter backing have paid rich dividends.

Growth prospects for PVC, the Group’s major business, are looking positive, especially because “India and Africa are the two largest growing PVC markets and Sanmar is the only PVC company to be present in both these growth markets.”

Having identified multiple growth prospects for both TCI and Chemplast, and the other businesses of the Group, he insisted that the key to success will lie in efficient execution.

The audience witnessed a robust opener in **SN Subrahmanyam, Wholetime**





SN Subrahmanyam, Wholtime Director, Deputy Managing Director and President, Larsen & Toubro.

He spoke in detail of some marquee projects of L&T such as four major international airports in India, Abu Dhabi Airport, Riyadh Metro, HITEC city, Hyderabad.

He referred to L&T as 'Largest' and 'Tallest', as if to reiterate L&T's consistency in delivering nothing short of the very best and substantiated his stance with L&T's milestone projects such as Punatsangchhu Hydro Electric Project in Bhutan, Mumbai City Surveillance, Kalinganagar Steel Plant and Riyadh Metro, to mention a few from a host of L&T projects.

Director, Deputy Managing Director and President, Larsen & Toubro, who made a lucid, categorical presentation of L&T's multiple projects, several of which have been milestones of sorts, not only for L&T, but for industry as well.

Speaking about the Riyadh Metro Project, Subrahmanyam said, "We are doing one line with our Italian partner called Salini and this project is 41 kilometres of metro and each station looks like a mini airport!"



“We are also proud to be associated with the 182 metre statue of Sardar Vallabhbhai Patel, known as the ‘Statue of Unity’, at the downstream of the Narmada Dam. It is one of the tallest structures in the world. We hope to complete it before the next elections,” he added.

A proponent of using digital technologies, be it for production at construction sites or improving machine efficiency through sensors, Subrahmanyam shed light on L&T’s foray into the digital arena. “We are not as big as other big names in the business, but this is definitely more profitable than the rest of our businesses. We try and spend more time on it in order to increase the share of the business within our overall business portfolio.”

Known predominantly for its lion’s share in construction, L&T has “moved away from Conventional Formwork to Aluminum Formwork to Automatic Climbing Systems to now Steel Composite Construction.” He left the audience with the impression that today, at L&T, it’s not just about engineering after all!

Vinod K Dasari, Managing Director, Ashok Leyland Limited, narrated the story of Ashok Leyland Limited. The story of Ashok Leyland began in 1948 when Prime Minister Jawaharlal Nehru asked a Raghunandan Saran to start an automobile company in South India. In 1948, in his son’s name Ashok, Raghunandan Saran started Ashok Motors for making Austin cars. In 1955, it merged with British Leyland and became Ashok Leyland.

It is a fantastic history, as “in 68 years we never lost money and Ashok Leyland is one of the few automobile industries in the world to be always profitable.”

In 1987 the Hinduja Group took over and in 2010 substantial investment was made by the Hinduja Group and Ashok Leyland.

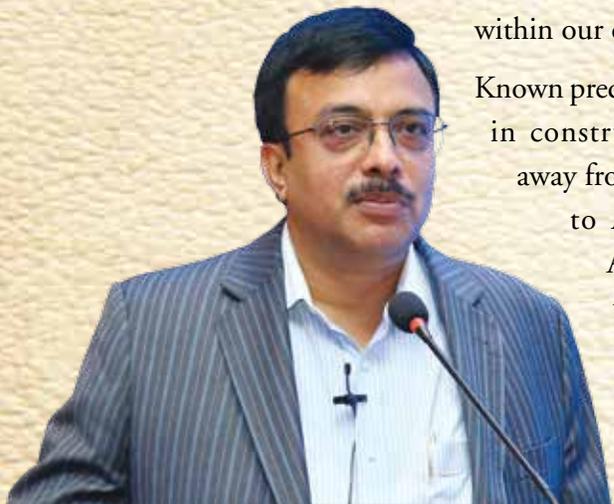
From a peak of 2011-12, the total industry volume came down from 3,50,000 to 2,00,000 vehicles in two years. Ashok Leyland’s export markets had collapsed with volumes remaining just the same, the number of players had increased, the company had made substantial investments for its expansion, and the pace of investments was incredibly high.

The crisis situation was looked at in a different way – as not of danger but as an opportunity. Ashok Leyland looked at the art of war, and ‘the first step to success to take yourself out of the realm of failure.’

A five-step process for transformation and restructure for growth was adopted. As Dasari exults, “We drove our quality with world class levels and we did a benchmarking study with our global consultants.”

The company implemented digital initiatives, and communication channels were enhanced while always staying socially responsible. Ashok Leyland became the best performing auto stock in the world, and gained the highest market share in India with 32.7% despite the entry of many new players.

It was the fantastic story of how Leyland got the people right, the process right and the products right, integrated backwards with very innovative communication strategies both internally and externally.



Vinod K Dasari, Managing Director, Ashok Leyland Limited.



*Hrishikesh Mafatlal, Chairman,
The Mafatlal Group.*

Hrishikesh Mafatlal, Chairman, The Mafatlal Group, told the story of four generations, of a 111 years old group, started by his great grandfather, whose first name happened to be Mafatlal, the story of how he “attempted to be a manager and went on to become a promoter,” the story of a financially very successful group for 75 years to a situation that became stressed for funds at one stage.

Mafatlal recalled that when he joined the group, imbibing the values adopted by his father, he witnessed the acrimonious and complex split between the brothers when he was 25, and the textile mills strike, a Guinness world record of sorts for the largest number of man-hours lost in the history of mankind – 64 mills closed for 18 months and 2,50,000 workmen stuck to home.

“When I look back, it took me much later to realise that I was governed a lot by the fear factor. My father was not active in business. I had no experience, and the group structure was such that the

petrochemicals and chemicals companies were JVs and effectively managed by partners. We had a role to play but the JVs were primarily run by them. Our role was very different, and for rest of the group, we did not have any management structure in place. So the fear of failure, the feeling that the fourth generation was going to preside over the extinction of the group was subconsciously in my mind. My father was a very successful man, an extraordinary person, but he was instinctive, not analytical. So I had to grope around and find out what would work. We made many mistakes. It was clear that we were at the crossroads.”

Admitting the many mistakes he made, Mafatlal, drove home several truths in a non-preachy, sincere manner: ‘The key aspect is that you have to be clear about what you want to do and where you choose to be’; ‘Fortune favours the brave’; ‘opportunities come out of crises only if you are willing to see how things develop’; ‘When things look completely dark and hopeless, rather than concentrating on why they are happening, if we continue to look for opportunities, to see how to come out of a crisis, inevitably sometime or the other, there will be some opening, and if you look back and see, you will know you were fortunate that you did not do what you were intending doing.’

