Balance Sheet of Life

- Our Birth is our Opening Balance.
- Our Death is our Closing Balance.
- Our Prejudiced Views are our Liabilities.
- Our Creative Ideas are our Assets.
- Heart is our Current Asset.
- Soul is our Fixed Asset.
- Brain is our Fixed Deposit.
- Thinking is our Current Account.
- Achievements are our Capital.
- Character & Morals, our Stock-in-Trade.
- Friends are our General Reserves.

- Values & Behaviour are our Goodwill.
- Patience is our Interest Earned.
- Love is our Dividend.
- Children are our Bonus Issues.
- Education is Brands/Patents.
- Knowledge is our Investment.
- Experience is our Premium Account.
- The Aim is to Tally the Balance Sheet Accurately.
- The Goal is to get the Best Presented Accounts.
Chairman & Managing Director’s MESSAGE

Dear TARILIANS,

This year, as it were has opened on a very promising note. Firstly it gives me great pride to inform all of you of the signing of an MOU with a leading global manufacturer of 765kV transformers for the purpose of manufacturing and supplying transformers to Power Grid Corporation of India Limited. This collaboration will itself catapult us into the big league of Transformer manufacturers and also set the tone for our international marketing objectives. It will also endorse our enhanced capacity and open up new challenges as we venture ahead in our quest for excellence and global recognition. Kudos and best wishes to the team as we reach for new milestones.

The previous year ended on a healthy note as we crossed ₹5.2Bn. We have a healthy order position which stands at over ₹400 crore. We are now intent on ramping up technologies and skill profiles as I think that the time is ripe for positioning ourselves as a serious global player. Given your support and sense of ownership with which you have always backed me up, I firmly think it is a realizable goal.

Once again, I wish you all the best and hope you enjoy yourselves heartily in the festive months ahead.

Jitendra Mamtora
Chairman & Managing Director
CORPORATE NEWS

GETCO Award 09-10

T & R clinched “Best Equipment Supplier” Award from GETCO for the year 09-10 based on their internal vendor assessment criteria on 19th April 2010. This has been the second award in a row in two consecutive years. It is an indicator of the trust being reposed on T & R by our most valued customers. It indicates that we are on track with respect to our endeavour to satisfy our customers by providing timely deliveries & prompt after sales service. The parameters for evaluation & corresponding weightages were as below:

- Pricing - 15%
- Quality Systems - 15%
- Delivery - 40%
- After Sales Service - 15%
- Engineering - 15%

Let’s keep the ball rolling...
-By Darshan Shah (Marketing Dept.)

Congratulations!

It is a matter of great pride that T & R has been awarded “STAR EXPORT HOUSE” Certificate from the Ministry of Commerce, Government of India as a part of the reward for our outstanding performance in the export proceeds which makes the company as a “GOVERNMENT OF INDIA RECOGNIZED STAR EXPORT HOUSE” and eligible for many privileges.

This has also empowered us for other privileges as per the Foreign Trade Policy.

Elecrorama 2010

Transformers and Rectifiers (India) Ltd. participated in Elecrorama 2010 - The world’s largest electrical and industrial electronics exhibition which concluded on 24th of January 2010. Even as the global outlook limps back to normalcy, the festive atmosphere at ELECRAMA-2010 vaporized all pessimistic sentiments, aptly captured by the bold and emphatic theme; ‘POWER IS HERE, FUTURE IS NOW’ with a similar theme of T & R - “POWER TO EMPOWER”

The event played host to about 1,00,000 visitors from India and around the world who had congregated to experience and preview power transmission and distribution products from 220V to 1200kV, participate in seminars, conferences and display of future technologies.

Delegates representing various states, senior utility executives and businessmen from various nations came together to explore opportunities on many fronts.

This time, T & R booked a stall of 195 sq mtrs. which was built with a mezzanine and effective area of about 250 sq mtrs. in a span of 5 days, with average footfall of about 200 people per day. We had total visitors of over 1000. We were able to mark this outstanding success with the huge participation of our loyal & satisfied customers and our business partners who supported us in our lean time and helped us to grow into a huge and recognized firm.

