

# MATRIX

October 2006

A PUBLICATION OF THE SANMAR GROUP



367 years of gracious Chennai

Sanmar Holdings Ltd

Chemplast Sanmar Ltd

Cabot Sanmar Ltd

Sanmar Shipping Ltd

Sanmar Speciality Chemicals Ltd

Active Pharmaceutical Ingredients

Bangalore Genei

Intec Polymers

Performance Chemicals

ProCitius Research

Sanmar Engineering Corporation Ltd

Asco (India) Ltd

BS&B Safety Systems (India) Ltd

Fisher Sanmar Ltd

Flowsolve Sanmar Ltd

Sanmar Engineering Services Ltd

Sanmar Foundries Ltd

Tyco Sanmar Ltd

Vishay Sanmar Ltd

Xomox Sanmar Ltd



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# In this issue...



367 Years of Gracious Chennai	5	Chemplast Sanmar Limited	
The Group Annual Report: A Glimpse	8	Lending a Helping Hand	30
Queen of Denmark Honours N Sankar with Knighthood First Class	9	BS&B Safety Systems (India) Limited	
Group Annual Day	10	Silver Jubilee Celebrations	31
The Sanmar Brand Equity Contest	23	Madhuram Narayanan Centre for Exceptional Children	
N Kumar:		Disability Assessment Camp	31
An Ambassador Forging Institutional Partnerships	24	Philip Kotler in Chennai	32
Sri Sankara Vidyashramam Wins Awards Galore	26	Employees' Corner	
Awards for Sri Sankara Senior Secondary School	27	A Day at the Paris Office	33
Sanmar Speciality Chemicals Limited		Legends from the South	
Tie-up with Galápagos	28	Tiruvalluvar	35
ProCitius Research Lab at TICEL Bio Park	29		

*Cover photograph: A view of NSC Bose Road, in George Town, from 'Madras - Its past and its present'.*

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THE GREAT MADRAS

*One of the most beautiful avenues of Madras, Moubrays Road which is TTK Road today.*

# 367 Years of Gracious Chennai

*Photographs in this feature and on the cover have been reproduced from the book, "Madras - Its past and its present". Our sincere thanks to S Muthiah, D Krishnan and G Vijayan and the publishers, Affiliated East-West Press (P) Ltd.*

Madras Week (20-27 August 2006) commemorated the 367th anniversary of the founding of the city. S Muthiah, Vincent D'Souza and Sashi Nair decided two years ago to celebrate Madras Day every year on 22 August, the day that Andrew Cogan, representing the British East India Company, Francis Day and Beri Thimmappa, struck a deal with the local Nayaks, the rulers at the time. Land was granted by the rulers where the Fort St George stands today. Out of the old fort grew settlements and then villages around it. Gradually the old and the new towns merged into a city, very different from what we see today.

Madras Day is an event to focus on the city, its history, its past and its present. The effort behind this celebration

is to motivate people, associations and communities in the city to host events that celebrate the city. Heritage walks, exhibitions, quiz programmes, competitions, photography contests, lectures, talks, audio visual presentations, discover Chennai tours were some of the events that Madras Week offered to the Chennai public.

An interesting feature this year was the live telecast or webcast of the "spirit of Chennai" from the Marina beach and Kapali temple, Mylapore. People from anywhere in the world could view life in the city at these two places on Madras Day. A special competition for schools titled the Chennai City Living



*Courtesy: Madan Srinaman*



*Sri Kapaleswarar Temple at Mylapore in Chennai.*



*The headquarters of The Madras and Southern Mahratta Railway, predecessor of the Southern Railway.*

Heritage Projects was organised in association with INTACH, Chennai Chapter.

For the first time, Madras Musings, a fortnightly that focuses on heritage, environment and civic issues, organised a series of talks, all well attended. Lakshmi Viswanathan set the ball rolling with a lecture on 'An urban setting for an ancient dance'; Dr A R Venkatachalapathy described 'Songsters of the Crossroads: Popular literature in colonial Madras'; V Ramnarayan dwelt on 'Cricket in Chennai'; V Sriram talked on 'Music in South India'; K Hariharan

highlighted 'Cinema in Chennai'; K Kalpana, explained the background of the restoration of the Senate House; Theodore Bhaskaran spoke about 'History from below; the Roja Muthiah Library of Chennai'; and Kanimozhi on 'Poetry in Chennai'. Outside this series of talks, Badri Seshadri spoke about 'The last five Test matches in Chepauk' at the Shanmughasundaram Hall in Karpagambal Nagar. And Randor Guy presented an illustrated talk on 'Madras in Old Movies' at the Sri Dakshinamurthy Auditorium, P S High School, Mylapore.

*The Napier Bridge at a time when the traffic was not so heavy.*



Organisations and people involved in the celebrations included the Unwind Center, Masquerade, Quiz Foundation of India (Chennai), PRSI (Chennai Chapter), Vintage Heritage, Carnatica, INTACH, Madras Book Club, Madras Musings, Mylapore Times, Archaeological Survey of India, Army Postal Services, Nizhal, All India Radio and Doordarshan, apart from schools including Padma Seshadri Bala Bhavan, K K Nagar, Guru Nanak School, Velachery, Sri Sankara Vidyashramam School, Tiruvanmiyur, Avvai Kalai Kazhagam and P S Educational Society.

## The man who started it all

Beri Thimmappa, a local merchant, brokered a tripartite deal that led to the founding of Madras city. It was Thimmappa's fluency in English and the vernacular that caught the attention of Francis Day and Cogan. Originally from Palacole, near Machilipatnam in Andhra Pradesh, Thimmappa and his grandson traded in indigo and textiles before working for the East India Company.

Beri Thimmappa built two temples, one of Vishnu and the other of Shiva, in Devaraja Mudali Street in George Town – the Chennakesavaperumal and Chennamalleswara temples. Thimmappa held a seat in the Council and a salute of five guns was fired whenever he paid a visit to the Agent or Governor of Madras on Pongal days. He was presented with six yards of superfine scarlet on that occasion.

In 1678, Chinna Venkatadri, Thimmappa's younger brother, acquired the Guindy Lodge and later sold it to the East India Company. Now we know it as the Raj Bhavan.

