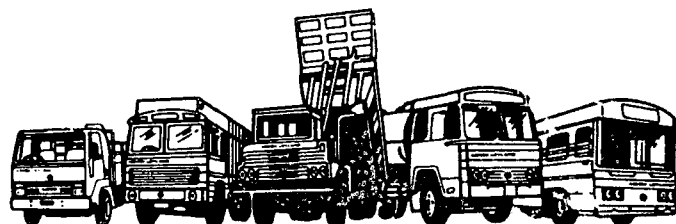




Annual Report 1996-97

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CS	<input checked="" type="checkbox"/>		DPY	<input checked="" type="checkbox"/>
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AGM	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	SHI	<input checked="" type="checkbox"/>
YE	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

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Ashok Leyland Limited



Ashok Leyland Limited



BOARD OF DIRECTORS

Mantosh Sondhi
Chairman
R. Borsa
(Alternate : R. Sorce)
S. C. Chawla
P. K. Choksey
A. K. Das
S. M. Datta
Lalita D. Gupte
Dheeraj G. Hinduja
H. Klingele
S. K. Mukerji
F. Sahami
(Alternate : B. D. Punjabi)
R. J. Shahaney
Vice Chairman & Managing Director
J. Joseph
Deputy Managing Director
R. Seshasayee
Deputy Managing Director

EXECUTIVE DIRECTORS

J. N. Amrolia
T. Anantha Narayanan
K.K.S. Bhalla
R. Jagannath
S. Nagarajan
M. Natraj
A. J. Sandil

SECRETARY

N. Sundararajan

AUDITORS

M. S. Krishnaswami & Rajan
Price Waterhouse

COST AUDITOR

Geeyes & Co.

BANKERS

American Express Bank
ANZ Grindlays Bank
Andhra Bank
Bank of America
Bank of Baroda
Bank of India
Canara Bank
Central Bank of India
Citibank N. A.
Hongkong and Shanghai Banking Corporation Ltd.
ICICI Banking Corporation Ltd.
Indian Overseas Bank
Punjab National Bank
Standard Chartered Bank
State Bank of Bikaner and Jaipur
State Bank of Hyderabad
State Bank of India
State Bank of Travancore

REGISTERED OFFICE

19, Rajaji Salai,
Chennai 600 001.

PLANTS

— Chennai
— Hosur, Tamil Nadu
— Bhandara, Maharashtra
— Alwar, Rajasthan
— Hyderabad

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HIGHLIGHTS OF PERFORMANCE

(Rs. Millions)

	1996-97	1995-96	1994-95	1993-94	1992-93	1991-92	1990-91	1989-90 (15 months)	1988	1987
SALES VOLUME										
Vehicles (nos.)	43352	37399	30410	24226	20571	23422	24698	26451	18027	15966
Engines (nos.)	8331	6537	5258	5666	4069	6337	4517	5405	3180	2923
Spare Parts and Others	2030	1962	1596	1411	1115	1027	935	730	540	377
SALES VALUE	24825	20097	15133	11813	9544	10307	9229	8616	5279	4285
Profit Before Tax	1570	1336	706	353	46	269	414	306	206	91
Profit After Tax	1249	1131	706	353	46	244	263	231	173	77
Assets										
Fixed Assets	8399	7142	5904	5021	3268	2723	2005	1634	1369	1398
Investments	583	781	681	523	277	1607	54	26	20	15
Net Current Assets	13672	11284	9000	4463	5686	3435	2426	2092	1345	1050
	22654	19207	15585	10007	9231	7765	4485	3752	2734	2463
Financed by										
Shareholders' Funds-Capital	1189	1189	1189	780	694	315	315	315	214	214
-Reserves	9705	9152	8485	3902	3400	1913	1774	1602	1204	1081
Loan Funds	11760	8866	5911	5325	5137	5537	2396	1835	1316	1168
	22654	19207	15585	10007	9231	7765	4485	3752	2734	2463
Earnings per Share (paise)	1050	951	837	491	79	776	835	805	810	360
Dividend (%)	50	40	35	27	12	27	27	31.5	21	18
Employees (nos.)	15274	14545	13616	12596	12307	12338	12329	12021	10728	10668
Outgoings to Government (Excise Duty, Sales Tax and Income Tax)	5192	3747	2873	1999	1999	2245	2168	1853	1158	946

Ashok Leyland Limited



Registered Office : 19, Rajaji Salai, Chennai 600 001.