Getting the right balance between promoters and management is a key factor, according to Mafatlal.

“I had not understood the goodwill that existed. A company which owes a couple of hundred crores to one bank and a couple of hundred crores to another - a total of 600 crores to 3 banks and institutions is not likely to be trusted. But I was amazed. I spent almost 75% of my

time in those 4 years between 1999 and 2003 moving around several levels from DGM to Chairman. I found goodwill existed in wanting to believe what we told them. They could have exercised the right to be on the board, but they did not choose to be.”

There were so many pointers that one could gain from his speech, but the strongest message was about the ethical approach and how it is so relevant even in a crisis situation today. In Mafatlal’s words,

‘the true measure of your worth includes all the benefits others have gained from your success.’

Sarada Jagan dispelled the myths of the Group’s Performance Management System and followed it up with a ‘question-time’ in which several internal issues were raised and discussed.

The business managers of various Sanmar businesses presented the business outlook for the next three years and key focus areas for the future.

The Group Annual Dinner held the previous evening was time for fun and games around the theme ‘Back to the roots’. It was a time to engage in traditional games.



Sarada Jagan



Traditional games

Paramapadam

Paandi



The Sanmar Group Annual Safety Awards 2015-16

(Presented at the Annual Day)



Chemplast Sanmar, Mettur Plant III - Process Category.



Xomox Sanmar, Pacific Valves Divn. Viralimalai - Non Process Category.



SFL Sand Foundry, Viralimalai - Foundry Category.



MT Sanmar Sonnet - Shipping Category.



Safety Management Practices - Winner Chemplast Sanmar, Cuddalore.

Pittu

Mandi



Independent Directors: Scope and Responsibilities

Interview with N Kumar

N Kumar, Vice Chairman of The Sanmar Group is an Independent Director on the Board of several top companies including Bharti Infratel Limited, Larsen & Toubro Limited, MRF Ltd, Entertainment Network (India) Limited, Mphasis Limited to mention a few. In the present context, with the role of independent directors becoming more prominent than before, Matrix interviewed N Kumar on the roles and responsibilities of an Independent Director.

Here are excerpts from the interview:

What is the role of a BOARD ?

A board is basically to help a company perform within the guidelines set by the Corporate Regulatory Bodies. The company is run by the Management, normally by the Managing Director or Chief Executive under the supervision of the Board.

There are different types of companies.

For example, Bharti and L&T are different. While L&T is a completely non-owner stake company, Bharti is a promoter owned company, but, both have the highest levels of corporate governance. Some of these also have foreign ownership like Mphasis and Aegon.

What the Board is supposed to do (and does) is, first and foremost, to ensure that the company operates within the legal framework and secondly, to ensure that the company does proper due diligence and maintains proper ethics and thirdly, to look after the interest of all stakeholders including minority shareholders.

An independent director is not supposed to have direct interest or involve himself/herself in the running of the business or the outcome of the business—though in a way responsible for the performance of the company. It is a funny relationship—though you do not run it, but still are responsible for it.

The beginning of my first ever association with a public Board as Independent Director was Bharti Airtel. SingTel nominated me as an independent director. They requested me I guess, as I was involved in various activities with the Government of Singapore. I stayed there for ten years and at Airtel, we set a number of guidelines for governance. For instance, you can be at the Board till you attain the age of 70 or when you complete ten years as a Director. This was before the Government fixed corporate governance norms! Government has now brought in a rule that allows directors and auditors two sets of five years but stipulates no age limit.

Our rationale behind this was that after ten years you may no longer be independent. There are many who don't agree to this concept. I accepted this logic since as a Director in that time you get comfortable with the Management and may not be as diligent. I can vouch that in all the Boards I am involved in, companies follow Corporate governance in true spirit, where everything is discussed, and nothing is held back — you can get all the information available and executives are available for discussions at any time. As most of the companies I am involved in are listed on the stock exchange, corporate governance is even more important.

On the evolving role of independent directors

The role of a director has evolved over the years and the role of an independent director even more. It has become more complex as the Company Law Board's experts have placed more restrictions for the independent directors.

For instance, he or she is expected to be responsible for the accounts. We basically look at the flow to ensure that it is in accordance with what we think it should be. We, I believe, cannot write the accounts and books, and must have trust in the Management and leave it to them to ensure that proper principles are followed and have only oversight.

Not only has the role of an independent director evolved, but now companies have also learnt how to manage their affairs better and thus follow all guidelines.

I however feel that the Indian Company Law follows a "tick off" policy rather than suggest guidelines for companies to adhere to. I believe in the long run, encouraging companies to follow norms is a better way to ensure governance.

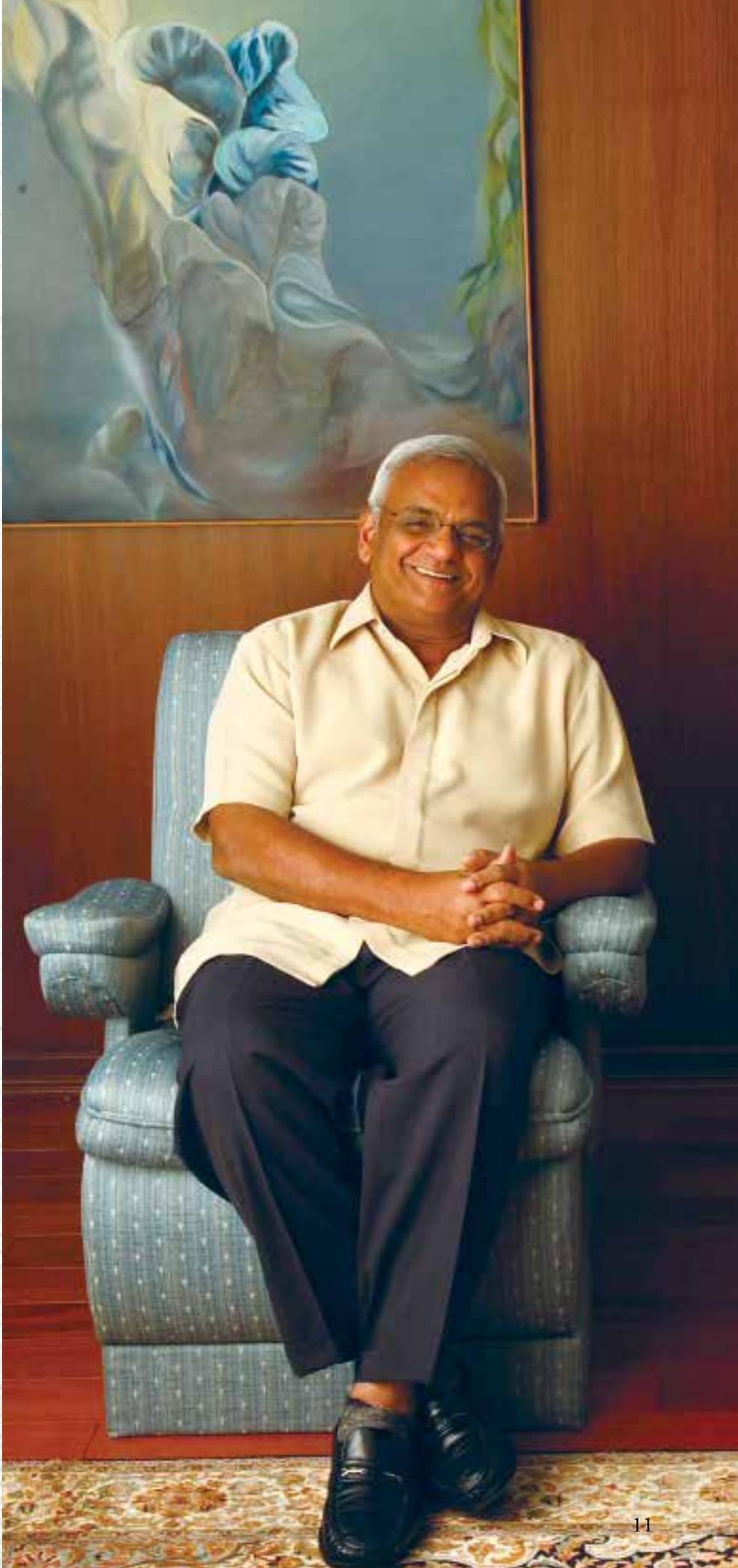
Is the role more onerous now?