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To improve the productivity of Core Coil Assembly department, we have started implementation of Separate Phase Assembly.

Separate Phase Assembly means winding of a particular phase is assembled along with top & bottom insulation on a fixture which is not having a core.

It has the following advantages:

1. Core Assembly can be delayed by 2-3 days as it is not required till separate phase assembly is ready. This will decrease inventory of core lamination.

2. Cycle time of core coil assembly can be reduced as time of lowering separate winding will be eliminated for a particular phase.

3. Proper utilization of manpower is possible in case when there is no work/less work in core coil assembly department.

Mr. Rakesh Patel & all other supervisors of CCA Dept. & Distribution Dept. have contributed a lot for implementation of separate phase assembly.

- Sunil Gurubaxani

As a part of development and continuous enhancement of productivity, we have made one H.V. Connection Fixture in-house in Core Coil Assembly Dept. By use of this fixture, we have acquired the following advantages.

1. H.V. connections can be made in advance in case where windings are not ready on time. This will save at least one shift time.

2. Utilization of workers is possible in case there is not sufficient work load in core coil assembly dept.

3. Any mistake in supporting fixture of H.V. leads can be found in advantage by use of this fixture.

Mr. Chirag Shah (Maint. Dept.), Mr. Rakesh Patel (CCA) and Mr. Naravatsinh Chauhan (CCA) are the key contributors in developing this fixture in-house & its extensive use particularly for 15 MVA transformer of GETCO.

- Sunil Gurubaxani
Foil Winding

We have started manufacturing foil wound coils for the first time in the history of TARIL. These coils are used for 7.5 MVA transformers. The windings are made from the copper foil of 1.2 mm & 0.7 mm thickness. We made the winding by making combination of foil winding machine & conventional winding machine. We faced so many problems during winding but by applying many ideas we finally succeeded in our aim of Foil winding.

Mr. Chirag Shah (Maint.), Mr. Bhavnik Bhojak (Maint.), Mr. Dalpat Rathod (Winding), & Mr. Kamaljeet Chauhan (Winding). Mr. Rakesh Patel (CCA) & Mr. Virendrasinh Jadeja (Maint.) are the key contributors for foil winding.

Miss Kirti Khorgade & Mr. Kanti Parmar from Design Dept. had contributed in design aspect of foil winding.

- Sunil Gurubaxani

TARIL Techno Group Activities

“Taril Techno Group (TTG)” was started under guidance of Shri T. Vijayan with an aim to improve technical knowledge, leadership, stage presence & communication skills among the TARIL engineers, which has got tremendous response from our colleagues. In this group each member is supposed to study about a pre-selected subject and give a lecture to others.

Following lectures were conducted by group members in the period of Feb’2010 June’2010:

<table>
<thead>
<tr>
<th>Name of Topic</th>
<th>Conducted by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crimping Technology</td>
<td>Mrugesh Jagad</td>
</tr>
<tr>
<td>Various Diagnostic Technique used for assessing Belami Insulation Behaviours of Power Transformer</td>
<td>Naresh Belani</td>
</tr>
<tr>
<td>Function of OLTC</td>
<td>Chintan Jani</td>
</tr>
<tr>
<td>Transformer Protection</td>
<td>Zakir Shaikh</td>
</tr>
<tr>
<td>Troubleshooting of X’mer</td>
<td>Satyam Thakor</td>
</tr>
<tr>
<td>Troubleshooting of X’mer(Mfg.End)</td>
<td>Shilesh Devada</td>
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<table>
<thead>
<tr>
<th>Name of Topic</th>
<th>Conducted by</th>
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<tbody>
<tr>
<td>Furnace</td>
<td>Kirti Khorgade</td>
</tr>
<tr>
<td>Wind Mill</td>
<td>Yogesh Patel</td>
</tr>
<tr>
<td>Torch Brazing Techniques</td>
<td>Ritesh Rupat</td>
</tr>
<tr>
<td>Transformer for Wind Turbine Generator</td>
<td>Jigar Patel</td>
</tr>
<tr>
<td>Aspects of Partial Discharge Free Transformer</td>
<td>Rakesh Patel</td>
</tr>
<tr>
<td>Internal Connection Reliability</td>
<td>Amit Barve</td>
</tr>
</tbody>
</table>