NOTICE TO SHAREHOLDERS

Notice is hereby given that the Forty Eighth Annual General Meeting of Ashok Leyland Limited will be held at Narada Gana Sabha, 254, T.T.K. Road, Chennai 600 018 at 11.00 a.m. on Tuesday, August 26, 1997 to transact the following business:

ORDINARY BUSINESS

1. To receive, consider and adopt the Profit and Loss Account for the year ended March 31, 1997, Balance Sheet as at that date and the Reports of Directors and Auditors attached thereto.
2. To declare a dividend.
3. Mr. Mantosh Sondhi, who retires by rotation under Article 106 of the Articles of Association of the Company, is not seeking re-appointment. The vacancy is at present not proposed to be filled up.
4. To appoint a Director in the place of Mr. S. C. Chawla, who retires by rotation under Article 106 of the Articles of Association of the Company and who, being eligible, offers himself for re-appointment.
5. To appoint a Director in the place of Mr. A. K. Das, who retires by rotation under Article 106 of the Articles of Association of the Company and who, being eligible, offers himself for re-appointment.
6. To appoint a Director in the place of Mr. S. K. Mukerji, who retires by rotation under Article 106 of the Articles of Association of the Company and who, being eligible, offers himself for re-appointment.
7. To appoint Auditors and fix their remuneration. The retiring Auditors M/s. M. S. Krishnaswami & Rajan, Chartered Accountants and M/s. Price Waterhouse, Chartered Accountants, Chennai are eligible for re-appointment.

To consider and if deemed fit, to pass, with or without modification(s), the following resolution as a Special Resolution :

"RESOLVED that M/s M. S. Krishnaswami & Rajan, Chartered Accountants and M/s. Price Waterhouse, Chartered Accountants, be and are hereby appointed as Auditors of the Company to hold office from the conclusion of this Annual General Meeting till the conclusion of the next Annual General Meeting on a remuneration of Rs. 4.50 lakhs (Rupees four lakhs fifty thousand only) each, in addition to reimbursement of out-of-pocket expenses."

SPECIAL BUSINESS

8. To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution :

"RESOLVED that Mr. Dheeraj G. Hinduja be and is hereby appointed as a Director of the Company."

-
9. To authorise the Board to mortgage and/or charge the immovable and/or movable properties of the Company in favour of State Bank of India as Trustees for Debentureholders, ("Trustees")

To consider and if thought fit, to pass with or without modification(s), the following resolution as an Ordinary Resolution :

"RESOLVED that the consent of the Company be and is hereby accorded in terms of Section 293(1)(a) and other applicable provisions, if any, of the Companies Act, 1956 to mortgaging and/or charging by the Board of Directors of the Company, of all the immovable and/or movable properties of the Company, wheresoever situate, present and future and the whole of the undertaking of the Company, together with power to take over the management of the business and concern of the Company to be exercised only on the occurrence of certain events, to or in favour of State Bank of India as Trustees for Debentureholders, ("Trustees")"

To Secure

- a) (i) Debenture Series X, XII, XIII and XIV of Rs. 75 Crores
- (ii) Debenture Series XV, XVI of Rs.152 Crores.
- b) The interest at the respective agreed rates, compound/additional interest, commitment charges, premium on prepayment or on redemption, costs, charges, expenses and all other moneys payable by the Company to the Trustees in terms of their respective Loan Agreements entered into/to be entered into by the Company in respect of the said Debentures.

"RESOLVED FURTHER that the Board of Directors of the Company be and is hereby authorised to finalise with the Trustees, the documents for creating the aforesaid mortgage and/or charge and to do all such acts, deeds and things as may be necessary for giving effect to the above resolution."