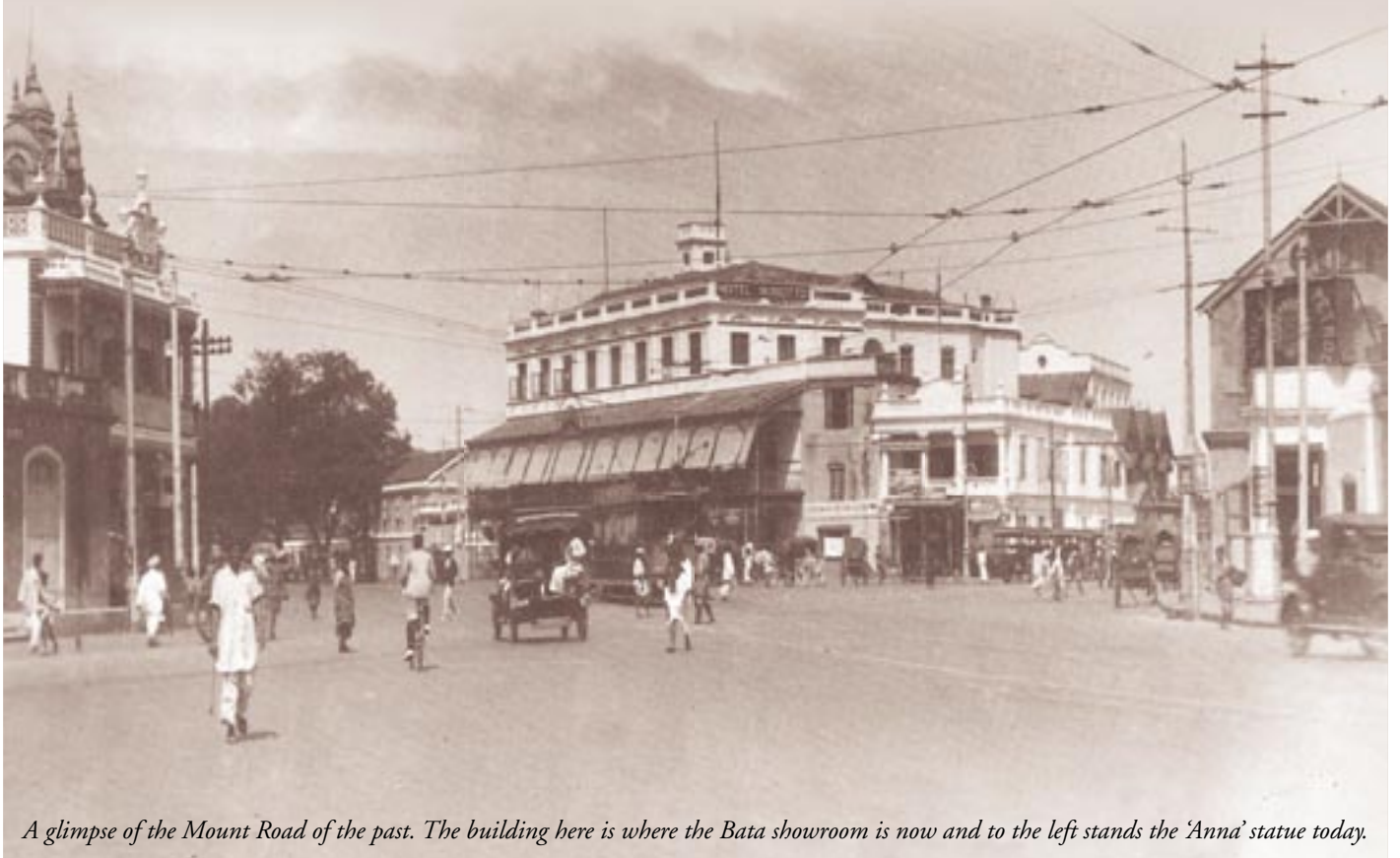
The Bashyam Naidu Park, off Taylor's Road in Kilpauk is named after a fourth-generation descendant Thimmappa Bashyam Naidu. There is also a Narayanappah Pharmacy at Nungambakkam named after Ketty Narayanappah, another descendant. Present day representatives of the family include Urmila Satyanarayana, a Bharatanatyam dancer, Dr Praveen Godey and Ketty Bobji.

One person who distinguished himself in the Thimmappa family was Ketty Venkataswamy Naidu. Venkataswamy became Minister of Hindu Religious Endowments in the state cabinet in 1952. As President of the Tirumala Tirupati Devasthanam Committee, he initiated a number of useful and popular schemes.

In 1927, he, along with S Duraiswami Iyer and N Krishnamachari, filed a suit in the High Court of Madras and secured admission for Harijans in the educational institutions managed by the Pachaiyappa's Charities. He was responsible for the foundation of the new Pachaiyappa's College buildings at Chetput.

In 1928, Venkataswami became a Councillor of the Corporation of Madras and continued in that post till 1952. He joined the Indian National Congress in November 1936. He contested the general elections the following year and topped the polls in the Madras City Constituency. He was elected Deputy President of the Madras Legislative Council, became Mayor of the Corporation during 1938-39. He preached against war and was sentenced to the Trichy Jail for six months imprisonment.

*By Sashi Nair*



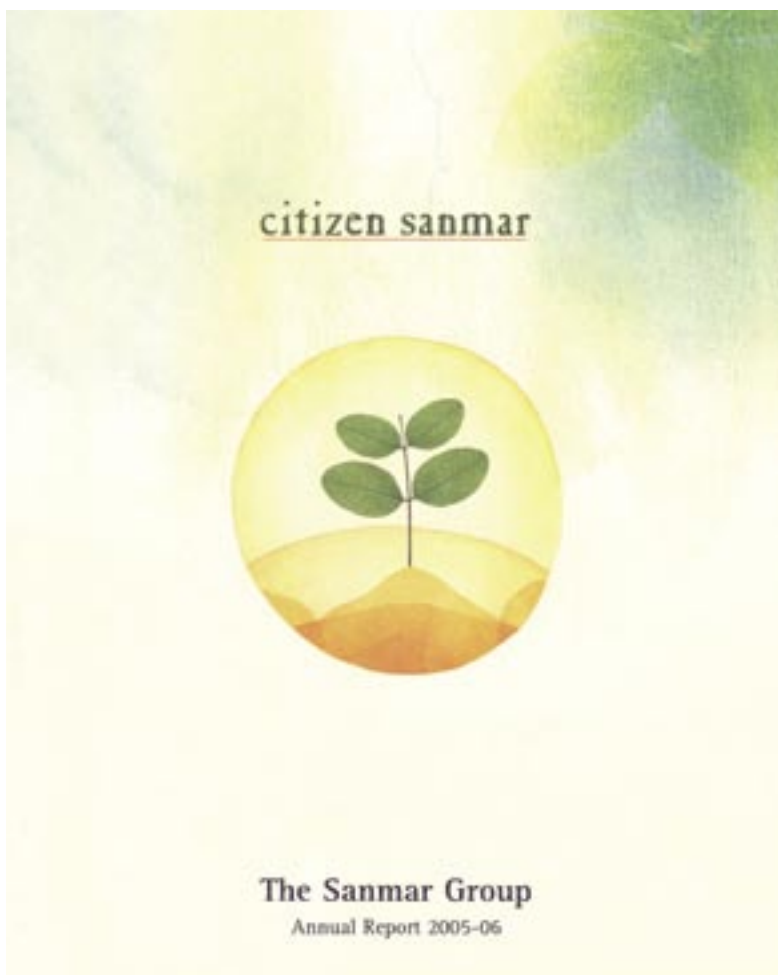
*A glimpse of the Mount Road of the past. The building here is where the Bata showroom is now and to the left stands the 'Anna' statue today.*

# The Group Annual Report: A Glimpse



The Sanmar Group Annual Report 2005-06 stepped off the beaten track to take a thematic approach. This year's theme was Sanmar, as a responsible corporate citizen, aptly titled "Citizen Sanmar". The water-colour treatment gives the entire report an artistic feel and the cover image sporting four-leaves is symbolic of the Group's established four core businesses. The report along with the business briefings of the Group during the period under review, also details the various corporate social responsibility measures by its individual businesses. The Chairman's Statement highlights Sanmar's proactive efforts in environment protection that are way

ahead of statutory requirements and also throws light on the freshness of youth induced in its organisational structure, paving the way for its onward journey. In the words of N Sankar, Chairman, "At The Sanmar Group, one of our proudest achievements over the last few decades has been our deeply felt and assiduously cultivated sense of ethical mooring. One area in which our ethical commitment is reflected in tangible achievement is environment management." The report also features Deputy Chairman Vijay Sankar's overview of the businesses and forward-looking projections and plans for the Group.





# Queen of Denmark Honours N Sankar with Knighthood First Class



N Sankar, Honorary Consul General of Denmark for southern India, was honoured with the Order of the Dannebrog Knight First Class by the Queen of Denmark in recognition of his valuable services as the Consul General. Sankar, who has been heading the Danish consular interests in south India for the past 18 years, joins the elite list of persons who are life-holders of the most ancient decoration of Denmark, bestowed by the Sovereign. He is the first Indian citizen to be conferred the honour of Knighthood First Class. Michael Sternberg, Danish Ambassador in India, handed over the award to Sankar at a function held in Chennai on 4 July 2006.

A Silver Cross with a red border, surmounted by a royal crown over the reigning sovereign's monogram with a silver badge and ribbon with rosette formed part of the decoration. The Order of the Dannebrog was first instituted in 1671 by Christian V and was awarded for the first time on 2 July 1671. The recognition is for Danish and foreign citizens for rendering meritorious civil or military service, for a particular contribution to the arts, sciences or business life, or for working for Danish interests. The reigning monarch heads the Order.