Interested colleagues are invited to join ‘TTG’
- On Behalf of TTG: Naresh Belani
Skill Based Development Programme on Transformers for Power Sector Executives of Afghanistan

Training on Skill Based Development Programme on Transformers to Power Sector Executives of Afghanistan was conducted by T&R from 07/06/2010 to 18/06/2010. The programme was funded by USAID (United States Agency for International Development). M/s SARI/Energy (South Asia Regional Initiative for Energy) - PA Consulting Group, New Delhi had awarded this contract to REC - Rural Electrification Corporation Ltd (A Govt. of India Enterprise) with IEEMA as a knowledge partner.

IEEMA had requested T & R to execute this Skill Based Development Programme on Transformers for Power Sector Executives of Afghanistan. T & R had framed the entire syllabus and successfully executed the programme with all technical topics relevant for the batch. More weightage was given to Hands-on training, practical exposure being given by Shop-floors Engineers.

T & R had arranged two half days visits also for the participants: one at Odhav works - Distribution Transformer manufacturing and Allied - Distribution Transformer repairs and another at Moraiya works - 765 KV State of the Art Transformer manufacturing plant.

All the participants were very much pleased by training format of T & R (Classroom session as well as Hands-on training). Their fundamental concepts got cleared for Designing, handling, maintenance and operation of Transformers. The difficulty of the language was also solved very easily because of the Lady interpreter was engaged to translate English - Darri – English. Her translation was quick and to the point. Due to this, very less time was wasted and the course could be completed in time. The feedback from the participants also mentioned that the training was very much interesting and informative.

The inaugural and valedictory functions were held where officials from SARI/Energy, REC, CIRE, IEEMA and T & R HODs were present.

Dignitaries at Inaugural function:
- Welcome Address
  Mr. Ramesh Kode
  Head of Institute, (CIRE), Hyderabad
- Opening Remarks & Inaugural Address
  Mr. Sudhir Vadehra
  Senior Consultant, SARI/Energy, New Delhi
- Course Introduction & Overview
  Prof. V G Patel, T & R and
  Mr. J Pande, Assistant Director
  IEEMA, New Delhi.
- Vote of Thanks
  Ms. Vinita Kathuria, Manager,
  Outreach & Events - PA Consulting Group, New Delhi

Dignitaries at concluding Session:
- Valedictory & Closing Remarks
  Mr. Sabyasachi Pattnaik, Sr. Technical Advisor
  SARI/Energy, PA Consulting Group, New Delhi.
- Certificate Distribution
  Prof. V G Patel, T & R, J. Daliksha Murthy,
  Faculty/Training Coordinator (CIRE)
  Mr. Sabyasachi Pattnaik, Sr. Technical Advisor, SARI/Energy, PA Consulting Group, New Delhi.
- Vote of Thanks
  Mr. G. Shanker, Chief Manager (Finance), CIRE, Hyderabad

CARE assigns AA- ratings to T&R India Ltd.
Care Rating Agency has recently assigned PR1+ rating for short term and AA- rating for long term. Long term rating is improved by 1 notch. This means our company is rated best for lending by the banks and financial institutes.
CSR ACTIVITIES

T & R distributed toys to school children of a nearby village. The children were very delighted on receiving these toys and were very excited playing with them. T & R also helped the school by renovating some part of the school.

Donation to School children

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SPONSORSHIP

Vidyut Adbhutam 2010

T & R Sponsored the Mega Event of Nirma University called “Vidyut Adbhutam”. Vidyut Adbhutam ‘2010 is one such event that promises to provide a platform for the talents to meet, compete and eventually excel in all endeavours.