Much more. You have to be careful about the companies whose Boards you agree to be on. Companies come in different shapes and sizes. Bharti and L&T stand out as corporate governance jewels to a large extent.

How much preparation do these meetings need? And can you describe your role?

Due to my stint as Chairman of Audit Committee in Bharti Airtel for more than 10 years, other companies tend to nominate me as Chairman of their Audit Committees (unfortunately or fortunately), and this somehow has become a specialisation of sorts for me!

The meetings normally are one day in a quarter—so four are needed. Sometimes



extra board meetings are held for strategy and other purposes. As Audit Committee Chairman, we began the practice of having a conference call earlier (as other companies did), so that all the minor areas were discussed and only important issues came up at the regular face to face meetings. We also introduced specific subjects for every meeting so “an in-depth” knowledge was available to the members of the Audit Committee to help them understand the business better.

Bharti also started the concept of independent directors meeting separately without Management alongside every Board meeting, many years ago.

In these meetings, subjects discussed are where the directors may not be comfortable with or need more clarification. The Chairman of the independent directors’ committee then takes these subjects to the Chairman of the company and he decides the next steps.

This ensures that the Management and the board are in sync on sensitive issues and all possible avenues are discussed.

During acquisitions, independent associated directors’ views are asked and also on the risks – Chairman of the HR Committee ensures company norms in line with those in other similar companies. To a large extent, a board member ensures that benchmarking is followed in all areas. It looks at the holistic picture rather than just one area or division. This is one difference between a well run board and others — as it engages the whole board. The board brings to the company broader knowledge and experience so that the Management has a chance to reflect on their views and at least look at all the different possibilities before coming to a decision.

Do independent directors bring experience to the table?

Most Definitely. For example, we had Nikesh Arora from Google in the Bharti

Board. He brought a lot of experience, though not specific, on how Google would look at the issue. Similarly, I have suggested what we do in Sanmar to other Boards. Even though we are a smaller company, I believe our corporate governance in some areas is exceptional, better than many larger companies.

Some Indian companies with foreign operations now run at least one board meeting outside the country. Others run one board meeting outside their headquarters, because it is felt the board should meet all employees and stakeholders of the company. When the shareholders and the customers see the board, they understand that it is all real.

There is also the shareholders committee, stakeholders committee which is basically to look at grievances, and complaints from customers, stakeholders, due diligence etc.

Normally, I think these are the four statutory committees: Audit Committee, Stakeholders Committee, HR and Nomination Committee and CSR Committee. All the rest are optional.

You said once, “Only when you go out do you realise how good Sanmar is.”

In Sanmar, though we are not as large, we started to follow many governance norms before even large companies. I share what we do to a large extent with the boards and if Boards have learnt from my experience, I can’t take personal credit but a lot of credit goes to Sanmar. In Sanmar, we are fortunate to have the experience of people like V Narayanan and MK Sharma to name only two who bring their vast experience.

What are your views on Corporate Governance norms?

The new company law has more procedures instead of guidelines. For example, 2% CSR is an issue which needs to be debated, as you are forcing people,

rather than saying we want to see what is being done, or suggesting hygiene, school education etc. Many companies give it to the PM relief fund. The idea should be not to force but I think, to encourage people to follow a method.

I recall, the term Corporate Governance in India started to gather momentum when I was president of the CII in 1997. The nationalised banks at that time, institutions like IDBI, were not following proper norms in giving loans. The Government wanted CII to suggest Corporate Governance principles.

Rahul Bajaj, Tarun Das and others drafted these corporate governance norms for nationalised banks and financial institutions. Now, that has somehow not seen the light of the day, in those institutions but, has come to companies!

These are the guidelines good companies should follow. It has been proved internationally companies that observe corporate governance are rewarded better in the market. So I think guidelines are correct except that governance we are following is putting everybody in a cage and what is being followed is a “tick off” method rather than promoting good governance.

Your CII experience must come in handy in dealing with government ?

Not directly but indirectly, because a company is normally respected by their Board. The general feeling is that a President of CII will bring expertise and not allow wilful wrong-doings.

Due to the International exposure, as a President of CII and having contacts with Ministries in India, the CII President normally possess a vision. This experience will stand in good stead when dealing with situations which are sensitive or need global expertise. This is, where, I believe, the CII experience comes in handy.

What motivates you as a person, as a leader?

For me, personally, being an independent director means a lot of learning and you learn so much from the company, you learn so much from the people involved in that area and from some of your colleagues on the board, the Management. I love meeting people. It is a great opportunity to meet people and learn. It gives me joy and that is what motivates me.

Now that they have removed the age limit, do you think it makes a lot of sense?

The original norms of 70 years of age and 10 years in the Board were ideal in my view, though a number of people more experienced than I, like Dr Irani of Tatas, didn't agree. Though there are exceptions, to a large extent, people beyond 70 lose their motivation which you need as an independent director. Then it becomes a job. I don't think young people necessarily make good independent directors because they are busy and possibly not as “grey haired” but the 20 years, I believe, between 50 and 70 are the best years as they tend to have sufficient experience and can participate in a more robust manner.

What about the role of women on boards ?