*The decoration that was presented.*



*Michael Sternberg, Danish Ambassador in India, handing over the award to N Sankar.*





10-12 August 2006

# Group Annual Day

The Group Annual Day celebrated at Sanmar was replete with edutainment and fanfare. This was the day that brought to the spotlight the top performers at The Sanmar Group. At the locations, performance excellence by employees was lauded and senior management interacted with the people sending out positive messages.

At Chennai, the two day sessions featured an array of speakers and presentations. The management presentations delivered by the MDs of the businesses focussed on the strategies that would springboard the businesses on to an accelerated growth path in the years ahead. The Deputy Chairman spelt out his vision of making Sanmar a one billion dollar group in the next five years.

## R Gopalakrishnan

*Executive Director,  
Tata Sons Ltd*

R Gopalakrishnan presented a unique concept in decision making, 'The Role of Intuition and Analysis in Management Decisions'. According to him, intuition and analysis play complementary roles in decision-making. At a suitable point in time the baton is passed on from analysis to intuition. The key to a manager's challenge in making right decisions is to morph analysis into intuition at a suitable time.



## Raju V Kanoria

*Chairman & Managing Director,  
Kanoria Chemicals & Industries Ltd.*

Raju V Kanoria's presentation rang a familiar chord as he talked about the challenges of running a family-owned business and the conscious focus on professional management. He dealt with change to a productive culture from a family culture without sacrificing oneness in the organisation. He recounted the evolution of his business, the strategies that worked, the ideologies that kept his organisation's DNA intact.



## Adil Zainulbhai

*Managing Director,  
McKinsey & Co, India*

'Opportunities in Manufacturing in India – Getting to World Class'. Adil Zainulbhai's presentation analysed the manufacturing opportunities in India and highlighted the actual reasons for the manufacturing success in China – that of strong fundamentals, sound economic policies, activity and scale, huge domestic demand resulting in a great price advantage combined with high productivity and investments. To make it to being world class, companies must build a culture of continuous improvement by creating a system, whereby every year you grow on what you've achieved.





## Marti Subrahmanyam

*Professor-Finance & Economics,  
New York University*

Marti Subrahmanyam talked about 'Venturing Abroad - Issues of Globalisation of Indian Companies'. His presentation covered the challenges of globalisation, the need for globalisation in today's competitive environment, characteristics of global companies, the India advantage and the India-China comparison.

## Anita Ramachandran

*Chief Executive Officer,  
Cerebrus Consultants*

Anita Ramachandran touched upon HR's 'Challenges of Managing in a High Growth Environment' and what organisations can do in such an environment. In managing these challenges and the issue of attrition, organisations should go beyond the compensation structure and take a re-look into management style, the role of a leader and work towards emotional bonding of employees.



## P S Jayaraman

*Managing Director,  
Chemplast Sanmar*

The theme of P S Jayaraman's presentation was Safety Health & Environment (SHE). He took the audience through the various hierarchical levels of dedicated personnel managing SHE activities and his direct involvement in these on a daily basis. Chemplast is moving towards conversion to membrane-based technology and has OHSAS initiatives at various stages of completion across its facilities. Efforts are on to develop the Vedaranyam Bird Sanctuary in association with an NGO, the Bombay Natural History Society. The community building activities in education and health continue with several public health camps managed by dedicated company doctors. Chemplast is focussed on its aim to be the first chemical company to achieve zero discharge at all its facilities and continues its journey with the motto "Care for the Environment."



“Safety and Health is not a one-stop activity. You can't just put hardware into it. It has to be continuously monitored. We have plant level teams to monitor on a day to day basis.”

## P Natarajan

*Managing Director,  
Sanmar Engineering Corporation (SEC)*

‘Operational Excellence through Total Employee Involvement’

The presentation by P Natarajan highlighted the huge growth opportunities and the need to develop execution excellence to capitalise on this opportunity. SEC has launched several initiatives to streamline operations and improve customer service levels. Among the several initiatives at SEC towards excellence the highlight was the ‘Service Blitz’ initiative driven all across SEC. Service Blitz is ‘accelerated service’ to customers by a team of sales, service and application engineers who identify and rectify the hidden pain areas of the customer. 5S, Lean and Six Sigma are being driven across SEC with full involvement at all levels. Among the employee involvement initiatives an interesting one was the outbound learning sessions which helped create stretch goals to take employees to a new high in involvement.



*“India is getting increasingly important to all international companies including our JV partners. As a result of this, strong JV engagement is taking place across the organisation. The challenge of the management is to orchestrate this in such a way that there is open and free interaction without creating any misunderstanding.”*

## Murli Ramachandran

*Managing Director,  
Sanmar Speciality Chemicals (SSCL)*

Murli Ramachandran’s presentation focussed on innovation across the various divisions. The business heads explained the complexities and nuances of their divisions, of being open to failure and learning from them. The SSCL business includes organic and phytochemicals, speciality polymers, API – bulk drugs for pharmaceuticals, contract research (with special focus on the pharma and healthcare industry) and biotechnology. The presentations by Vivek Save, Dr B D Gupta and Dr Uday Bhatpat brought out the chemistry and biological structure of the business and the role of innovation in its success.

*“Amidst our disparate divisions, the common thread is innovation.”*



## P Viswanathan

*Managing Director,  
Sanmar Shipping*

Viswanathan's presentation enumerated the trials and travails due to the capricious nature of the shipping business, the peculiarities in the economics of this line and the challenges of keeping the floating staff engaged. The presentation brought to light the intricacies in S & P of ships in the backdrop of the wry humour of Churchill's quotes.

“Cycles are true (in the shipping business).  
The challenge is in estimating the  
duration of these cycles.”

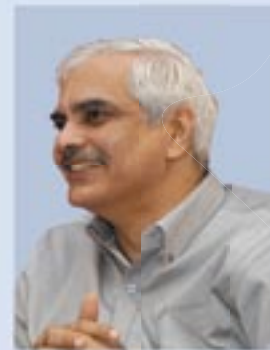
*V Narayanan*



Some of the Group  
Corporate Board  
members present  
at the sessions



*Preety Kumar*



*P N Kapadia*



*Adit Jain*



## Vijay Sankar

Deputy Chairman,  
The Sanmar Group

Vijay Sankar's presentation on the 2nd day of the Group Annual Day program projected the road ahead for Sanmar in the next 5 years and the challenges and opportunities in getting there.

The year 2005-06 was a good year and the group did well by maintaining focus on profitability. The group is poised for accelerated growth in the next 5 years. There are no constraints for strong organic growth rates as the group is positioned to leverage the large capital investments from the past and those that are underway. The growth will come from newer allied areas and expansion of all its businesses.

As for the readiness for spearheading and managing this growth, there are several factors that are in our favour. Our strong leadership bandwidth, technology platforms, strong financial fundamentals and the ability to react quickly will facilitate a lot of this growth. More importantly, our reputation in financial and employee markets and our strong bindings with our JV partners will fuel the growth. Factors essentially in favour

*"At Sanmar, we do not rest on assumptions; we always question them. We need to percolate this line of questioning down the organisation. The way the world is evolving, assumptions on business conditions change rapidly and we need to constantly ask ourselves, are we doing the right thing"*

of the Sanmar growth momentum are our 4 + 1 Ps-

**Process** – our strong process orientation

**Place** – the advantage of being able to compete globally out of a strong base in India

**Product** – The niche product range and added price advantage

**Profitability** – The focus on profitability

**People** – The most important 'P' factor, the people strength and leadership to take the growth forward

Cruising along this growth trajectory, we would have to clear the path of challenges and hurdles to keep up the momentum. Externally the market is vibrant, but internally, our execution will be dramatically challenged. Continuous improvement is essential for operational excellence. There has to be a strong commitment to growth with a total buy-in from the people of the organisation who will make it happen. A change in mindset towards the changing marketplace with businesses getting far more global will place Sanmar well on overdrive and reaching the 1 billion dollar mark within five years is an easily achievable target.