Registered Office :
19, Rajaji Salai, Chennai 600 001
July 2, 1997

By Order of the Board
N. SUNDARARAJAN
Secretary

NOTES :

1. A member entitled to attend and vote at the above meeting is entitled to appoint one or more proxies to attend and vote instead of himself and the proxy need not be a member of the Company.
 2. Members may please bring the Admission Slip duly filled in and hand over the same at the entrance to the Meeting Hall.
 3. The Register of Members and Share Transfer Books of the Company will remain closed from August 1, 1997 to August 26, 1997 both days inclusive.
-



4. The dividend warrants will be posted on or after August 26, 1997 (after declaration of the Dividend at the Annual General Meeting) to the members whose names appear in the Register of Members on August 26, 1997.
5. Members who desire to have their Bank Account details incorporated in their dividend/interest warrants may please furnish the (i) Share//Debenture Folio No.(s). (ii) Name and Address of Sole/First Shareholder (iii) Bank Account No. (with prefix SB/CA etc.) (iv) Name of the Bank and Branch (v) Full address of the Branch with Pin Code.
6. The Explanatory Statement pursuant to Section 173(2) of the Companies Act, 1956 in respect of items 8 and 9 of the Notice is attached.
7. As required under the Companies Unpaid Dividend (Transfer to General Revenue Account of the Central Government) (Amendment) Rules, 1988, it is hereby confirmed that unpaid/unclaimed dividend for the financial year ended March 31, 1994 (paid on August 24, 1994) will be transferred to the General Revenue Account of the Central Government during September, 1997.

Members who have not encashed the dividend warrants for the said period are requested to immediately write to the Company in case dividend warrants dated August 24, 1994 issued by the Company remain not collected by them. Members who have not encashed the dividend warrants for the earlier years are requested to claim the amount from the Registrar of Companies (Tamil Nadu), Shastri Bhavan, No. 26, Haddows Road, Chennai 600 006.

EXPLANATORY STATEMENT**Item No. 8**

Mr. Dheeraj G Hinduja was appointed as an Additional Director at the Board Meeting held on September 3, 1996.

Under Section 260 of the Companies Act, 1956 and Article 101 of the Articles of Association of the Company, Mr. Dheeraj G Hinduja vacates office on the date of this Meeting. It is now proposed to appoint him as a Director of the Company at this Annual General Meeting.

The Company has received a notice under Section 257 of the Companies Act, 1956 from a member together with the requisite fee informing his intention to propose the appointment of Mr. Dheeraj G Hinduja as a Director of the Company at this meeting.

None of the Directors is interested in this resolution except Mr. Dheeraj G. Hinduja.

Item No. 9

The Company has raised Debentures Series X, XII, XIII & XIV of Rs. 75 Crores and XV & XVI of Rs. 152 Crores on private placement basis. The above debentures are to be secured by mortgage/charge of the immovable/movable properties of the Company, present and future.

Section 293(1)(a) of the Companies Act, 1956 provides, *inter alia*, that the Board of Directors of a public company shall not, without the consent of such public company in General Meeting, sell, lease or otherwise dispose of the whole or substantially the whole of any such undertaking. Since the mortgaging by the Company of its immovable and movable properties as aforesaid in favour of Trustees may be regarded as disposal of the Company's properties/undertakings, it is necessary for the members to pass a resolution under Section 293(1)(a) of the Companies Act, 1956 before creation of the said mortgage/charge.

Copies of the debenture trust deeds are open for inspection at the Registered Office of the Company between 11 a.m. and 1 p.m. on any working day prior to the date of meeting.

None of the Directors is interested in this resolution.

Registered Office :

19, Rajaji Salai, Chennai 600 001
July 2, 1997

By Order of the Board
N. SUNDARARAJAN
Secretary

ANNEXURE TO THE DIRECTORS' REPORT



Information as per Section 217(2A)(b) (ii) read with the Companies (Particulars of Employees) Rules, 1975 and forming part of the Directors' Report for the Year ended 31st March 1997