Blood Donation Camp

We all are aware about “BLOOD”, its utility for the human survival and as a part of our social responsibility, we have continued our efforts by organizing Blood donation Camps at our factory premises. Like previous years, this year also we got tremendous response from our employees and more than 55 donors had donated blood and became part of effort to eliminate blood shortage.
Training at a glance

- **Training on Brazing Guidelines**

“A training program on ‘Brazing Guidelines’ was held in the month of April-May 2010 at Changodar, Moraiya & Odhav units. In total, 240 workers were benefited vide 10 sessions by this training program. The key objective of this program was to make the participants aware about the ‘Best Brazing Practices’ to sustain this rapid growth. We need to maintain and improve on the quality of our products. This training program is intended to help our technicians in improving their workmanship.

The topics covered in this training program were:

1. General layout of brazing process
2. Principal & definition of brazing
3. Basic steps of brazing process
4. Different joints of application
5. Defects of brazing
6. Brazing scrap
7. Safety precaution during brazing

This has brought increased awareness regarding brazing practices among the workers, thereby improving the quality of brazed joints.”

- By Ritesh Rajput

**Team Building Games**

To foster team spirit among employees, “A Theme Based Group Drawing Competition” was organized for employees of Production, Project & Fabrication Dept. of our Moraiya Unit and Q.A. Dept. of Changodar Unit. The groups have presented a unique theme ranging from corruption, terrorism, go green to global warming. Feedback was very positive from employees for this method of training with lots of fun and tremendous learning.
ITI Sanand

Upgradation of Sanand ITI under Public Private Partnership Mode
- By Prof. V. G. Patel

As per Memorandum of Understanding between the President of India and Transformers & Rectifiers (India) Ltd., T & R has adopted ITI Sanand from August 2008 (term starting) for upgradation under Public Private Partnership Mode. Out of 1896 Government ITIs in the country, 1396 Government ITIs are being upgraded under the scheme – ITI Sanand is one of them.

At present Sanand ITI is functioning in rental building since its inception (1993). New building is under construction at Vasna (Iyava), about six km away from Sanand on Viramgam Highway before TATA Motors’ Nano Plant. The construction work of new building is on completion phase and ITI - Sanand will be shifted to new building tentatively by December 2010, for academic purpose.

Following courses are conducted at ITI Sanand at this point of time.

<table>
<thead>
<tr>
<th>Trade</th>
<th>Duration</th>
<th>Intake</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitter</td>
<td>2 years</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Wireman</td>
<td>2 years</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Mechanic Motor Vehicle</td>
<td>2 years</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Mechanic Diesel</td>
<td>1 year</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>COPA</td>
<td>1 year</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Cutting and Sewing</td>
<td>1 year</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Transformer Winder</td>
<td>1 year</td>
<td>21</td>
<td></td>
</tr>
</tbody>
</table>

ITI Sanand has conducted following short term training courses especially for TATA Motors (Nano Project) to create job opportunities for nearby villagers in TATA Motors,

1. Motor Driving
2. Institutional House Keeping
3. Security Guard
4. Gardening

It is because of the initiative and hard work from IMC Committee and specially by Mr. V.G. Patel, a new course has been included of “Transformer Winding” in ITI from August 2010 (new term).

The duration of the course will be one year. Mr. V.G. Patel has also worked as a key player for compiling course content for this new track. The process for approval for introducing another trade of “Auto-Cad” has also started. It is expected to start from next term.

I have joined Transformers & Rectifiers (India) Ltd. from 6th December, 1992 as an Accountant. Initially, I have assisted in Accounts, Banks and HR related assignments. At that time I and Mr. Navinbhai Soneji were handling most of the account related activities and after he passed away, I was responsible for all his activities also. In 1995 I was promoted as Chief Accountant. I worked as a key player under the guidance of Mr. Sanjay Choksi, Mr. Mahendra Vyas and Mr. Hitendra Doshi, for getting registration with EEPC, SIA and Government Corporations to recognize Transformers & Rectifiers (India) Ltd. as a leading Manufacturer of Power, Distribution and Furnace Transformers. It was tremendous working under their guidance and I learnt a lot from them.