**N Sankar**  
*Chairman*

*“I’m convinced that ultimately good management is basically common sense rigorously and properly implemented.”*



**M N Radhakrishnan**  
*Director - Co-ordination and Review*

*“For an organisation to be successful, it has to build trust and faith amongst its stakeholders, build meaningful relationships.”*



**B Natraj**  
*Director - Corporate*  
*conducting the interactive sessions*



**Various groups drawing up action plans.**



# Employees of the Year 2006



Group Annual Day Recognitions

## Employees of the Year 2006

One of the major highlights of Group Annual Day (10-12 August 2006), was the ceremonial recognition of performance excellence by Sanmar employees across the group. Employees of the Year and Exceptional Performance Awardees received their awards amidst the usual fanfare and reading of citations detailing their accomplishments.

### J Sridhar, Chemplast Sanmar



At the PVC Plant in Mettur, Sridhar has successfully implemented heat recovery projects and temperature control system for EDC Stripper. His initiatives have resulted in huge savings in steam consumption and substantial savings in variable cost.

### R Rajini, ProCitius Research

Rajini is a promising researcher in our ProCitius team.



She is a valuable asset to our service delivery, which she almost single handedly manages at ProCitius.

Her research capabilities and project management skills have won her accolades from our customers.

### Vijay Nambiar, Flowserve Sanmar



Vijay Nambiar's contribution to Flowserve at Surat is a result of his single minded focus on project activities and subsequent

MRO sales. He lead the co-ordination admirably between the project office of the EPC contractor/ customer, the site location and the OEM branch to achieve these results. He is a fine example of cross-functional working, through his support to the customer and the engineering team.

### Jacob John, Tyco Sanmar

Jacob John at Tyco is responsible for the significant growth in order booking and market share. His relationship management skills have helped Tyco to



make inroads with major customers in OEM and MRO segments. His leadership skills came to the fore when he was deputed to Reliance, Jamnagar, for handling the major shutdown activity. As a Sanmar resource, he was responsible for co-ordination for all products.

### S Venkatesan, Chemplast Sanmar



S Venkatesan of Karaikal, played a significant role in ensuring effective co-ordination with the Project Teams at Chennai and Karaikal for successful implementation and commissioning of the Caustic Soda expansion programme. He was instrumental in operating the plant slightly at a higher current density of the electrolyzers, which resulted in realising additional Caustic production. His disaster management skills came through in his effective handling of the natural calamities that occurred in recent

years. He has also played a major role on the PR front and has contributed to the environment protection measures at Karaikal.

### **Deepak Dave, Intec Polymers**



Deepak Dave ensured the smooth integration of Intec Polymers, Dadra, into The Sanmar Group. He was entrusted the role of the Business Manager and the key issues he tackled creditably were, the pressure to grow profitably, integration of Intec into Sanmar and management of some ethics issues that surfaced. This award is in recognition of Deepak's contribution to the business and to the organisation.

### **K Manikantan, Fisher Sanmar**

Manikantan is now renowned for his crisis management at the Reliance plant in Jamnagar. This was recognised by the Reliance team and he extended similar support for the Reliance Hazira plant shut down. Mani's commitment and efforts played a major role in ensuring continued confidence of Reliance on Fisher Sanmar products and thus winning new JERP business. His knowledge of the refinery process and control valve requirements is a great asset to the new refinery project at Jamnagar and he is currently working with Bechtel and Reliance on this important project.



### **M Raja, Sanmar Foundries**



M Raja brought about a dramatic turnaround in the area of fettling which was a major bottleneck in the sand foundry. He streamlined the

systems to reduce lead-time, revamped the vendor outsourcing system for faster turnaround times and reduced the overall processing times for the foundry.

### **B Pankaja Shankhavaram, BPO**



Pankaja has, in a short time, gained prowess in the techniques of accounting in SAP. Her contributions helped finalise tax audit of Sanmar Engineering companies in July/August 2005 in record time and also in the preparation of the consolidated accounts of SEC. She set up a system for retrieval of quick and reliable data from SAP and independently handled statutory audit of Sanmar Speciality Chemicals from the BPO side to complete audit before the end of April 2006.

### **Shankar Sinha, Flowserve Sanmar**

Shankar Sinha's mastery in engineering of mechanical seals and auxiliary systems is a great asset to Flowserve. His distinctive speed and quality of response are now well-recognised by customers and one of the major OEMs, Sulzer has openly acknowledged that Shankar has changed their perception of response time.



### **N Narayanan, Sanmar Corporate Divn.**



Narayanan is responsible for Income Tax across the Group.

Among other key assignments, his contributions are significant in the tax assessments of certain group companies that had gone through a process of restructuring and it is due to his expert handling of appeals that significant tax gains came by for the Group.



# Employees of the Year 2006

*S Sankaran, Chief Executive - Finance (Accounting), was the seniormost Sanmar employee to receive the Employee of the Year award this year. We reproduce below the text of The Sanmar Group Chairman N Sankar's speech at the Group Annual Day function.*

Sankaran has been with the group for close to 20 years. He joined us to head Chemplast's Sales Accounting, and his career progressed steadily through greater responsibility in Chemplast, to running the over all accounting functions of the chemical business, and finally to Controller for the whole group.

Sankaran is a quiet, low-key personality, not given to excessive demonstrations or strong outbursts. He does what has to be done quietly and without fuss. The big plus point with him is it does not matter how much 'what has to be done', expands - he just takes it in stride and does it with no drop in efficiency. He is the classic characterisation of 'Mr Dependable' - so much in fact that he often tends to be taken for granted. The extraordinary and quiet competence with which he carries out his functions, the lack of fuss, means that not much attention is drawn to him. In fact the only time when we think of him is when an unexpected problem crops up or we need some special analysis or something out of the way.

Given Sanmar's stress on Corporate Governance, detailed financial analysis, standardisation of accounts and MIS, and number credibility, are crucial. On this count Sanmar comes through with flying colours with Sankaran at the helm. Completing statutory audits for over 12 legal entities and giving us the results in 1½ months is again a challenge, that is done regularly, without fuss and in fact has been institutionalised.

Another important facet is that the figures given by Sankaran are never questioned. Confidence level is very high. This is particularly important when



one realises that the figures he churns out have a great impact on the 'flexing' of earnings of our employees. Some of his special achievements, just in the last few years are:

1. Introduction of SAP across the whole Group. This was one of the smoothest introductions and while we took it for granted, when we hear of some of the horror stories at other companies, we realise the extent of his achievement.
2. Setting up an internal BPO, again with the least amount of fuss. This has led to a very smooth processing of routine accounts. and more important, has enabled quick and absolute standardisation of processes and policies across all business.
3. IT outsourcing to WIPRO. This again was a difficult task and again was put through with the users not noticing any change – totally seamlessly.

For all these reasons, and for continuing to be an ideal, responsible corporate citizen, I am delighted to recognise S Sankaran as an 'Employee of the Year'.



*S Sankaran receiving the "Employee of the Year" award from N Sankar.*

# Exceptional Performance Awardees



Head Office



Mettur



Karaikal

# Long Service Awardees



Head Office



Senior Management

# The Sanmar Brand Equity Contest

*The Sanmar Brand Equity Contest thrown open to employees across the Group was the first of its kind.*

5 August 2006

The point of debate at the Sanmar Brand Equity Contest: Should we aggressively promote the Sanmar brand?

It was a day of excitement and entertainment at the grand finale of the Brand Equity Contest. The semi-finalists were short listed based on the written document the various teams presented. Except for one team, all others presented in favour of building the Sanmar brand. The teams came up with many creative options and the interesting presentations kept the audience enthralled through the day.

The team that came first gave a breezy and enjoyable presentation ending with a song sung by the team members with full gusto! The team that stood second took the audience through a talk show complete with a 'commercial break' that had a mock audiovisual advertisement. The only team to present a contrarian view bagged the third place.