I think it is a great idea but don't think they should make it mandatory. It is again a company law guideline and should rather say it is a great practice rather than saying you will be penalised. This is like “reservation” and somehow seems to suggest that the woman is a lesser human being than man, which of course is not right.

India has a great history of outstanding leaders from the fairer sex and if I may say, many are better than their male counterparts.

“Reputation is more important than profits”

Vijay Sankar in conversation with Sushila Ravindranath of the Financial Express.

www.financialexpress.com

MONDAY | DECEMBER 26 | 2016

Food caFE VIJAY SANKAR

Reputation is more important than profits

The deputy chairman of the Sanmar Group, which owns Chemplast, shares with **Sushila Ravindranath** how the troubled times are over for the company and why the PVC market is looking up globally



Portrait: SHYAM

VIJAY SANKAR, the deputy chairman of the Sanmar Group, and I have been planning to meet for several weeks. His travel

Engineering. It was very good training ground for me. The best professionals have always run the companies.”

Food from Saravana Bhavan arrives. Everything happens in slow mo-

went through several environmental hurdles and cleared them all successfully and was inaugurated in 2009. At the same time, he was working on a \$1.2 billion project in Egypt. Sanmar is the

production. By 2012, things settled down, and this plant services the high-demand Egyptian and Turkish markets.”

We now serve ourselves curd rice

A recent interview of Vijay Sankar published in The Financial Express is a reaffirmation of The Sanmar Group's resilience and firm commitment to its philosophy of Growth with Responsibility.

Vijay Sankar, the deputy chairman of the Sanmar Group, and I have been planning to meet for several weeks. His travel schedule has been hectic. Chennai has also shut down for many reasons. We finally fix up to have lunch at Southern Spice in Taj Coromandel. As it happens, we are not able to make it to the restaurant as traffic is at a standstill. Although the administration has done a great job clearing the thousands of fallen trees, they have not been able to remove them all. So, traffic is crawling. We go to the eighth floor meeting room of Sanmar headquarters, which offers a panoramic view of the city and order food from Saravana Bhavan next door.

I want to talk to Vijay about Chemplast, the flagship company of the group, entering its 50th year in 2017. The preparations for celebrations have already started. "We have been celebrating one milestone after the other. This year was Sanmar Engineering's 40th year. Don't forget it is also the golden jubilee of our family's association with Jolly Rovers Cricket Club." This sponsorship of cricket by the family is probably the longest in the country. Jolly Rovers has been a consistently successful Chennai team all these years.

Chemplast is the largest chemical company in Tamil Nadu. It is a major manufacturer of polyvinyl chloride (PVC) resins, the second largest in the country, caustic soda, chlorochemicals, refrigerant gas and industrial salt. It is also the largest manufacturer of speciality PVC. N Sankar, the chairman, has built up both Chemplast and Sanmar

Engineering from scratch. Vijay, Sankar's son, a trained chartered accountant and an MBA from Kellogg School of Management, entered the business in 1998. "I didn't work under my father. I spent a few years in Sanmar Engineering. It was very good training ground for me. The best professionals have always run the companies."

Food from Saravana Bhavan arrives. Everything happens in slow motion in Chennai because of traffic snarls. For starters, we have vadas soaked in sambar, and thick and hot tomato soup. To save time, we have ordered a whole lot of snack food.

Vijay continues, "I then moved to Chemplast and to a more corporate role. This was a period when we were getting more sharply focused. I was involved in buying and selling of companies in speciality chemicals. We exited from businesses that were non-core in the engineering group. For example, we sold the company that made weighing systems.

We are now served rava idlis, which Saravana Bhavan is famous for, and the South Indian version of khichdi.

Vijay was also learning to deal with the group's many joint ventures. "We know what the ingredients of a successful joint venture are. Gains to partners have to come only from the joint venture. The JV should be a standalone commercially-viable entity. We have to have clear understanding on the management of the JV. We believe that no business can be managed jointly." It is a matter of great pride to the group that even when

Sanmar is the largest Indian investor in Egypt's chemical business and today the largest caustic soda and PVC manufacturer in the North-African country

it exits a JV, it continues to maintain good relations with the erstwhile partner. Vijay says he has been brought up on the principle of 'reputation is everything'. "It is more important than profits."

Vijay was actively involved in Chemplast's Cuddalore plant, which went through several environmental hurdles and cleared them all successfully and was inaugurated in 2009. At the same time, he was working on a \$1.2 billion project in Egypt. Sanmar is the largest Indian investor in Egypt's chemical business and today the largest caustic soda and PVC manufacturer in Egypt. It has created world-class manufacturing facilities for caustic soda and PVC in Port Said, Egypt.

"We ran into many unanticipated difficulties implementing this project." It was a nerve-racking time for the group which had already invested Rs 1,000 crore in the Cuddalore plant. "We were looking for low-cost locations for downstream industries. Egypt fitted the bill. It had a stable government for more than 35 years. This government agreed to setting up a pipeline from Port Said where the plant is located to Cuddalore, which would supply uninterrupted supply of vinyl chloride monomer. The pipeline was meant for import of raw material and export of semi-finished products from Egypt. Acquisition financing for the project went smoothly and quickly."

Then everything that could go wrong went wrong. The global financial markets collapsed in 2008. The project had to be stalled. Then came the Arab Spring in 2010, and the government was thrown out. The plant was damaged and remained shut for several months. The government went back on the pipeline agreement. "We had to reconfigure and refinance our project. We had to get out of the pipeline issue and make alternate arrangements. We decided to double the

capacity of PVC production. By 2012, things settled down, and this plant services the high-demand Egyptian and Turkish markets."

We now serve ourselves curd rice and coffee, without which a South Indian meal does not end.

"The family had to pump in a lot of equity into the company through rights issues and loans. All the internal accruals have been ploughed back. We controlled 75% of the company and when it needed more capital it was unable to attract investment because of the Egypt situation. We brought in the capital as we felt it is better to delist and fully fund the ventures."

In April this year, Fairfax India Holdings Corporation, part of Canadian billionaire Prem Watsa's Fairfax Holdings, decided to invest \$300 million in Chemplast. "Mr Watsa is from IIT Madras. There is a Chennai connection. He came in, I think, of our reputation. We did not want anybody to lose money. Our key focus has been that for the last eight years."

Over Saravana Bhavan's excellent South Indian coffee, Vijay tells me how the troubled times are behind Chemplast. "We will be finishing PVC expansion in Egypt in 2018. We are replicating our Cuddalore plant there. PVC market is looking up globally. Between Cuddalore and Egypt, we will be producing 7 lakh tonnes of PVC. India imports 50% of its PVC needs. China, which used to produce mammoth quantities, is cutting back because it had taken an environmentally-polluting route and the Chinese government has finally cracked down. In the last few years, the Indian market has been growing at 18%. We are really looking forward to our golden jubilee year."