Name	Age (Years)	Designation	Date of Commencement of Employment	Remuneration Received/Receivable	Qualification	Total Experience (Years)	Particulars of previous Employment
Akbar Khan	42	Manager - Personnel & Admn	06.05.85	350295	B.A(Phil.), M.A(Pers&R), LLB	19	Trivancore Titanium Products Ltd.
Akhilswaran M N	48	Sr Manager - Projects	01.01.74	430968	B.E., Diploma in SQC & OR	26	Executive Director, Dunlop India Ltd, Calcutta
Amol J Sandil*	49	Executive Director - Marketing	24.07.96	584836	B.Sc., MBA	28	Selection & Training Manager, Brooke Bond India Ltd., Calcutta
Amrolia J N	49	Executive Director - Personnel	16.05.80	1296431	B.A. (Hons), M.A. (P.M. & L.W.)	26	Design Engineer, Hindustan Aeronautics Ltd., Bangalore
Amudachary V	54	Dy. Gen. Mgr. - East Land	01.10.67	731255	B.Tech., Dip in SQC&OR, DPM (West Germany)	32	Sales Engineer, Larsen & Toubro, Bangalore
Anand T V	46	Regional Manager - West	18.04.79	406729	B.Sc., DMIT	23	Officer-Merchant Banking Divn., State Bank of India, Mumbai
Anantha Narayanan T	52	Executive Director - Finance	07.09.76	1321093	B.Com., A.C.A., A.I.C.W.A.	28	GM - Asia Exports, Mumbai
Anil C Desai*	55	Sr Manager - Exports	02.05.96	258806	M.E. (Chem)	22	Expo Machinery Ltd, Delhi
Apadodharanan C D	52	Sr Manager - Projects Services	10.02.86	409803	B.E., DBM, MMS	31	Sr Scientific Officer Cr I, VRDE
Appala Raju P	52	Sr Manager - Current Prod (Engg)	25.04.78	439176	B.E., M.B.A.	29	Tube Investments of India, Chennai
Audimoolam V	56	Plant Director	01.10.67	1114932	B.Tech. (Metallurgy)	32	Brakes India Ltd, Chennai
Balachandran B	45	Manager - Production	05.02.87	315808	B.E., (Mech), Dip in Ind Mgt	12	Shriram Pistons & Rings Ltd, New Delhi
Balachandran R	53	Sr Manager - Unit Planning	16.02.79	446734	D.M.E	26	Works Manager, Pallavan Transport (Metro, Chennai)
Balachandran V S	49	Manager - Parts & service	25.09.81	379093	B.Sc., DMIT	13	Scouters India Ltd, Lucknow
Balakrishnan R C	56	DGM - Product Engineering	21.06.89	611322	B.E. (Mech)	32	—
Balakumar M	48	Sr Manager - Cargo Project	01.07.74	426050	B.Sc. (Mech.), DIE	25	—
Balasubramaniam R	53	Manager - Purchase	17.08.79	351201	B.E., MBA, DIT	29	—
Balasubramaniam S	49	Dy General Manager - Planning	01.01.73	566794	(Prodn. Mgt). Dip in SQC & OR	25	—
Bhalla K K S	59	Executive Director (Hosur)	17.01.79	1400839	M.I.E.,	37	DGM-Production, Heavy Vehicles Factory, Jabalpur
Bhaskar Rao B B	47	Sr Manager - Finance	01.04.75	364589	B.Sc, M.A, MBA	22	—
Bhattacharya S K	37	Manager - Purchase	14.10.83	317367	B.E., (Mech)	14	—
Calwyn D'Abreo	50	Manager - Public Relations	04.06.79	373034	B.A	29	Sr. Accounts Executive, Inter Publicity (P) Ltd., Mumbai
Chandra Mohan P C	40	Manager - Product Cost Engineering	16.11.81	322890	B.E., (Mech)	16	—
Chandrasekhar S	44	Manager - Systems	18.09.81	316446	B.Com, AICWA	24	Kudremukh Iron Ore Co. Ltd, Bangalore