*Ajoy Govindan Nair,  
V Shankar Ganesh and Vikas  
Gopinath Panicker.*



*K Deepesh Nanda,  
Mallika Srivaman and  
Ramkumar Shankar.*



*J Srinivasan,  
B Sriram and  
R Venkatasubramani.*



*P Viswanathan, S Venkatesan, A H Kesari Prasad and Sarada Jagan.*

N Kumar:

## An Ambassador Forging Institutional Partnerships

He has invested a great deal of his time, generating goodwill for the Group. He is our ambassador, subtly nudging the outside world to the presence of Sanmar. Listening to him, you are humbled by his charisma and drawn to his amiable nature. This, in essence, is N Kumar, Vice-Chairman and Member of The Sanmar Group Corporate Board. He has no ace up his sleeve, he simply does what is to be done towards building institutional partnerships and he does it in his inimitable style. Kumar is at the forefront giving momentum to the India-Singapore relationship, under the auspices of the International Enterprise Singapore and the Confederation of Indian Industry. His account of the India-Singapore partnership:

### **Institutionalising Partnerships:**

International Enterprise (IE), Singapore (formerly known as Trade Development Board) needed a base to promote the India-Singapore partnership. In 1992, I was appointed Honorary Business Representative for South India for the IE, a government body that promotes trade and commerce. Two years ago, IE decided, for the first time, to convert the individual-based representation to an institutionalised partnership and set up the India Advisory Panel (IAP). Today, the IAP is seven-member strong with eminent industry stalwarts like K V Kamath, Sunil Mittal, Mukesh Ambani, Kiran Mazumdar Shah, S Ramadurai, Ashok Soota, Tarun Das and M S Banga on the panel. It plays a recommendatory role to IE and meets the Prime Minister, Singapore ministries and institutions to help strategise the Singapore-India alliance and set it in the right direction.

A second institutional body I have been associated with in spearheading the India Singapore ties from the Indian shores, is the CII core group. The group, consisting of past and current presidents of the CII, makes annual visits to Singapore and drives the India-Singapore partnership on a continuing basis when they meet the PM and other economic and political arms of the Government of Singapore.

Today, these two initiatives help drive the economic activity from both ends and have laid the foundation for stronger economic ties between India and Singapore.

### **Why Singapore:**

Singapore has built itself on an outstanding model, epitomising its commercial viability; the political correctness, transparency, good governance, focus, diligence, geo-political advantage, etc, have made it a gateway to Asia, for the world and the rest of Asia.

### **What we have today:**

Looking back over this arduous 15-year process and with Comprehensive Economic Cooperation Agreement (CECA) happening a year and a half ago, I think we have achieved what we set out to achieve:

- Establishing strong economic relationships between the two countries and driving it on a continuous basis
- Establishment of an India Advisory Panel
- Promoting India in Singapore
- Promoting Singapore companies in India through IE

- Opening a gateway to China
- Luring the large Indian and Chinese diaspora in Singapore towards India
- Facilitating Singapore investments in India
- Most of all, the culmination of all such initiatives into the India-Singapore Comprehensive Economic Cooperation Agreement (CECA), which is a new beginning.

“

*In the final analysis this is yet another exercise for Sanmar in the aspect of being a responsible corporate citizen to the business community and to the nation at large.*”

”





### **Singapore and Post-CECA Spin-off:**

Singapore is the third largest investor in India, after Mauritius and USA, with FDI at 321m USD in 2005.

Investments from Singapore into India

(Cumulative)

1992	4.4 million USD
2005	962.5 million USD

(Source: Secretariat of Industrial Assistance, Department of Industrial Policy & Promotion, Government of India published at the IES website)

India was Singapore's 13th largest trading partner in 2005. Total trade with India reached a record 16.6 billion SGD in 2005, increasing by 41.3% from 11.8 billion SGD in 2004.

(Overall trade)

1992	2,392 million SGD
2005	16,605 million SGD

(Source: IE Singapore)

### **Significant GLC Investments**

Major GLCs like Temasek Holdings, PSA, Ascendas and others have increased their exposure into India. Singtel has substantial investments in the Bharti Group - The largest mobile telecom service provider in India.

### **Challenges:**

The former PM and now Senior Minister of Singapore, Goh Chok Tong, the architect of the India-Singapore ties, set the ball rolling in a climate of liberalization in India. In spite of cultural similarities and other favourable factors, India was not exactly the easiest of business partners. It is to Senior Minister Goh's credit the 'India Fever' caught on and the government-listed companies (GLCs) came in. However the movement also needed non-government entrepreneurs to tie up with Indian businesses. Singapore has a large segment of Chinese entrepreneurs who have traditionally, vested their business interests with China. This is the segment we wanted to draw and today it is happening. Thanks to our continuous efforts, delegations from the Singapore Chinese Chamber of Commerce come regularly to India to explore opportunities.

### **CECA and Beyond:**

CECA represents the stamp of confidence and a foundation on which Singapore-India will work towards forging a positive future in trade and commerce.

The automatic step forward is in logistics, followed by the manufacturing sector, the IT sector including the area of disaster recovery, education, etc. The possibilities are endless. With CECA, Singapore can facilitate India's involvement in ASEAN and help recognise India as a viable trading partner. With India as a business ally, Singapore can establish a partnership triangle, with India and China on an equal footing.

### **Manufacturing Industry:**

The idea is to synergise the best of both countries. Singapore has excellent logistic capabilities, e-governance, infrastructure etc. India has the manpower and talent pool. Many companies such as Nokia, have moved their manufacturing facilities to India.

### **A 'do-able' Synergy:**

The backend engineering facility can be based in India and Singapore could serve as the front-end to take advantage of the international platform. Legal counsels can be based in Singapore. The Singapore brand in terms of governance is well built. Taking advantage of this, IPRs can be held in Singapore. Today India Inc has come of age and is a brand by itself. Indian companies are acquiring businesses overseas and trading directly with China. But ultimately it's all about people to people interaction. Singapore still scores in providing us a bridge to China, to help identify synergies and strengthen China-India partnerships with their greater understanding of the Chinese people and the culture.

### **Education:**

Education is a two-way lane in the India-Singapore corridor. For instance, one of the two schools selected by the Singapore Education Ministry for an attachment

program for students and teachers, was Sri Sankara Senior Secondary School, Adyar. Presently they are trying to do a similar exercise to bring a Singaporean school team to visit Chennai. It would be an exercise in culture exposure for both. There are more such initiatives underway.

### **Why Sanmar:**

As we go global, a Singapore strategy is an excellent proposition. Singapore will provide us the exposure we need to go international for greater inorganic growth. They would do the due diligence for us and help with the network and provide us a strong platform in Asia and beyond.

The bottom line however, is a commitment to the economic activity of the country. Though the networking opportunity comes by default, it is all about giving back and contributing. As for my role in playing ambassador, I am but the face of the Group, a catalyst, facilitating the whole process for the Group.

In the final analysis this is yet another exercise for Sanmar in the aspect of being a responsible corporate citizen to the business community and to the nation at large.

*N Kumar is the Honorary Business Representative of the International Enterprise Singapore (formerly Singapore Trade Development Board). A past-President of the CII, he continues to play an active role in its activities. He is an industry representative at the WTO and has made representations as a CII delegate. N Kumar is also the Honorary Consul General of Greece in Chennai.*

# Sri Sankara Vidyashramam Wins Awards Galore

**British Council International School award**

**Best Heritage Club award of INTACH**

**Bank of Baroda Rolling Trophy for the Interact Club**

**Rotary Club's Best Interact Club award**

As part of the International School award programme formulated by the British Council, Sri Sankara Vidyashramam Matriculation Higher Secondary School, Tiruvanmiyur, has successfully complied with and completed all the activities to win the award. The school will receive the award in October 2006, which will be valid for a period of three years.