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Interactive Meeting with Sanjay Bhattacharyya – Indian Ambassador to Egypt

The Madras Chamber of Commerce and the Southern India Chamber of Commerce and Industry (SICCI) jointly organised an interaction with Sanjay Bhattacharyya, Ambassador of India to the Arab Republic of Egypt, during his visit to Chennai. The event took place on 4 October 2016 at Hotel My Fortune, Chennai. N Kumar, Vice Chairman of The Sanmar Group, welcomed the gathering.

Bhattacharyya spoke of the business potential between the two countries and the issues faced by Indian exporters to facilitate discussion on these with officials in Egypt.

During his address, Bhattacharyya said, “Bollywood is very popular in Egypt. Actors Amitabh Bachchan and Shah Rukh Khan are so beloved that we use a lot of Bollywood markers in the annual ‘India by the Nile’ festival which showcases India’s diversity. There is scope for Tamil Nadu to showcase India’s diversity in cinema as well.”

“Information and communication technology, pharmaceuticals, small



and medium sized enterprises are the industries that stand to gain. The IT companies must make the first move in the Egyptian market. There is much to gain,” he said. He also added that despite two major political upheavals in recent times the Egyptian government had managed to restore political stability.

Earlier during the day, the Ambassador took time to meet N Sankar at The Sanmar Group headquarters in Chennai.

Sanjay Bhattacharyya addressing the audience and office bearers from Madras Chamber of Commerce and the Southern India Chamber of Commerce and Industry. N Kumar is seated second from left.



N Kumar, N Sankar and PS Jayaraman with Sanjay Bhattacharyya during the latter’s visit to The Sanmar Group’s headquarters in Chennai.

Madras Musings is 25 Years old



N Sankar addressing the audience.

Contributors to the Madras Musings Silver Jubilee edition.

This fortnightly which celebrates the cultural and architectural heritage of 377 year old Madras among other features celebrated its 25th anniversary on 26 September 2016.

A brainchild of Madras historian and chronicler S Muthiah, Musings, on the verge of closure 20 years ago, received a fresh lease of life thanks to the initiative of N Sankar, who structured corporate support in the form

of contributions from the leading groups of Madras.

Speaking on the occasion, N Sankar said the journal evoked a strong feeling of empathy on the issues faced by the residents. “Madras Musings has converted city dwellers into advocates of preserving heritage,” he said.

Speaking about the commitment of the journal to the city of Madras, S Muthiah said, “Everyone who supports the journal is a lover of Madras. It has been an extremely gratifying 25 years. On this occasion, we rededicate ourselves to the



city that we care for. As long as the causes we espouse remain, we will be around to fight for them.” Historian V Sriram said at least 44,000 readers from the 11,000 families that receive the journal had offered encouragement, feedback, and contributed by way of stories, ideas and donations.

A compendium of articles featured in the Madras Musings for the last 25 years was released on the occasion. Corporate donors and key persons who contributed to its growth over the years were felicitated.



Vijay Sankar receiving the Silver Jubilee issue of Madras Musings from S Muthiah.

An august audience at the Silver Jubilee event.



N Sankar Honoured with ICC Lifetime Achievement Award

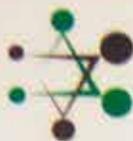
N Sankar receiving the ICC Lifetime Achievement Award from Professor MM Sharma, Former Director, UDCT and Ashwin Dani, Vice Chairman, Asian Paints Limited. Vijay Sankar, Addl. Vice President ICC, looks on.

In recognition of his outstanding contribution to the chemical industry, N Sankar, Chairman of The Sanmar Group, was conferred the prestigious Indian Chemical Council (ICC) Lifetime Achievement Award for 2015, by Prof MM Sharma, former Director of UDCT and Padma Vibhushan awardee, on 30 September 2016 at Mumbai. The award highlights the pioneering role played by Chemplast Sanmar in the concept of Zero Liquid Discharge in the Chemical industries in India. Under the stewardship of NS, the Group had set up trailblazing chemical ventures in the areas of polyurethanes, polymerisation initiators, polysilicon, aroma chemicals, flavours and fragrances and fumed silica.

N Sankar has received many awards including the 'Lala Shriram National Award for Leadership in Chemical Industry' from the Indian Institute of Chemical Engineers, and the 'Lifetime Achievement Award' from Vinyl India for his contribution to the Indian PVC industry.

Accepting the award, Sankar stressed "the serious need to develop policies that would promote indigenous production capacity, which in the long run will be in the interests of the domestic users, and would squarely be in line with Prime Minister Modi's 'Make in India' programme". He also stressed "the need to put in place initiatives to encourage companies to upgrade their environment protection technologies on a continuous basis."





ICC
Indian Chemical Council



ICC Award 2015

LIFETIME ACHIEVEMENT AWARD

Conferred on
MR. N. SANKAR

CITATION

Mr. N. Sankar, born on 19th November 1945, obtained a B.Sc. (Tech) in Chemical Engineering from the AC College of Technology, University of Madras, graduating First Class with distinction, and a Masters Degree from the Illinois Institute of Technology, Chicago.

On returning to India, he worked for a few years in the family's chemical business before branching out on his own in the early 70s. The Sanmar Group started by him forty years ago has today grown to a diversified Group with over Rs 5,000 crores sales in the areas of Chemicals, Speciality Chemicals, Shipping and Engineering.

Mr. Sankar has now spent close to fifty years in the Chemical Industry. Chemplast Sanmar was one of the earliest companies in India to set up a plant to manufacture PVC resin in the 60s and completes its golden jubilee next May. It was also the first, and for many years, the sole manufacturer of speciality Paste, Battery Separator and Copolymer PVC grades in India. The company pioneered the production of "green PVC" by manufacturing ethylene from the dehydration of ethanol. Along the way, as a measure of forward and backward integration, Mr. Sankar either set up or acquired capacities for manufacture of caustic soda, chlorinated solvents, refrigerant gases, salt and industrial alcohol. Mr Sankar has pioneered the effort of the Group's PVC business from a small 6,000 tpa one plant location business to a 600,000 tpa global PVC capacity in three locations, including Egypt.

Under Mr. Sankar's stewardship, the Group set up trail-blazing Chemical ventures in the areas of polyurethanes, polymerization initiators, polysilicon, aroma chemicals, flavours & fragrances and fumed silica.

Mr. Sankar has been a pioneer in establishing many practices in The Sanmar Group, which have later become widespread in the country. The hallmark of the Group is its very high reputation with all its stakeholders - financial institutions, employees, partners and society at large. Mr Sankar has led the Group's strong focus on Governance, including the setting up of a Group Corporate Board with many eminent external directors - amongst the first for a private group in the country. The development of an ethics manual and the establishment of the office of the Ombudsman also were path-breaking efforts.