Chatterjee A K*	45	Dy General Manager, Bhandara	03.02.97	78142	B.E. (Elec)	22	Manager - Maintenance Voltas Ltd, Chandrapur
Choudhry C P	50	Regional - Service Manager	01.12.71	343852	Dip in Prodn.Engg	26	—
Cowsik R	47	Dy General Manager - Exports	01.01.74	468886	B.Tech (Hons)	26	—
Das Gupta K	54	General Manager - Parts	15.02.78	902784	M.Sc.,	33	General Sales Manager, Indo American Electricals Ltd., Calcutta
Dave N M	57	Sr Manager - Treasury & Payroll	01.05.73	443384	B.A., B.Com., RSA (Lon)	32	Accountant, Loyland Albion, East Africa
Desai A B	48	Manager - Sales (MDV)	17.01.81	337924	B.E. (Mech), DMM, Dip in System Mgt	26	Sales Executive - Orient Abrasives Ltd.
Devarajan R	54	General Manager - Vehicle Sales	01.10.68	951084	B.Sc., D.M.I.T.,	33	—
Dhanasekaran P	45	Sr Manager - Dvpt (Special Vehicles)	01.07.74	384190	B.E. (Mech)	23	—
Dwarkanath V	49	Manager - IED	11.08.94	301100	DME, AMIE, Cert in Core Tech	26	Manager - IED, Mysore Elec Industries Ltd, Bangalore
Eapen G	59	DGM - Engineering Services	10.07.65	672239	B.Sc., (Engg.)	37	Leading Designer - Production Engineering Programmer, Bost & Co Ltd., Chennai
Elumalai S	53	Sr Manager - Mgt Services	01.01.75	449783	B.E.	28	Junior Engineer, TNEB, Chennai
Gaffar A A	49	Chief Engineer - Electrical & Civil	01.07.74	360716	B.E. (Elec), PCDBA, PGDMM	26	Sr. Sales Officer, Sundaram Fasteners Ltd., Chennai
Ganapathy Subramanian S	55	GM - Engines, Heavies & Spl. Vehicles	01.07.75	956207	B.Sc., D.M.I.T.,	32	Tech. Assistant, Central Electro Chemical Research Institute
Gandhi	51	Manager - Purchase	01.07.74	308223	B.E. (Mech)	29	—
Ramasubramanian V	53	Manager - Shop I	01.10.67	320765	LME	30	—
Gopalakrishnan A	64	General Manager - Engines	29.12.60	1038039	B.Sc., HNC (Mech.Engg.) (London)	36	—
Gopalakrishnan S	50	Manager - Project Planning	05.12.81	378286	B.E. (Mech)	27	Sr Engineer, TELCO, Pune
Gopalakrishnan S	47	Manager - Engine Assy	01.05.75	356022	B.E. (Mech)	22	—
Guha Thakurta A K	57	General Manager - Projects	14.12.90	911360	B.E. (Mech), Dip in Operation Management	35	GM - Technical, Rallis India Ltd, Mumbai
Guin A K	52	Sr Manager - Production	01.10.80	477971	B.E. (Civil)	29	Jessop & Co Ltd
Hari G	47	DGM - Personnel & Administration	07.08.95	498796	B.Sc., PG. Dip in IR & Welfare	25	Addl Chief Vigilance Officer, SAIL
Hombali V M	45	Sr Manager (Sales) - Parts	01.09.82	420999	B.Tech, PGDM - IIMC	21	Engineer, Mkt Plng. HMT, B'lore
Inderjit M	47	Sr Manager - Production - Hosur	23.06.94	411048	B.Sc., DMIT	19	Production Manager, HM
Iyengar V G	47	Manager - Vehicle Sales	01.09.78	340910	B.Sc. (Engg)	24	Section Engineer, M & M Ltd, Mumbai
Jagannath R	53	Executive Director - E.Q & M	01.10.67	1383377	B.E. (Hons.)	32	—
Jagannatha Rao N	53	Sr Manager - Training & Development	04.01.78	377972	B.E., PCDBM	32	Industrial Engineer, Shakti Pipes, Dalawoor
Jayaraman M	47	Manager - Purchase	13.02.82	335906	B.E. (Mech)	23	Engineer - HMT, Kalamachori, Kerala