In addition to this, **The Heritage Club, Parampara**, of the School, was adjudged the best among 500 Heritage Clubs established in schools across the country. The **'Best Heritage Club Award'** instituted by the Indian National Trust for Art and Cultural Heritage (INTACH) was started under The Heritage Education and Communication Service in the year 2003. Among the entries received by INTACH from various schools across the country, the Heritage Club at Sri Sankara Vidyashramam was adjudged the best.

The students of the Club vied with one another to spread to the people the benefits of rain water harvesting,

renovated the Marundeeswarar temple tank at Tiruvanmiyur and even celebrated traditional days like *Aadi Perukku* and *Ayyanar Thiruvizha* by lighting lamps at the temple tanks. They also spent 15 days at Dakshina Chitra, a heritage centre that reflects upon the cultural and architectural splendour of ancient south India. putting up exhibits on management of water resources and special folk performances. They visited Illalur and Echangadu villages on the outskirts of Chennai and stayed in the homes of students there and brought them over to Chennai to spend time here and experience the fast-paced city life. The students also took part in other events including tree planting and in mass chanting of prayers. "In the larger context, heritage education helps students develop a sense of responsibility and an understanding of problems around," said Kalpalatha Mohan, the Principal of the school. The school was the proud recipient of a cash award of Rs. 10,000 for the best Heritage Club in the country.

The **Interact Club** of the school has been awarded the **Bank of Baroda Rolling Trophy** by The Madras Voluntary Blood Bureau for the fourth consecutive year in appreciation of mobilising the maximum number of 347 donors in a school during a blood donation camp.

The school's **Interact Club** has also received the **'Best Interact Club Award'** for the academic year 2005-06 from among 24 schools that function under the Rotary Club of Madras District 3230.

*M Charru Gaayatri and Manasa Narasimhan, President and Secretary of Interact Club, receive the BOB rolling trophy from film actor Madhavan.*



# Awards for Sri Sankara Senior Secondary School

## British Council International School Award

Sri Sankara Senior Secondary School, Adyar, has successfully qualified for the **British Council International School Award** for 2005-06 working very hard over the last academic year to win the prestigious award. The letter informing the school of the award states that it is also a reflection of the commitment of

the school to integrate internationalism and citizenship in school education.

The British Council International School Award is an accreditation scheme for recognising international curriculum work in schools. The award consists of a certificate and the use of the award logo for a period of three years. The school will receive the award at a function to be held in Mumbai this October.

## KJIEE certificate for Sri Sankara Senior Secondary School

Sri Sankara Senior Secondary School enrolled itself in the **Kuruvila Jacob Initiative for promoting Excellence in school Education programme (KJIEE)** in August 2004. This gave the school an opportunity to interact with member schools of the city to share the best practices and to exchange views on various issues.

The core team for Total Quality Management from CII arranged several meetings to discuss the TQM techniques that could be effectively applied to the various processes in the school. The core team comprising the Principal, the Vice Principal and two other members of the faculty,

conducted workshops and ensured that there was participation from the entire staff of the school.

The programme, which began in August 2004, extended up to March 2006. In May 2006, a self-appraisal report was presented to the management in the presence of the member of the KJIEE team. The school received the Certificate of Participation from KJIEE in August this year.

*An interactive session at the TQM meeting held at Sri Sankara Senior Secondary School.*



*A section of the gathering at the TQM meeting.*

## Tie-up with Galápagos

*ProCitius Research of Sanmar Speciality Chemicals has signed a chemistry services contract with BioFocus DPI, the service division of Galápagos NV of Belgium.*



BioFocus DPI  
A Galápagos Company

“We are delighted to collaborate with BioFocus DPI. We believe that the target discovery and drug discovery services of BioFocus DPI would be well complemented by the chemistry research skills of ProCitius, enabling this partnership to deliver immense value to life sciences companies.”

**Murli Ramachandran,**

Managing Director, Sanmar Speciality Chemicals Ltd.

“These strategic outsourcing agreements with CiVentiChem and Sanmar complement our acquisition of DPI’s drug discovery operations. Our in-house therapeutic programs and the continuing growth of BioFocus DPI demand ever increasing chemistry resources, and this is a timely move to ensure sufficient, cost-effective capacity moving forward .”

**Onno van de Stolpe,**

CEO of Galápagos.

BioFocus DPI, the service division of Galápagos NV, a genomics-based drug discovery company, has signed chemistry collaborations with ProCitius, a division of Sanmar Speciality Chemicals Limited in Chennai and Indus BioSciences, a subsidiary of CiVentiChem LLC in Hyderabad, both providers of integrated chemistry services to life sciences companies. Both companies will carry out chemistry services for the Discovery Products division of BioFocus DPI, with an additional option to provide support for client projects conducted by the BioFocus DPI Medicinal Chemistry division.

India offers world-class chemistry capabilities with a very large resource pool of qualified chemists. Many pharmaceutical, agrochemical and biotechnology companies either have established their own facilities in India, or outsourced part of their chemistry to India-based contract research organizations. This outsourcing enables BioFocus DPI and its partners to benefit from the excellent cost-effective chemistry services available on the Indian sub-continent, while also enabling its clients to outsource work into Indus

BioSciences and Sanmar under the expert management of BioFocus DPI scientists.

ProCitius Research, the research arm of Sanmar Speciality Chemicals Ltd, offers world class services in contract research and custom synthesis. The division, equipped with state-of-the-art facilities has an impressive track record with major pharmaceutical and chemical manufacturers in Europe and the United States of America.

### About Galápagos

Galápagos is a publicly traded, genomics-based drug discovery company that has drug discovery programs based on proprietary, novel targets in bone and joint diseases - osteoarthritis, osteoporosis and rheumatoid arthritis. Galápagos offers a full suite of target-to-drug discovery products and services to pharmaceutical and biotech companies through its division BioFocus DPI, encompassing target discovery and drug discovery services through to delivery of pre-clinical candidates. In addition, BioFocus DPI provides adenoviral reagents for rapid identification and validation of novel drug targets and compound libraries for drug screening. Galápagos operates facilities in seven countries, with global headquarters in Mechelen, Belgium.

### About CiVentiChem

CiVentiChem is a rapidly growing CRO company offering medicinal chemistry and custom synthesis services in Research Triangle Park, North Carolina and through its subsidiary Indus BioSciences, located in Hyderabad, India.

## ProCitius Research Lab at TICEL Bio Park

ProCitius Research is all set to start-up activities at the TICEL Bio Park, Chennai, a unit of Tamil Nadu Industrial Development Corporation Limited (TIDCO), operational since November 2004. It is situated in Taramani, close to the IT corridor.

TICEL Bio Park has world class infrastructure for Biotech Research and Development, implemented in 5 acres of land at a capital outlay of Rs. 625 million (US\$ 12.5 million). It has now achieved 88% occupancy with national and international clients.

ProCitius Research has occupied the entire 5th floor at TICEL to meet its growth plans. The project has been planned in two phases. In the first phase, ProCitius has planned for laboratories

with 32 fume hoods and an exclusive wing earmarked for biology services. Commencement of operations is expected around January 2007.



### Dr Koteswar Rao's paper included in Top-50 Most Cited Articles

One of the papers presented by Dr Koteswar Rao, Chief Executive, ProCitius Research, Sanmar Speciality Chemicals, has recently been recognised in the "Top-50 most cited articles" as published in Bio-organic & Medicinal Chemistry Letters 2003-2006. This journal is rated one of the best international journals in medicinal chemistry.

An award ceremony was held at the ACS (American Chemical Society) National Meeting held in San Francisco on 10 September 2006.

Elsevier, the publishers, are responsible for the publication of organic and inorganic chemistry journals, including five Tetrahedron journals. These are amongst the most accessed journals enjoying the patronage of more than 4,500 institutes worldwide. It is a matter of pride and honour for Koteswar Rao and The Sanmar Group in particular that his paper has received this acclaim.



