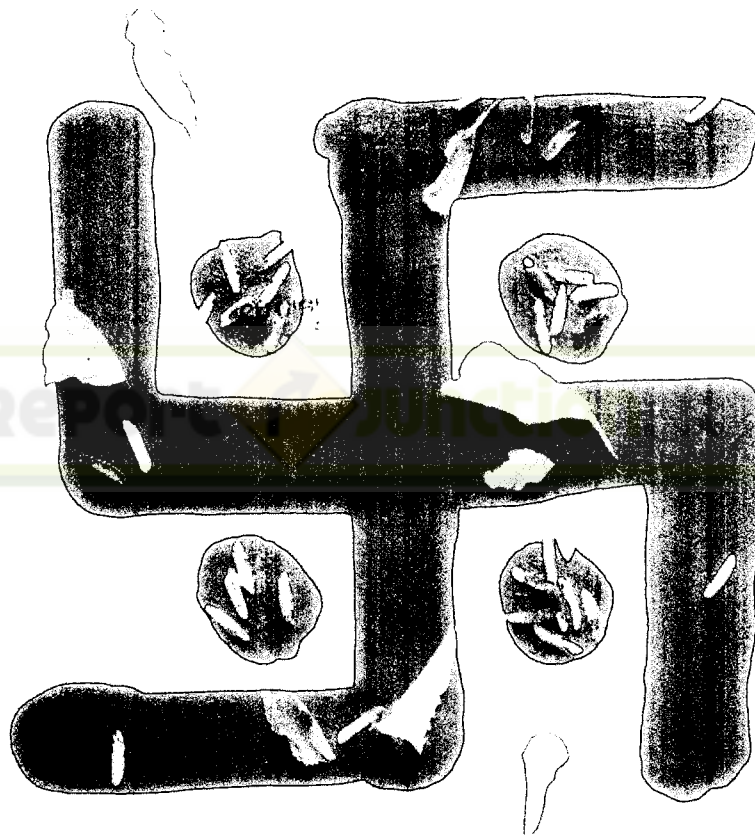


MEM	✓		BKC	✓
CL	✓		OPY	✓
PL	✓		DIV	✓
AC	✓	✓	AC	✓
SHI	✓	✓	SHI	✓





Its guises are many.

If not in scarcity, then excess.

If not as change, then as environment.

If not as an obstacle, then time.

And sometimes simply as a knock on the door

- the silent beckonings of opportunity.

The auspicious sign of a

new beginning.

C O N T E N T S

Board of Directors	1
Clariant (India) in Brief	2
Organisational Transformation	4
Sourcing & Exports	6
Textile Dyes	8
Textile Chemicals	10
Leather	12
Paper	14
Notice of the AGM	16
Director's Report	18
Auditor's Report	25
Balance Sheet	28
Profit and Loss Account	29
Notes and Schedules	30
Cash Flow Statement	48

Annual General Meeting

Time and Date, Address

11.30 a.m., July 31, 1997.

Nehru Centre Auditorium,

Dr. Annie Besant Road,

Worli, Mumbai 400 018.

Report  junction.com**Clariant**

BOARD OF DIRECTORS	V. N. Nadkarni	Chairman
	P. R. Rastogi	Managing Director
	Dr. M. Syz	
	P. Brandenburg	
	R. Lösner	
	H. Link	
	R. A. Shah	Alternate to R. Lösner
	Dr. M. L. Gulrajani	

VICE-PRESIDENT - LEGAL & COMPANY SECRETARY	B. L. Gaggar
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SOLICITORS	Messrs. Crawford Bayley & Co.
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AUDITORS	Messrs. A. F. Ferguson & Co.
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BANKERS	Standard Chartered Bank
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Citi Bank N. A.

