

**Speech by Mr Tarun Das at  
Sanmar Group Annual Day on 27th November 2013 in Chennai**

Happy LAST EVENING. MRS Sharda Jagan. ABR/PP-CII-FLY BUS.

Truly an Honour to have this conversation with you, the Senior Management Team of the Sanmar Group.

Very rarely does a corporate group ask me to speak to its senior Executives – Thank you, Vijay. Special respect for Sanmar. Low key. Focused on work. Long term JVs = PPP.

2 short anecdotes about my long association with Sanmar Group.

1991/92. Venezuela. 3 Presidents. Rahul Bajaj. Delegation. PVNR. N Sankar +. Day long trip by small plane.

The 3 Presidents were friends and the 3 Institutions came close.

MoU. 2 signed. 1 did not!

History would have been different.

1997/1999 N Kumar, Vice President, CII. A very special and fine person. Low key. Liked respected.

Mr Nice guy. An Institution Man. Very tough years in India when he was President of CII. A special relationship.

Its truly great to be here with all of you.

PAST/PRESENT/FUTURE

CONTEXT

Past/HISTORY (7 Image)

1	2	3	4	5	6	7
1947-90 (1985) Control	1991-96  7%	1997-2003 Restructure PAIN	2004-2009 8-9% Global	2010-2013 Social Development GDP Down Inflation	SCAMS INDECISION FISC/CAD TAX ISSUES Governance	INDIA>EU V. Complex Management Challenge Huge

2013

The worst of times = 1974. Crisis of governance. We came out of it. Can we come out now?

Lets look at politics 1<sup>st</sup>

A. UPA – Transition – Talent

Youth/Building New Team.

- B. NDA – PM- Designate – Wave? Modi changed BJP.
- C. Regional Parties – Local Strength.

UPA = Rural

NDA = Urban

Regional = Both < TMC, BJD, JDU, AIADMK, SAD >

But Rural essential

600 million Population and they vote.

Minority factor – women factor – youth factor – development factor – cast factor- Incumbency factor

3 Alternates:

1. NDA or NDA – led coalition (MODI/ADVANI)
2. UPA or UPA led coalition (PM???)
3. Regional Parties led and outside support. NDA or UPA.
4. S Pawar
5. N Patnaik
6. N Kumar
7. Dr Jayalalitha

Politics. Business Generation want Modi/Decisive Pro-Business.

Is changing – will change more- No choice – To Rule – To Match Aspirations – To Keep up – Change Inevitable.

LETS LOOK AT THE NATION BEYOND POLITICS

Bureaucracy – Iron Frame-Melted-Supreme Court. → Change -→ Spine.

Judiciary – Driving Change – Filling a Vacuum.

Parliament/Assembly (Legislative) – Supreme Court. Again driving change. Convicted MPs Disqualified/in Jail.

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What are other

Other (BIG) Change Agents Beyond Politics and Government.

Bullet Points:

1. Innovation
2. Technology/IT
3. Entrepreneurship

4. Youth
  5. Women
  6. Skills
  7. Clean/Decentral Energy
  8. Military/Defence capability – Sanmar Engineering capabilities.
  9. Internal Security/External Security (USA/Japan/Asean) National Security.
  10. Education
  11. H'care
  12. Manufacturing (Niche success)
  13. Industry
  14. Infra (Selective success – Highways – Airports).
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So, many pluses.

And, many challenges – ongoing/changing.

Its like competitiveness - No end ever.

But new awakening – New Forces – invisible.

Econ → 5% → 6% → 7%.

Reforms? Space for Business <Will equal, surpass China>

New Model of Development: new Experiment.

Social Inclusion and Economic Growth with National Security.

Pendulum Swungs 90s – Growth

Then last few years – Social Development.

Now – Both and National Security.

3 Pillars – 3 Legs – we are getting there.

We will come out of crisis of 2013.

Thank you.

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Indian – Can lead ( But is not)

India = Organised Force and Intelligent.

India = Mistrusted: "Profit" Ltd.

India = Part of Scams.

India ≠ Stakeholders. Shareholder worker society – Corporate Governance.

India = Politicians.

Individuals Can change industry/Cos.

A Co. can choose to be different – very tough.

At the end of the day/life only 3 things matter:

1. Credibility
2. Trust
3. Respect

Which side of Industry

Do you want to be on?

Industry < Civil Society > Govts.

Higher Aspiration of Industry?

Go beyond the corporations?