### World HR Congress honours Sarada Jagan

At the World HR Congress 2006, a book, India's Greatest HR Professionals, was released. The book, conceived and written by Dr R L Bhatia, CEO, Fun and Joy at Work, featured Sarada Jagan, Chief Executive - HR, as one of the top HR professionals. Sarada was also presented with a citation. *An earlier report in Matrix inadvertently omitted mentioning the release of the book at the World HR Congress.*

## Lending a Helping Hand Water Problem near Mettur



*P S Jayaraman, Managing Director of Chemplast handing over a cheque to K Ganesa Sankar, Assistant Engineer, Panchayat Union, Nangavalli (received on behalf of D Mutha Gounder, Commissioner, Panchayat Union, Nangavalli) towards the construction of three overhead tanks. Also seen are: M Murugan, Councillor (extreme left), K Thamaraiselvan, President, Gonoor Village Panchayat and K Parthasarathy, Assistant Vice President - Personnel, Chemplast Sanmar Limited (extreme right).*

P S Jayaraman, Managing Director, Chemplast Sanmar Limited, participated in the silver jubilee celebrations of the Vaidheeswara Vidya Mandir Matriculation School celebrations held at Mettur on 7 August 2006. In an effort to solve the scarcity of drinking water at the Gonoor Panchayat, close to Mettur, Chemplast Sanmar gave a cheque for Rs 6.5 lakh to construct three water tanks. P S Jayaraman handed over the cheque to K Ganesa Sankar, Assistant Engineer, Panchayat Union, Nangavalli. V Ranganathan, Chief Executive - Operations, Chemplast Sanmar, T AN Thenappan, Vice President - Operations, Chemplast Sanmar and K Parthasarathy, Assistant Vice President - Personnel, Chemplast Sanmar, were also present at the function.

### Chemplast team assists CMC

When a chlorine leak from the tonner was reported by Christian Medical College (CMC), Vellore, on 29 June 2006, the Chemplast team comprising R Chandrasekar, AGM - Safety & Environment, Plant III, Mettur, along with other operators rushed to help in response to a call from CMC. On locating the leak at the top valve of the tonner, it was brought to control by providing an adapter in co-ordination with M/s Chemfab team and the cylinder was safely despatched to Chemfab Alkalies, Pondicherry, who had supplied them to CMC in the year 2001.

The CMC management expressed their thanks to the Chemplast team for its timely response to arrest a critical leakage problem.



# BS&B Safety Systems (India) Limited Silver Jubilee Celebrations



A success story written over 25 years, a testimony to innovation, safety and excellence in service - that's BS&B Safety Systems (India) Limited.

The Silver Jubilee celebrations were held at Karapakkam on 5 July 2006. The overseas visitors from BS&B included, Timothy D Kenneally, Dr Joseph Izzo, Geoff Brazier and John Smallwood.



*R Venkataramani, Executive Director, Sanmar Engineering Corporation Limited, Timothy D Kenneally and Vijay Sankar, Deputy Chairman, The Sanmar Group.*

*John Smallwood, BS&B, Asia Pacific, N Sankar, K S Narayanan, Dr. Joseph Izzo, BS&B, Ireland, and Geoff Brazier, BS&B, USA, look on as Timothy D Kenneally, President BS&B Safety Systems LLC USA, lights the lamp.*

## Madhuram Narayanan Centre for Exceptional Children

### Disability Assessment Camp

The Freedom Trust (Foundation for the Rehabilitation, Empowerment and Education of the Disabled of Madras), associated with the Madhuram Narayanan Centre (MNC), assessed the disability of the special children of the centre in July 2006. Dr S Sunder, Managing Trustee of the Freedom Trust, a specialist in Physiatry, chose to apply it for treatment of special children using physical methods, avoiding drugs or surgery. He said, "we also study how

to prescribe a calliper or artificial limb to suit the needs of each child." At MNC, physiotherapy training is part of the curriculum. The Freedom Trust also works in the field of pain relief and provides orthopedic appliances after a two-stage process of assessment and prescription. The assessment camp enabled the children's parents to know the importance of Physiatry and also understand the need for physical activities.



*A child assessed by the Freedom Trust at the Disability Camp held at Madhuram Narayanan Centre.*

# Philip Kotler in Chennai

Sanmar hosts interaction with marketing guru



It was a meeting of minds when Philip Kotler, S C Johnson & Son Distinguished Professor of International Marketing and Bala V Balachandran, J L Kellogg Distinguished Professor of Accounting and Information Systems and Decision Sciences, both from Kellogg School of Management, Northwestern University, USA, met The Sanmar Group Chairman N Sankar on 16 July 2006 at Chennai. A distinguished gathering of business and other dignitaries attended and interacted with the Professors.

*Marketing guru Philip Kotler in conversation with N Sankar.*



*N Murali, Managing Director, The Hindu, N Sankar, Bala V Balachandran and C K Ranganathan, Managing Director, CavinKare, seen with Philip Kotler.*



## A Day at the Paris Office

*Francois Vuillemin, Sanmar Speciality Chemicals, Europe*

“Er... sorry, could you respell the name of your company for me please?”

Well, that's fame for you. Not that this famous question is entirely new to me, but when I started working in fine chemicals nearly 15 years ago (sigh...), it usually came in a different context. (You wouldn't imagine how many different spellings - the name “Hoechst” could have for a non-German speaker.)

But there you have it. As exciting as the perspective of starting a regional office from scratch might be, the amount of spadework needed to have this question simply disappear from phone conversations is not to be underestimated.

Then usually comes: “Oh, so you're an Indian company...” which can mean virtually anything from very encouraging to quite the opposite (of course, tone of voice usually gives it away). To explain why, you have to go a little way back in time.

It was in the mid -90s that Indian chemical companies started to have a serious impact on the European fine chemicals market. As I experienced at that time from the European side, this impact usually took the form of your business being suddenly stripped from you by an undisclosed competitor usually referred to as “India”. Most of the time, traders aiming at quick commissions had approached customers and under-quoting by 50% was not rare. You could sometimes capture your business back by working hard on your costs. Still, numbers of processes that had not been continuously optimised for lack of competitive pressure, simply moved, very quickly, to Indian suppliers, at that time.

Nowadays, most European companies have learned how to use the best of both worlds, and most major players have sourcing offices in India. In the newest segment of the industry (biotech and discovery companies, for example), establishing relationships with Indian material or service suppliers was the norm from the start. I always found the European chemical industry less insistent on buying from home than its American (not to mention Japanese) counterpart. On the other hand, for medium-sized players in the fine chemicals and pharmaceutical areas, there can still be a perception that an Indian supplier getting a bit too interested in one of your raw materials doesn't abide well.

This is exactly where a local office fits in, and where we are back to spelling names! If any, reluctance comes from this black-box-syndrome - not really knowing who's there, not being able to put a face to a business partner, or differentiate between companies' names, capabilities and business styles, not to mention cultural factors; none of which improves when dealing via a trader.

### **Hurling, cricket or rugby?**

Not that I would consider myself an expert in decoding Indian-European cultural aspects just yet... but the team did its best to make me feel part of it whenever I came over, so let's say at this stage I could probably understand business signals reasonably well. (I have good hope of picking more local social lore as time passes, although I'm afraid cricket will be a tough nut to crack... I might have a look, at some stage, but I'm still not done with hurling, the national sport of my wife's home country



(Ireland). Also, in 2007, no other sport than rugby will capture my attention, as the long anticipated World Cup beckons and hopefully France reaches the final in my home city of Paris).

Back to our business phone calls, a good hint that things are proceeding well is when you get to: “Ah, so you are actually with Sanmar, not a trading company...” the recognition there should be no smokescreen in communication. Optionally, you might reply with “You see, we’ll just do business together like we always did, only, the plant is just a bit further away...”

For, that’s the way it is...