The most memorable moment for me was getting an award of Rs. 1500 in the year 1999 from CMD for getting subsidy in Pipeline for Changodar Unit and installation of Wind Turbine Generator at Dhank for Rs. 3.18 Crores with the help of four assistants.

Then after I had worked around five years under the direction of Mr. Bharat Chavda and two years under the direction of Mr. Pinakin Pujara and in this phase I was responsible for most of the Accounts, Financial statements submission with Banks, filling of Sales Tax and Income tax related assignments. During this time I was promoted as Assistant Manager. I have been promoted to Deputy Manager since 2005-06.

I have seen the fast growing and constant progress of TARIL from 12 Crores in beginning to more than 500 Crores turnover, having three plants for manufacturing of higher rating transformers, Two units of Manufacturing of Transformers Tanks and one unit for Radiator manufacturing. CMD Shri Jitubhai, JMD Shri Hitubenbhai and Director Smt. Karunaben have always been polite and helpful to all employees and treat us like family members. We here in T & R are celebrating all festivals with great enthusiasm in our factory premises. I am very blissful that I have got very co-operative & friendly peers and subordinates here in T & R. I am really thankful of them all.

I have completed 17 years in T & R and this journey was very challenging yet satisfying. I am fully satisfied with the work and the contribution I have given. I hope TARIL will be the number one unit of India in Manufacturing of quality Transformers and one of the leading companies in the world of Transformer Manufacturing.

Favourite Book: Malela Jeev, By Pannalal Patel(Gujarati)
Favourite Place: Rushikesh
Favourite Food: Handvo
Favourite Movie: Aarzoo

- Mr. Rasiklal Suthar
We have needed to originate the Slow Food Movement to counter the life attitude connected with fast food culture, only then do we feel we but lost! What we had lost is attention that goes into creating and savouring a nourishing meal.

While previous years were all about multitasking, we now hear and read people asking us to please 'uni-task'; coming an odd-sounding term to remind us to pay attention, even enjoy, each thing we do. It would be funny if it weren’t so sad.

Thich Nhat Hanh in The Miracle of Mindfulness, writes about how he and a friend once sat under a tree sharing a tangerine. The friend began to talk about plans for the future, becoming so immersed in it that he literally forgot about what he was doing in the present. Popping a section of tangerine in his mouth, before he had begun chewing, he lifted another slice to his mouth again. The teacher gently suggested, “You ought to eat the tangerine section you’ve already taken,” startling him into realizing what he was doing. "If he had been eating anything, he was ‘eating’ his future plans.” …as if he hadn’t been eating the tangerine at all… If he had been eating anything, he was ‘eating’ his future plans. Popping a section of the tangerine. The friend began to talk about plans for the future, becoming so immersed in it that he literally forgot about what he was doing in the present. Popping a section of tangerine in his mouth, before he had begun chewing, he lifted another slice to his mouth again. The teacher gently suggested, “You ought to eat the tangerine section you’ve already taken,” startling him into realizing what he was doing. "If he had been eating anything, he was ‘eating’ his future plans.” …as if he hadn’t been eating the tangerine at all… If he had been eating anything, he was ‘eating’ his future plans.

Educators speak of the shrinking attention span of young people today, but few schools teach children the gift of attention that goes into creating and savouring a nourishing meal.

Attention gives energy, while lack of attention robs us of it. Focusing only on problems is draining, exhausting. Knowing there is already some good shifts us from yet another angle, we learn that what we give attention to grows. Even when it does not actually grow, it certainly seems to, because we tend to see little else.

We need to learn to pay attention to our entire life, not just parts of it. Focusing only on problems is draining, exhausting. Knowing there is already some good shifts us out of poor me! place and pumps us with energy to work on what we need to work on.

- By Kirti Khorgade, Design Dept.
EMPLOYEE CREATIVE CORNER

It was probably the April of 1974. Bangalore was getting warm and ghats were abloom at the TBCC campus.