ANNEXURE TO THE DIRECTORS' REPORT

Jeyagopu E	42	Regional Service - Manager	13.10.79	348931	B.Sc., DMIT	18	—
Jeyaraghavan A	52	Sr Manager - Field Service	08.03.78	421819	B.Sc., DMIT, PGDM	27	Superintendent, Mysore Paper Mills, Bhadravati
Joseph J	66	Dy. Managing Director	18.07.80	2609452	B.Sc. (Hons.)	45	Finance Director, Indian Oil Corporation Ltd, New Delhi
Kabeer M	54	GM - Vehicle Engineering	03.03.81	873259	B.E.,	34	Engineering Supdt., Ingersoll Rand (I) Ltd., Bangalore
Kalameghan R	51	Sr Manager - Market Research & Planning	26.06.80	438719	B.E., DBM	29	Commercial Manager, Hindustan Paper Corp Ltd, Kottayam
Kalsi S S	46	Regional Parts Manager	24.01.78	369586	B.E. (Mech)	22	Sales Engineer, JMA (Delhi) Ltd
Kannaperumal S	57	Manager - Exports (Tech Serv)	01.08.62	397575	Cert. in Motor Mechanic	35	—
Karve R Vishweshwar	51	Sr Manager - Purchase	03.07.90	468583	B.Sc., B.Tech, DIBA	27	Materials Manager, HM Bangalore
Kasiraman K S	59	Dy General Manager - Secretarial	01.10.80	508900	M.Com., LLB, ACIS (Lon), FCS, AMIMA	39	Commercial Manager, Southern Engineers & Carriers Ltd, Libya
Kasiviswanathan V	50	Manager - Purchase (BOR)	01.02.74	329136	B.E.	23	—
Khaitan B	47	Regional Manager - North	05.08.79	399609	B.E.	25	RSE, Hindustan Motors, Calcutta
Khanna R C	51	Manager - Sales (MDV)	22.08.77	350211	Pre-Engg. Adv Dip in Prodn.	28	Sales & Service Engineer, Ranion & Demmi Ltd, Mumbai
Kirtane S V	58	Chief Executive - DCU	02.04.90	1288284	B.E. (Mech & Elec.), DISC (Prodn), ICWA (Inter)	36	General Manager, Hindustan Ferrodo Ltd.
Krishnamurthy G	51	Manager - Sales Tax	01.11.78	354272	BA BL, Dip in Acctg & Taxation	28	Private Practice in Law
Krishnamurthy K N	51	Dy General Manager - Service	01.10.72	625645	B.E.	25	—
Krishnan K V	50	Sr Manager - Shop II	01.10.72	442340	B.E.	25	Partner, Fort Laboratories, Chennai
Krishnan P	56	Manager - Vehicle Sales	19.09.80	362530	B.Sc., DBM	33	—
Krishnan S S	50	Sr Manager - Parts	01.10.70	363159	LME, AMIE, PGD in MM	27	—
Krishnapa M N	58	Plant Director	22.02.95	960197	B.E. (Mech), FI-EMember, IMM, Member AASCI	36	Director (Production) Bharath Earth Movers Ltd., Bangalore
Krishnaswamy P R*	62	Executive Director & Secretary	16.01.91	633424	B.Com, FICWA, FCIS (London), FCS	37	Whole Time Director, Gesterner (I) Ltd, Delhi
Kumar V S	44	Regional Manager - East	01.10.76	337972	B.E. (Mech), DIIT, PGDBA, Cert. in Prodn.	21	—
Lobo A	42	Manager - Sales (Engines)	21.08.80	360381	B.E. (Mech)	17	Officer - Trainee, Vijaya Bank, New Delhi
Louis J M D	43	Manager - Product Development	27.10.87	328725	B.Tech (Mech), M.Tech (Indl Engg)	21	DM-Marketing, Elcher Tractors, Hyderabad
Mahadevan G	55	Regional Manager - South	04.12.78	512336	L.E.E, AMIE, Dip in Fin. Mgt	32	Assistant Sales Engineer, VOLTA Ltd, Mumbai
Mahadevan V	48	DGM - Production	01.01.74	631716	B.E.	26	—
Manish Mathur	46	Manager - Exports	01.05.91	390901	B.Sc, PGDMS	26	Asia Trade Development Ltd, New Delhi
Manoharan R	50	Manager - Purchase (BOF)	24.06.81	378844	B.Sc., DMIT, DMM	28	Assistant Purchase Manager, BEML Rail Coach Divn, B'lore
Menon C B S	51	Sr Manager - CAB & Body Engg	28.10.91	449316	B.Sc., M.E., (Mech)	25	Chief Development Engr, TELCO Pune