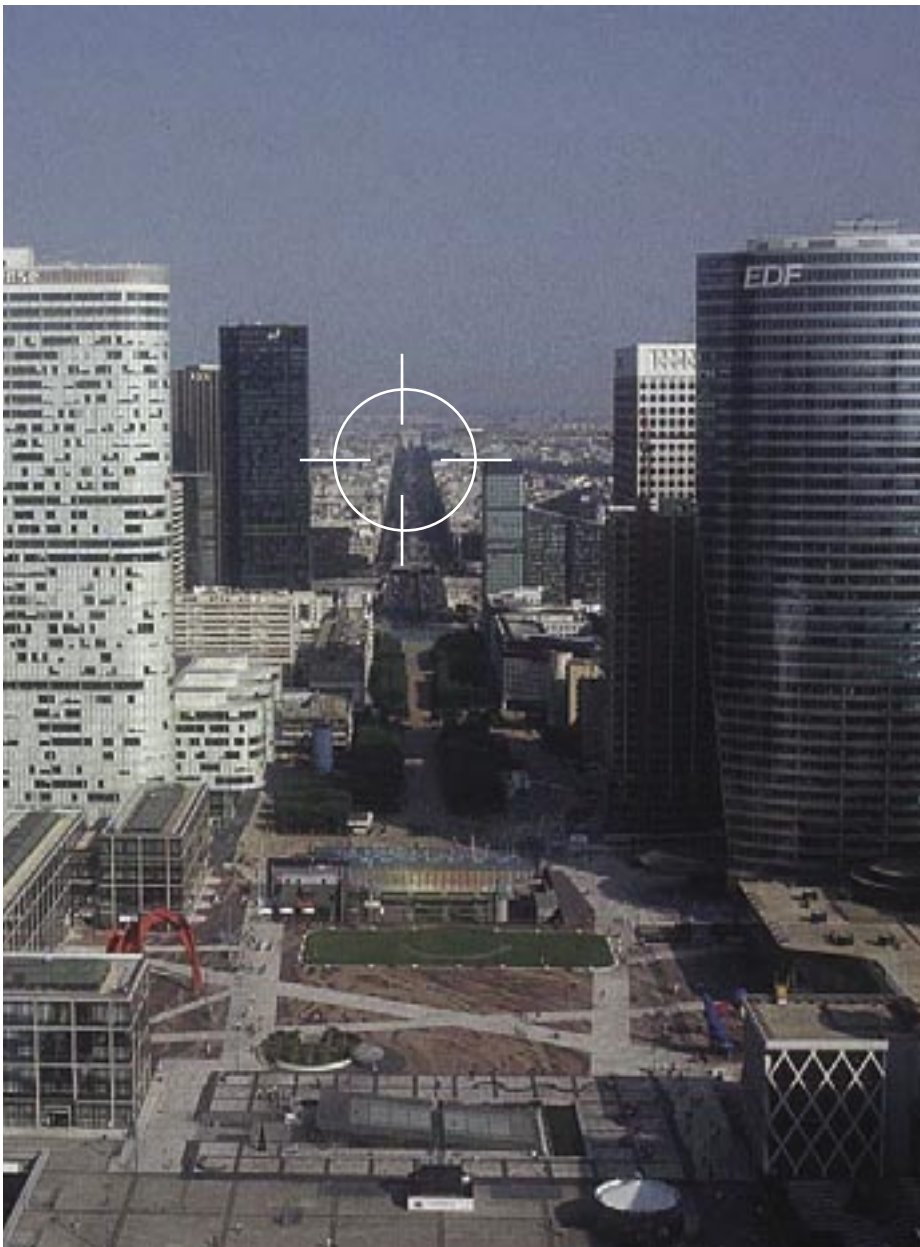
Making the Sanmar name better known on the European fine chemicals landscape isn’t everything though. There is also the small matter of generating business, and fast, to support SSCL’s energetic growth plans. In some areas of this industry, particularly pharma, being selected for an early project might usually mean you have a 30% chance to deliver large quantities 5 to 7 years later - something we don’t really have time for. So, efforts sort themselves quite naturally between pursuing short-term opportunities, earlier projects, and laying foundations for longer-term recognition. Soon enough, commercial support will add-up as well (actually we’re well underway with a couple of large scale businesses already).

Put everything together and you get a pretty busy diary. Then again, the beauty of it lies in its variety. Not many activities allow you to jump from research to sales to legal, HR and corporate communications (hmm... I’d have to include secretarial...) within a single working day. I have managed large teams in the past, and although the HR part of it is a reward itself, you invariably end up delegating the exciting part of the work (in my function: striking commercial deals) to develop and maintain your team’s motivation, so it feels nice to get the fun part once more.

Working on your own isn’t for everyone though. Fortunately, business development means a lot of your office time is spent either doing market or chemical research, (something that you definitely need concentration for), or on the phone to people (spelling the name of your company...). So at this early development phase, working solo suits fine. Of course, one occasionally misses the all - office buzz.

But hey... if everything works out, there might well be more of us soon...

Cheers from the Paris office!



# Legends from the South

## Tiruvalluvar

Tiruvalluvar was one of the greatest Tamil poets, famous for the Tirukural, his comprehensive ethical manual in the form of 1,330 couplets, offering sagely but pragmatic advice on every conceivable aspect of human life.

Very little is known conclusively about the life of Tiruvalluvar. In Tamil tradition, he is believed to have lived some time during the 1st millennium AD. While most scholars place him between 100 and 300 AD, a few believe he lived around 600 A.D. He is said to have been a textile weaver, born to Adi and Bhagavan, who led an austere life. He was a poet, thinker, philosopher, saint and teacher. Vasuki was the name of his devoted wife.

The term Tiru is the Tamil term of respect, equivalent to the Sanskrit Sri. This prefix of respect coupled with his supposed name Valluvan (the variation Valluvar is a mark of respect, part of the Tamil honorific system reserved for elders and the great), led to the name by which he is referred to today.



The name Valluvan could have referred to his caste or occupation and was in all probability not his given name.

Legends abound about the birthplace of Tiruvalluvar. According to one he is said to have been born and lived in Mylapore, an ancient part of present day Chennai city, where the Kapaleswarar temple is located. Another legend associates him with Madurai, the ancient capital of the Pandya rulers. According to folklore, Valluvar introduced the Kural to the world in Madurai's Tamil Sangam, at a conference of eminent scholars and researchers regularly conducted by the Pandyas for long years.

Though Tiruvalluvar is revered as a Hindu saint, there are also accounts of his having been a Jain. Tiruvalluvar was himself perhaps unconcerned about whether he was a follower of the Vedas or of Mahavira, and like his book, ignored the artificial boundaries between religions.

The Tirukural is often described as an "Eternal Truth". It is one of the oldest and most revered works in the Tamil language. It consists of 133 adhikarams or chapters. Each adhikaram consists of 10 kural. Each kural is a couplet.

The short pithy couplets are primarily in the form of maxims. These are divided into three main sections. Virtue

“அகர முதல எழுத்தெல்லாம் ஆதி பகவன் முதற்றே உலகு”

*Meaning:*

Just as the letter 'A' is the beginning of the alphabet, God is the beginning of this universe.

“மழித்தலும் நீட்டலும் வேண்டா உலகம் பழித்த(து) ஒழித்து விடின்”

*Meaning:*

There is no need to shave your head or grow a beard if you abstain from doing what the wise have condemned.

“பழிமலைந்(து) எய்திய ஆக்கத்தின் சான்றோர் கழிநல் குரவே தலை”

*Meaning:*

Better the poverty of the wise than wealth acquired with infamy.

“எச்சம் என்(று) என்னென்னும் கொல்லோ ஒருவரால் நச்சப் படாஅ தவன்”

*Meaning:*

Unloved by even a single soul, what could such a man imagine he might leave behind?

(Arathuppal), wealth (Porutpal) and love (Kamathuppal). But the subject matter ranges far wider than these titles suggest. It covers for example, such things as gambling, espionage, medicine, folly and military forts. There is very little abstract philosophizing or reference to the transcendental.