I was the only girl in my postgraduate department and was staying at the hostel. Other girls were put up elsewhere in different departments of science.

I was looking forward to going abroad to complete a doctorate in computer science. I had been offered scholarships from Universities in the US. I had not thought of taking up a job in India.

One day, while on the way to my hostel from our lecture hall complex, I saw an advertisement on the notice board. It was a standard job requirement notice from the famous automobile company ‘Teka (now Tata Motors).’ It stated that the company required young bright engineers, working hard and with an excellent academic background, etc. At the bottom was a small line: ‘Ladies candidates need not apply.’

I read it and I was very upset. For the first time in my life I was up against gender discrimination. Though I was keen on taking up the job, I saw it as a challenge. I had done extremely well in academics, better than most of my male peers. Little did I know then that in real life academic excellence is not enough to be successful.

After reading the notice I went running to my room. I decided inform the top most person in Teko’s management about the injustice the company was perpetrating. I got a postcard and started to write, but there was a problem: I did not know who he was.

I thought it must be one of the Tata’s. I knew JRD Tata was the head of the Tata Group. I had seen his pictures in newspapers (actually, Sumant Mody was the director of the Gita Press, who I was addressing it to). I started writing. I did not remember what I wrote.

The great Tatas have always been pioneers. They are the people who started the basic infrastructure industries in India, such as iron and steel, chemicals, textiles and locomotives. They have cared for higher education in India since 1900 and they were responsible for the establishment of the Indian Institute of Science. Fortunately, I study there.

But I was surprised how a company such as ‘Teka’ is discriminating on the basis of gender. I passed the letter and forgot about it. Less than 10 days later, I received a telegram stating that I had to appear for an interview at Teka’s Pune facility at the company’s expense. I was taken aback by the telegram. My host-mate told me I should take the opportunity to go to Pune free of cost and say them a famous Pune saris for cheap. I decided to pick each from everyone who wanted a sari. When I went back, I feel like laughing at the reasons for my going, but back then they seemed good enough to make the trip. It was my first visit to Pune and I immediately flew in one week after my interview.

To this day it remains dear to me. I feel as much at home in Pune as I do in Hubli; my hometown. The place changed my life in so many ways. As directed, I went to Teka’s Pimpri office for the interview. There were six people on the panel and I realized then that this was serious business.

‘This is the girl who wrote to JRD,’ I heard somebody whisper as soon as I entered the room. And then I knew for sure that I would not get the job. The realization alarmed me from my mind, so I was rather cool while the interview was being conducted.

Even before the interview started, I was nervous, too, I could not believe it. ‘I hope this is only a technical interview.’ They were asked about my rudeness, and even today I am ashamed about my attitude. The panel asked me technical questions and I answered all of them. Then an elderly gentleman with an ascetic voice told me, ‘Do you know why we said lady candidates need not apply?’

The reason is that we have never employed any ladies on the shop floor. This is not a closed college: this is a factory. When it comes to academics, you are a first-ranker throughout. We appreciate that, but people like you should work in research laboratories.’

I was a young girl from small-town Hubli. My world had been a limited place. I did not know the ways of large corporate houses and their difficulties, so I answered, ‘But you must start somewhere, otherwise no woman will ever be able to work in your factories.’

Finally, after a long interview, I was told I had been successful. So this was what the future held in store for me. Never had I thought I would take up a job in Pune. I met a shy young man from Karnataka there, we became good friends and we got married. It was only after joining Teka that I realized why JRD was the unsung hero of Indian industry. Now I was scared, but I did not get to meet him till I was transferred to Bombay. One day I had to show some reports to Mr Madhavkar, our chairman, who we all knew as SM. I was in his office on the first floor of Bombay House (the Tata headquarters) when, suddenly, JRD walked in. That was the first time I saw ‘appro JRD.’ Approach means ‘cautious’ in Gujarati.