Banque Nationale de Paris

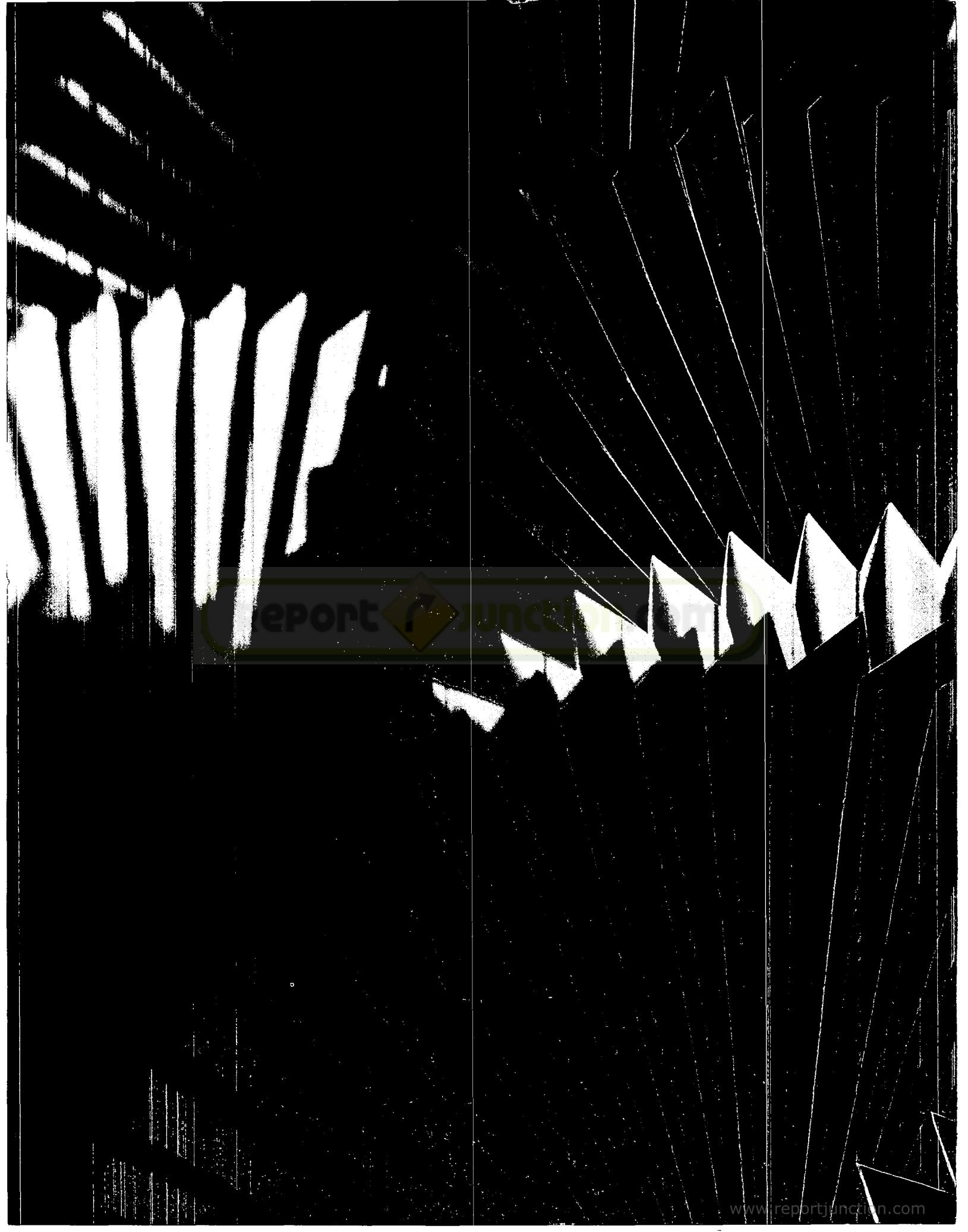
State Bank of India

Union Bank of India

REGISTRARS & TRANSFER AGENTS	IIT Corporate Services Limited
	IIT House, Off M. Vasanji Road
	Opp. Vazir Glass, Near J. B. Nagar
	Andheri (East), Mumbai 400 059

REGISTERED OFFICE	Sandoz House
	Dr. Annie Besant Road
	Worli, Mumbai 400 018

WORKS	Kolshet Road, Thane 400 607
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Clariant (India) in Brief

Clariant (India) is an affiliate of the Swiss multinational Clariant, with its headquarters in Muttenz, Switzerland. Clariant develops, manufactures and markets dyes, pigments, additives, masterbatches and speciality chemicals for textiles, leather, paper, plastics, paints and inks.

In India, Clariant's dyes and chemicals have been in use for over 100 years. Clariant was one of the first international companies to start manufacturing dyes and chemicals at its Kolshet plant in 1962. Today, Clariant is the market leader in leather dyes and textile chemicals and an important supplier of speciality dyes, chemicals, masterbatches and pigments to high end segments of textile, leather, paper, paints and coating industry. Exports are one of the thrust areas accounting for 25 percent of the Company's turnover. The Clariant Group has made Clariant (India) as a Global SOURCING Centre and its Kolshet plant as Corporate Manufacturing Site.

With its thrust on customer focus, product innovation and competence in providing solutions to customers through process know-how and expert technical service, the prime objectives of Clariant (India) are to grow and create value for shareholders, customers and employees.

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Clariant fares well

Organisational Transformation

On July 1, 1995, the former chemicals division of Sandoz Ltd. started operations as the newly created autonomous company - Clariant. The development from a division within a corporation into an independent company was a challenging process.

After reformation as Clariant (India) Ltd., our managers had several new areas of responsibility despite the unfamiliarity of the task after the changeover. This transition process was guided through the CLAP (CLariant Participation to improve Profitability through Performance of People) program.

With active involvement and participation of the entire organisation, one of the key tasks was to strengthen the business focus in all support functions. The organisational transformation program focused on developing individual as well as functional competence towards releasing increased customer satisfaction.

The success of CLAP program is testified by the fact that the employees who were once handling multi-divisional responsibilities demonstrated remarkable flexibility in unlearning the past and adjusting to new realities. The Company has achieved and even surpassed the goals set for the year. The CLAP program has received considerable media attention in the field of Organisational Transformation.

Today Clariant (India) is in a position to harness the full potential of its people and exploit the oncoming opportunities of the future.



Clariant

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