The Sanmar Group is especially known for its very strong joint venture reputation. Mr. Sankar pioneered the Group's uniquely successful joint venture philosophy and track record, resulting in its well earned reputation as one of India's best JV partners. The Group has been involved in over thirty joint ventures with international corporations from all over the world, like Flowserve, Emerson, Pentair, BS&B, AMP, Cabot, B F Goodrich, Bayer, ElfAtochem etc.

The Group's chemical business is one of the first in the country to come up with an audited Sustainability Report developed as per GRI standards. Mr. Sankar pioneered the concept of Zero Liquid Discharge in the Indian chemical industry through Chemplast Sanmar. It is now a benchmark in the Indian chemical industry and has received many national awards.

Mr Sankar has been a significant contributor to the larger growth of Indian industry over the years. Amongst other leadership roles in public bodies, he has served as President of Assocham during 1991, where he played a key role in interaction with the government when the Indian economy was liberalised.

Mr Sankar has received many awards recognizing his services to business and industry, including the 'Lala Shriram National Award for Leadership in Chemical Industry' from the Indian Institute of Chemical Engineers and the 'Lifetime Achievement Award' at the Vinyl India 2012 for his contribution to the Indian PVC Industry.

A university level tennis player during his college days, Mr. Sankar is a keen sports enthusiast, and has been supporting cricket and tennis in a big way for many years. He has served as the President of the Tamil Nadu Tennis Association and the Tamil Nadu Cricket Association.

Mr. Sankar has been the Honorary Consul General for Denmark in South India since 1989, and has been awarded the 'Knight of the Order of the Dannebrog, First Class' by the Danish Government in recognition of his services. He is involved with the management of many educational and charitable organizations, and is a member of the Board of Governors of the Indian Institute of Management, Kozhikode, besides serving on the Indian Boards of several companies including NOCIL, FLSmidth and CRH Plc.

In recognition of his outstanding contributions, **INDIAN CHEMICAL COUNCIL** is pleased to confer the **ICC LIFETIME ACHIEVEMENT AWARD** for the year 2016 on **Mr. N. SANKAR**, Chairman, The Sanmar Group.



Mumbai,
30 September 2016


RAKESH BHARTIA
President, ICC

Jolly Rovers and Alwarpet CC

Three Jolly Rovers Cricketers—M Vijay, R Ashwin and Jayant Yadav—in Playing XI India's 4-0 Series Win over England



M Vijay



R Ashwin



Jayant Yadav

It must be a world record. Three Jolly Rovers and Chemplast players, M Vijay, R Ashwin and Jayant Yadav played stellar roles in India's crushing 4-0 victory over England in the recent five Test series between the two countries. The fourth Test at Mumbai was particularly significant for all three. While Vijay scored two centuries in the series against

England, Ashwin had astonishing match figures of 12 for 167. With his 221 runs in three tests, including a crucial century at Mumbai, the first by an Indian No.9, Yadav has established himself as an all-rounder.

The three brilliant cricketers have done Jolly Rovers and Sanmar proud. A world record, indeed!

Abhishek Sharma Leads India Under-19 to Asia Cup Triumph



Abhishek Sharma, an all-rounder of Alwarpet Cricket Club, captained India's under-19 team to beat Sri Lanka and lift the Asia Cup title. He was declared Man of the Match in the final. Even before his U-19 sojourn, this talented lad had impressed Rahul Dravid with his brilliant performance with bat and ball.

Cricketers Do Sanmar Proud

Ashwin Wins Prestigious ICC Awards Cricketer of the Year and Test Cricketer of the Year

India's spin-bowling all-rounder, R Ashwin, was named ICC Cricketer of the Year on 22 December 2016.

R Ashwin is only the third Indian to win the prestigious Sir Garfield Sobers Trophy, after Sachin Tendulkar (2010) and Rahul Dravid (2004).

Ashwin was also adjudged the Test Cricketer of the Year, the second Indian after Dravid (2004) to bag the two coveted prizes in the same year.

The current season has indeed been a very special one for Ashwin, who took 28 Test wickets in addition to scoring 336 runs. His 24 five-wicket hauls and seven ten-wicket hauls in only 44 Tests place him alongside



some of the all-time Test greats. He also has four Test hundreds to his credit, a remarkable achievement for one who started his Test career as a tailender.

Jolly Rovers Stars-in-the-Making—M Kaushik Gandhi, T Natarajan and K Vignesh—Drive Tamil Nadu's Ranji Trophy Thrust

Opening batsman M Kaushik Gandhi of Jolly Rovers has been an outstanding performer for Tamil Nadu in this Ranji Trophy season with a highest of 202 against Gujarat. He has amassed 726 runs this season displaying exemplary powers of concentration. Medium pacers T Natarajan (23 wickets) and K Vignesh (37 wickets) of Jolly Rovers have been consistent with the new ball this Ranji Trophy season and have put Tamil Nadu on top repeatedly with their splendid bowling.



M Kaushik Gandhi



T Natarajan



K Vignesh

Sanmar Engineering Rupture Diaphragms in AGNI 5 Missile A Proud Moment for BS&B



BS&B Safety Systems (India) proudly participated in the final testing of the prestigious AGNI 5 missile which was successfully demonstrated before its final handing over to production.

BS&B India had supplied rupture diaphragms for precision relief of pressure for actuation to the Defence Research and Development Laboratory (DRDL) for AGNI 5.

Rupture diaphragms are used in the propellant feed lines of high altitude thrusters with high capacity batteries

for the control system. BS&B's rupture diaphragms have been designed to flawlessly operate under very high working pressures even if exposed to severely corrosive fluids.

As India joins the elite group of countries with the capability of long range ballistic missile technology with AGNI 5, it is one more feather in BS&B India's cap. It has once again established its capability to consistently manufacture rupture disks that can meet challenging requirements for such prestigious projects.

Vijay Sankar at Chemical Industries Association Endowment Lecture

A function was organised by the Chemical Industries Association to felicitate VR Deenadayalu, former Chairman and Managing Director, Madras Refineries Limited (now Chennai Petroleum Corporation) at Crowne Plaza, Chennai, on 16 December 2016. K Pandiarajan, Minister for School Education, Archaeology, Sports and Youth Welfare was the Chief Guest.



Vijay Sankar interacting with VR Deenadayalu and Minister K Pandiarajan.



*Vijay Sankar addressing the audience.
Seated (L to R): S Venkataramana, Director Operations, CPCL, VR Deenadayalu, Minister K Pandiarajan, S Ilanahai, President, CIA, and M Ponnuswami, Chairman, CII, Chennai.*

Silver Jubilee Factory Day: Sanmar Speciality Chemicals, Berigai

Sanmar Speciality Chemicals Limited, Berigai, commissioned on 20 November 1991, completed 25 years on 20 November 2016. Through these two decades, SSCL has remained a supplier of choice to many global fine chemical customers.