‘This was the affectionate term by which people at Bombay House called him. I was feeling very nervous, remembering my postcard episode. SM introduced me nicely, telling them what his close associates called him: this young woman is an engineer and that (as a postgraduate). She is the first woman to work on the Teka shop floor. JRD looked at me. I was praying he would not ask me any questions about my interview (or the postcard that preceded it). Thankfully, he didn’t. Instead, he replied, ‘It is nice that the girls are getting into engineering in our country. By the way, what is your name?’ ‘When I joined Teka I was Sudha Kulkarni,’ I told him, ‘and now I am Sudha Murthy.’ He smiled and started a conversation with SM. As far as I know, I almost ran out of the room.

After that I used to see JRD on and off. He was the Tata Group chairman and I was merely an engineer. There was nothing that we had in common. I was awe of him. One day I was waiting for Murthy, my husband, to pick me up after office hours. To my surprise JRD standing next to me. I did not know how to react. Yet again I started worrying about that postcard, looking back, I realize JRD had forgotten about it: it must have been a small incident for him, but not so for me.

‘Young lady, why are you here?’ he asked. ‘Office time is over I said, but I’m waiting for my husband, to come pick me up.’

JRD said, ‘I bet getting there’s not one in the calendar.’ ‘I’ll wait with you till your husband comes.’

I was quite used to waiting for Murthy, but having JRD waiting alongside made me extremely uncomfortable. I was nervous. Out of the corner of my eye I looked at him. He wore a simple white pant and shirt. He was old, yet his face was glowing. There wasn’t any air of superiority about him. I was thinking, ‘Look at this person. He is a chairman, a well-respected man, and he is waiting for the sake of an ordinary employee.’ Then I saw Murthy and I ran out. JRD called and said, ‘Young lady, tell your husband never to make your wife wait again.

In 1982 I had to resign from my job at Teka. I was reluctant to go. JRD did not have a choice. It was coming down the steps of Bombay House after wrapping up my final settlement when I saw JRD coming up.

He was absorbed in thought. I wanted to say goodbye to him, so I stopped. He saw me and paused. Gently, he said, ‘So what are you doing, Mrs Kulkarni?’ That was the only time I was addressed as mister. ‘Sir, I am leaving India.’ ‘Where are you going?’ he asked. ‘Pune. Sir. My husband is starting a company called Infosys and I’m shifting to Pune.’ ‘Oh! And what will you do when you are successful?’ ‘Sir, I don’t know whether we will be successful. ‘Never start with differences,’ he advised me. ‘Always start with confidence. When you are successful you must give back to society. Society gives us so much, we must reciprocate. Wish you all the best.’

Then JRD continued walking up the stairs. I stood there for what seemed like a millennium. That was the last time I saw him alive. Many years later I met Ratan Tata in the same Bombay House, occupying the chair JRD once did. I told him of my many sweet memories of working with Teka. Later, he wrote to me, ‘I was nice hearing about John from you. The sad part is that he’s not able to see you today.’

I consider JRD a great man because, despite being an extremely busy person, he valued each postcard written by a young girl seeking justice. He must have received thousands of letters every day. He could have thrown mine away, but he didn’t do that. He respected the intentions of that unknown girl who had neither influence nor money, and gave her an opportunity in his company. He did not merely give her a job, he changed her life and mindset forever.

Close to 50 per cent of the students in today’s engineering colleges are girls. And there are women on the shop floor in many industry segments. See these changes and think of JRD. If at all time stops and asks me what I learnt from him, I would say I was JRD aware of today and see how the company we started has grown.

He would have enjoyed it, wholeheartedly. My love and respect for the House of Tata remains unshaken and unaltered by the passage of time. I always broke to JRD, I saw him as a role model for his simplicity, his generosity, his kindness and the care he took of his employees. These blue eyes always reminded me of the sky; they had the same vastness and magnificence.

A GEM OF AN ARTICLE - MUST READ!!!

Tata Review (Special Commemorative Issue 2004), brought out by the house of Tata to commemorate the 100th birth anniversary of JRD Tata on July 29, 2004.