Mohan M	50	Manager - Market Planning (Tech)	01.7.75	374309	B.E. (Mech)	27	Sr Sales Engineer, Advani Overlun P Ltd, Mumbai
Mohan Sasikumar.	52	Manager - Engines	14.03.80	366825	B.E. (Mech)	27	Sales Engineer, Greaves Cotton Ltd, Bangalore
Mohanakrishnan N	45	DGM - Internal Audit	01.07.77	662852	B.Sc., A.C.A.,	21	Group Accounts Officer, Eastern Coal Fields Ltd, West Bengal
Mukundan A	51	Sr Manager - Product Development	02.08.77	393491	B.E.	26	Production Manager, Mopeds India Ltd, Tirupathi
Muralidhar V	49	Sr Manager - Shop II	01.01.74	424187	B.Sc, B.E., AMIE	23	—
Muralidharan N	37	Manager - Personnel Admn & IR	21.11.94	304569	B.Sc, PGDPM & IR, PGDDTD, Dip in labour Laws & Admin. Laws	12	Manager - Personnel, HRD, U.B.Petro, Chennai
Murthy E N	47	Resident Director, New Delhi	01.03.96	650040	M.Sc, Dip in UN & Intl. Understanding	25	Commissioner & Secy to Govt, Industries & Commerce Dept, J&K
Murugappan N	47	Manager - MTR	01.05.75	381339	B.E.	22	—
Muthusubramanian CS	47	Sr Manager - Exports (Non-Cargo)	01.07.74	438706	B.E.	25	—
Muthusubramanian K	52	DGM - Materials	01.10.69	648548	B.E.	28	Chargeaman, IIVE, Chennai
Naganathan G	53	Manager - Stores & GR & D	26.11.80	359755	B.Sc, DMIT	27	—
Nair M K R	50	Sr Manager - Mechanical Maintenance	01.10.72	446085	B.Sc (Engg), AIMA-DM	25	Engineer, Electro Chemical Metal Finishes, Bangalore
Narayanan N I	51	Sr Manager - Heat Treatment	01.04.73	385360	B.E.	27	—
Narayanan P	56	DGM - Engines	01.10.68	644430	B.Sc. (Engg)	31	—
Natarajhn K	52	Sr Manager - Finance Projects	01.03.72	442563	B.Sc, ACA	27	Sr.Asst, Fraser & Ross, Chennai
Natraj M	55	Executive Director - Product Development	07.04.78	1264317	B.E.	33	Manager - Plg & Devp. Bimetal Bearings Ltd, Coimbatore
Neelakantan K A	60	Sr General Manager	21.01.89	511604	B.E., (Hons.) M-Tech, PGDBA	35	Ennore Foundaries Ltd., Ennore
Padmanabhan K G	47	Sr Manager - Shop IV & HT	01.07.74	406437	B.Sc. (Engg)	26	—
Palani K	54	Manager- IED (Corp)	01.04.65	380558	LME	32	—
Panchatcharam G	50	Sr Manager - Quality Control	14.06.78	356791	B.E. (Mech)	26	Quality Control Engineer, Apollo Tubes Ltd, Ranipet
Pappu V R	61	Executive Director - Marketing	17.05.85	1328207	B.E.	36	Chief Executive, Mfg. Divn., Davy Ashmore India Ltd, Calcutta
Parthasarathy K	49	Sr Manager - Corp. Quality Engg.	01.11.74	441038	M.Tech, MBA	25	Metallurgist, TELCO, Pune
Patel A K	47	Sr Manager - Prodn. Control (Engines)	01.10.81	418958	B.E. (Mech)	25	Engr.(QC), TELCO, Pune
Patnaik S K	48	Area Manager	28.04.89	358374	B.Sc., DMIT, Cert in Exp Mgt	26	Zonal Manager (South), LMT Ltd, Bangalore
Pattabiraman I Dr	50	Sr Manager - CAE	17.02.97	294669	M.Tech, Ph.D	28	Manager - R & D, Tata Consulting Engineers, Mumbai
Pattabiraman T	48	Manager - Exports	01.03.84	351052	B.Tech, M.Tech, MBA	26	Manager - Sales Co-ordination, Binny Ltd, Madras
Pichandi C	52	Manager - Sales Admn	01.10.69	355339	DME, B.E. (Mech), MBA	28	—
Pillai N S N	48	Manager - Marketing Accounts	20.01.82	352879	B.Sc., ACA	20	Sr. Audit Assistant, Callico Mills, Ahmedabad
Prakash M V	50	Manager - Quality Control	26.06.80	353149	B.Sc., AMIE	29	Manager - QC, Rambal Industries, Chennai
Premchandran P	56	Head Materials Management	05.04.96	365327	LEE, AMIE	34	Sr GM, LAL, Hosur