In 1991, the facility started as a JV with Dragoco, an international major in flavours and fragrances to make aroma chemicals. Subsequently in 1997, the Phytochemicals API manufacturing unit was commissioned. New advanced intermediates for global agrochemical and pharmaceutical industries have been added in the recent years to the product portfolio. In 2009, significant capital investments were made to further expand the product offerings.

The ability of the employees to be flexible and innovative with a stringent



focus on meeting global customers quality and product needs has been remarkable.

The 25th Factory Day was celebrated in a fitting manner and employees attended the function with their family members.

Krishna Kumar Rangachari addressing the audience. Yogeeswara Basappa Gowda, S Suresh and NR Kannan are seated on the dais.



Chemplast recognised by FICCI for Efficiency in Energy Usage in Petrochemicals Sector

Chemplast Sanmar won the Award for Efficiency in Energy Usage in Petrochemicals Sector at the FICCI Chemicals & Petrochemicals Awards 2016. The award was received by Ramkumar Shankar, Deputy Managing Director, Chemplast Sanmar, at an award function held on 1 September

2016 at Bombay Exhibition Centre, Mumbai. The award came as recognition of the sustainable initiatives taken by Chemplast in efficient use of energy at the plants.

Ramkumar Shankar receiving the award from Anuj Kumar Bishnoi, Secretary, Dept. of Chemicals & Petrochemicals.



Sanmar Bags National Awards for Communications for the Third Year in a Row

The Sanmar Group has won awards for corporate communications both at the Association of Business Communicators of India (ABCI) and the Public Relations Society of India (PRSI).

At the 56th Awards Nite of ABCI held at Mumbai on 28 October 2016, Sanmar's newsletter *Scribbles* won a gold for design and a silver under the newsletter category.

At the 38th All India Conference of PRSI held in Kolkata on 16 December 2016, Sanmar won two national awards. While *Scribbles* won the first prize under the newsletter category. The book *Cricket for the love of it*, on the 50-year association between Jolly Rovers Cricket Club and Sanmar by V Ramnarayan won the third prize under the prestige publication category.



Jigar Arun Gohil from Sanmar Mumbai Branch receiving the award from Ms Yanina Dubeykovskaya, Founder, WCF Davos and Content Director, WCFA President.



Amitava Majumder, Sanmar Kolkata Branch, receiving the award from Dr Chandan Mitra, Editor and Managing Director, The Pioneer and Swami Vedatitananda, Correspondent, Ramakrishna Mission, Belur Math.

Sanmar Songbird a New Entry into the Sanmar Shipping Fleet

Sanmar Songbird is one more entry into the Sanmar fleet of ships. Inducted into the fleet on 30 November 2016 at Singapore, she is an MR2 Product Tanker (Ex. NORCA).

This double hulled crude/product 47000 DWT Oil Tanker built at Onomichi Japan in October 2003, is registered with Marshall Islands and Classed with American Bureau of Shipping.

This product tanker is capable of carrying 18 products of the IBC code also, as she has been built as an IMO 3 tanker. Chapter 18 products are Chemical products with progressively lesser environmental hazards and require only a moderate degree of containment

to increase survival capability in a damaged condition.

Sanmar Songbird has also been acquired under a similar financing scheme as the Sanmar Royal (LPG carrier), and we have the vessel under a long-term bareboat charter from the owner's Asahi Tanker(S) Pte., Singapore. The vessel is now on her maiden voyage with Sanmar.

With the addition of Sanmar Songbird, the Sanmar Shipping fleet now has one LR2 and three MR2 product carriers apart from the one stainless steel chemical tanker and one LPG carrier in the oil trade, giving the flexibility and a wide mix and match of parcel sizes that can be carried.



Sanmartini 2016

Inter-Business Competitions with a Purpose

Sanmartini 2016, the inter-business competition of the Group, was a delectable cocktail of explosive games, played with enthusiasm and verve this year.

Sanmartini means having fun and yet more than 'having fun at work'. It is a platform to spot fresh talent and potential, bring together people from different businesses in one platform and create a sense of belonging to the Group. It is a learning initiative to hone managerial skills and foster a sense of professional competition.

This season had five competitions in all: *Talk it Through* (Debate of a

different kind), *Comm.com* (a medley of Communication), *Convince Me* (Presentation), *All Roads Lead to Rome* (Variety Entertainment) and *Biz Buzz* (Business Quiz), held through the months of October and November 2016.

Overwhelming participation in the preliminary rounds held at plant locations was a high point of this year's Sanmartini as well. The semi finals and finals were held at Chennai and was quite challenging for the participants.

Team Atlas (Chemplast Mettur) won the trophy for the second consecutive time with a clean 615 points lead.

S Gajendiran and P Manivannan from Team Atlas receiving the Sanmartini Championship trophy from Vijay Sankar at The Sanmar Group Annual Day on 16 November 2016.



Comm.com



All Roads Lead to Rome



Convince Me



Talk it Through

Biz Buzz



Beyond Sanmar

Career Guidance for School Students at Mettur

Chemplast Mettur organised a career guidance programme for the Vaidheeswara Higher Secondary School students and the students of

Government High School, Gonur and Kunchandiur on 19 October 2016. A team of three counsellors from “Don Bosco Vazhikatti,” a professional

career guidance institute from Chennai, was engaged to conduct the programme. Understanding self, developing self-confidence and self-esteem, goal setting, communication skills and study skills, courses and colleges available specific to local area were some of the topics discussed. In all, 114 students from twelfth standard and 331 from tenth standard attended.



Donation to Government Schools at Cuddalore

As part of infrastructure development in schools, J Sridhar, Chemplast Sanmar, Cuddalore handed over furniture to two government Schools — at Chitrapet and Thiyagavalli Panchayat, Cuddalore, on 25 November 2016, in the presence of former Panchayat President Velmurugan.



Madhuram Narayanan Centre for Exceptional Children Special Cover and Postage Stamp of St Teresa Released

To commemorate the canonisation of Mother Teresa as Saint Teresa and the association of the Madhuram Narayanan Centre for Exceptional Children (MNC) with Mother Teresa, MNC released a special cover and a

postal stamp of St Teresa on the opening day of its three-day fifth International Conference and 13th National Workshop on “Early Intervention in Mental Retardation and Associated Disabilities” held from November 17 to 19, 2016.



JT Venkateswarlu, Postmaster General (Mails and Business Development) released the special cover and ‘My Stamp’ dedicated to the Mother. N Sankar, Chairman, The Sanmar Group, received the first cover.