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India Shining

India has seen tremendous change in the last 10 years. Our GDP is now $1.3 Trillion. We are growing at 8.5% per cent per annum, we have substantial foreign exchange reserves. If we continue to grow for the next ten years, even at 7% per cent per year, we will double our GDP to 2.6 Trillion by 2020, and if we grow from there at even 7% per cent for the next 10 years, we will have a GDP of $3.7 Trillion by 2030.

China has grown at 10% per cent per annum for the last 25 years and there is no reason why India cannot grow at the same pace. We will add to our GDP in 10 years what we have added in the last 60 years! And if we continue our onward march we will add to our GDP in the decade of 2020-30, what we have added in the last 70 years! The next 20 years will be the most exciting period in the long civilization history of India.

Is it possible?

Yes, it is, we have a savings rate of 35% per cent of GDP and an investment rate of 37% per cent of GDP, we have a healthy capital output ratio and are not dependent on borrowings from the rest of the world. We have a sophisticated and safe financial system which can support our need, a robust corporate sector, a fantastic set of Global leaders and above all a strong professional base to make this happen. The entrepreneurial urge of an Indian is visible all around and globally too, with our leaders having a global outlook.

Can our political system give us the governance to make this happen? Well, it is bumbling along, not a threat to our growth, acting as a safety valve for all the stresses and pressures within our society.

The earth turns on its orbit for You. The birds sing for You. The sun rises and it sets for You. The stars come out for You. The birds sing for You. The earth turns on its orbit for You. The birds sing for You. The sun rises and it sets for You. The stars come out for You.

The Secret began as a DVD. Rhonda Byrne had faced a particular difficulty in life and came out of it only after she learned The Secret, which is her term for what is commonly known as the law of attraction. In gratitude she created a DVD presentation to share this knowledge and, having seen the remarkable success of this DVD (which has sold in excess of 1.5 million copies), she created a book by the same name. The claims are lofty: “There isn’t a single secret to unlimited joy, health, money, relationships, love, youth: everything you have ever wanted.”

Byrne promises with ironclad certainty: “There isn’t a single thing that you cannot do with this knowledge. . . . The Secret can give you whatever you want.” By it “you will come to know how you can have, be, or do anything you want”. You are God in a physical body. You are Spirit in the flesh. You are Eternal Life expressing itself as You. You are a cosmic being. You are all power. You are all wisdom. You are all intelligence. You are perfection. You are magnificence. You are the creator, and you are creating the creation of You on this planet.


The Secret is a phenomenon. Since the book debuted late in 2006 it has sold over four million copies with some thirty other translations now available or underway. It is likely to become one of the best-selling self-help books of all time and is being constantly praised and endorsed by celebrities. Venture into your local bookstore or look around you while waiting at an airport, and you’ll find people reading it and absorbing it. They will not just be people who consult astrologers and who listen to Tony Robbins tapes, but normal, average people like the ones who live next door to you. There are almost 1400 reviews of the book printed at Amazon with an average rating of 3.5 out of 5. The breakdown of those scores is interesting: fifty-two percent of them are 5-star, thirteen percent are 4-star and twenty-one percent are 1-star (Amazon does not allow a 0 rating).

Byrne restates the law of attraction in various ways: “Nothing (good or bad) can come into your experience unless you summon it through persistent thoughts” “Your thoughts are the primary cause of everything.” “Your current reality or your current life is a result of the thoughts you have been thinking.” This is The Secret to everything the secret to unlimited joy, health, money, relationships, love, youth: everything you have ever wanted. You are God in a physical body. You are Spirit in the flesh. You are Eternal Life expressing itself as You. You are a cosmic being. You are all power. You are all wisdom. You are all intelligence. You are perfection. You are magnificence. You are the creator, and you are creating the creation of You on this planet.

The next 20 years will be the most exciting period in the long civilization history of India.

- Compiled by Rahul Shah CFO from the article written by CA. T. V. Mohandas Pai The author is Member of the Board, Infosys Technologies Limited.