Recalling MNC’s association with Mother Teresa, Jaya Krishnaswamy, Director, spoke about how the “Upanayan” Early Intervention Programme of the Centre was launched by Mother Teresa in July 1992 in Kolkata.

N Kumar presenting a memento to Dr Partha Pratim Majumder - Founder and Director, National Institute of Biomedical Genomics, Kolkata, who delivered the Third AVMVK Memorial Oration in memory of Air Vice Marshal V Krishnaswamy.



Chief guest Mohammed Nasimuddin, IAS, Principal Secretary, Government of Tamil Nadu, Department of Welfare of Differently Abled Persons, lighting the lamp at the inauguration.

13th National workshop on 'Early Intervention in Mental Retardation and Associated Disabilities'

The Madhuram Narayanan Centre for Exceptional Children (MNC) conducted the 5th International Conference and 13th National Workshop on "Early Intervention in Mental Retardation and Associated Disabilities" during 17 - 19 November 2016 at Hotel Savera, Chennai.

The aim of the three-day event was to bring to the attention of the service providers and educational, training and rehabilitation professionals the impact of the advances made in the field of services to persons with disabilities in the past decade, covering areas like research, programmes and innovations, interventions and case studies. Over two dozen experts in the field of disability, with several years of experience of national and international eminence, participated.

The Third Air Vice Marshal V Krishnaswamy Memorial Oration was delivered by Dr Partha Pratim Majumder, Director, National Institute of Biomedical Genomics, and Head of the Department of Human Genetics, Indian Statistical Institute, Kolkata, on the topic "Perspectives on Exceptional Children through the Lens of Genes."

Mohammed Nasimuddin, IAS, Principal Secretary, Government of Tamil Nadu, Department of Welfare of Differently Abled Persons was the Chief Guest for the inauguration on 17th November.

MNC in its 25 plus years service has along its journey, guided, counselled and trained over 5600 children.

Prof Camille, a Scientist at the University of North Carolinas Frank Graham Child Development Institute spoke at length on 'Inclusion' and 'Evidence Based Practices.'



Iconic Institutions of Chennai

Fort St George

Fort St George (or historically, White Town) is the name of the first English fortress in India, founded in 1644 at Madras. The construction of the fort provided the impetus for further settlements and trading activity, in what was originally an uninhabited land. The city actually evolved around the fortress thereafter. The fort now houses the Tamil Nadu legislative assembly and other official buildings. It is one of the 163 notified areas of megalithic sites in Tamil Nadu.

It is difficult to describe Fort St George in its entirety. Though it does not look as impressive a structure as other historic ones elsewhere in the country, it is

nevertheless a large enclosure, making up in expanse what it perhaps lacks in height.

The Fort encompasses an area of 100 acres if you include the outworks and fortifications. The area within the walls is 42 acres. The entire precinct is on a north south axis in which direction it runs for 620 yards. Its length along the east west axis is 330 yards. In terms of location, the Fort looks out on Rajaji Salai (formerly North Beach Road) on its eastern face. To the rear it is encompassed by what was Band Practice and now Flagstaff Road, which joins Sir T Muthuswamy Aiyar Road, the two forming a crescent together that connects with Rajaji Salai at both ends.



A bird's eye view of the Fort would reveal what HD Love in his *Vestiges of Old Madras* describes as 'half an octagon'. In its time it has changed shape at least four times – from the very tiny square of the 1640s to what Love writes of as the 'quadrangular bastioned enclosure' from the 1670s to the early 1700s, the half decagon of 1746 and finally the present shape that dates to the 1780s. That last construction was mainly executed by Paul Benfield, the notorious engineering contractor who is also credited with building the Chepauk Palace.

As it stands today, the Fort's periphery is younger than much of what is inside it, with the most changes occurring in the 18th century. This was to coincide with a fairly high turnover among the men in charge and so the changes on that phase reflect the influence of many hands and minds. According to *Madras Rediscovered* by S Muthiah, the greatest construction phase began in 1749 once the French had left the place. The original plan, made in 1750, was by mathematician Benjamin Robins, the Company's Chief Engineer. He however died a year later and work was divided between Frederick Scott and John Brohier for the planning and engineering. But with Calcutta becoming a greater attraction and therefore needing a bigger fort, Brohier left for that city in 1757, leaving his assistant John Call to continue with Fort St George.

This was when the French attacked Madras and destroyed most of the buildings in the Fort and much of the city. Following the lifting of the siege, Call and his assistant Benfield began working on the reconstruction. When Call retired in 1770, he was succeeded by Patrick Ross who gave the Fort its present shape. Benfield, by then an independent contractor did most of the building, at a cost of Rs 7.5 million. When completed, the Fort had four major bastions, six gates, four ravelins and 12 lunettes. The last

named were all demolished in the 1880s. It is interesting to note that each has a name. The entrances taken clockwise from the front are, the Sea, St Thomas, Wallajah, St George, Middle and North Gates. The four bastions are named St Thomas, Wallajah, St George and Royal.

Fronting the Fort on its western side is the glacis – essentially an earthwork that slopes away from the structure proper. On this has come up much of the army housing and garrison lines, which hide that part of the Fort from view. This is indeed a pity for it is on this face that we can see the formidable works that Benfield constructed to protect the Fort from enemies who never came! The last great attack was by Hyder Ali in 1781 when the defences were still unfinished. And when they were completed, there were no wars in the vicinity.

The eastern front is the most easily visible as you walk or drive along Rajaji Salai. It is worthwhile stopping there for a while to reflect that the sea was much closer than what it is now – it practically lapped the walls of the Fort during high tide. Somewhere on this eastern face is a stone that was once known as de Havilland's Benchmark. In 1821, Major Thomas Fiott de Havilland published the first authoritative study on Madras tides by installing a tide gauge on the north eastern corner of the Fort. He then marked the highest levels reached by the water which became the benchmark for all subsequent tides. The construction of the harbour saw the sea receding in the 1890s. But its enormous distance today from the Fort is thanks to active reclamation in the early 1900s when Sir Francis Spring put into action a complete revamp and expansion of the Madras Port. The ornamental park and the area for parking all visitors' cars that lies across the road has thus all come up on reclaimed land.

(With inputs from historian Sriram V)

Some monuments in the Fort:

- The Fort Museum which houses among other artefacts the only survivor among all the Indian flags hoisted all over the country on August 15, 1947
- The Church of St Mary's – the oldest Anglican Church east of the Suez Canal
- The oldest British tombstone in India – that of Elizabeth Baker, laid to rest in the 1640s
- The Kings Barracks – the largest military barrack in India
- Last House on Snob's Alley – one of the oldest buildings in the city, the ground floor dating to the 1650s
- The Moat
- The Flagstaff – originally of wood and now of steel and still the tallest in India
- Clive's House, now the office of the ASI.

