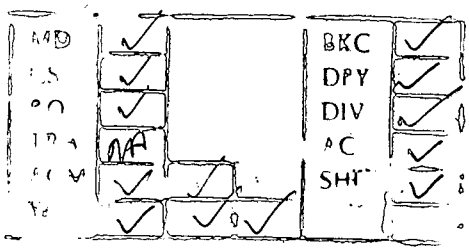
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Procter&Gamble India Limited

BOARD OF DIRECTORS

B.V. Patel	*Chairman & Managing Director*
S. Bhattacharya	*Vice-Chairman & Managing Director*

C.C. Daley Jr.
J. Groot
D.I. Jager
A.G. Lafley
B.S. Mehta
H. Meixner
R.A. Shah

COMPANY SECRETARY

A. Chhabra

AUDITORS

Deloitte Haskins & Sells
Mumbai

SOLICITORS

Crawford Bayley & Co.
Mumbai

BANKERS

Bank of India
Citibank N.A.
Deutsche Bank AG
ANZ Grindlays Bank p.l.c.
State Bank of India

REGISTERED OFFICE

Tiecicon House
Dr. E. Moses Road
Mumbai 400 011

MANUFACTURING & RESEARCH FACILITIES

Kalwe (Maharashtra)
Annaram (Andhra Pradesh)
Mandideep (Madhya Pradesh)
Kundaim & Honda (Goa)

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NOTICE

NOTICE is hereby given that the Thirty-third Annual General Meeting of the members of the Company will be held at Patkar Hall, S.N.D.T. University, 1, Nathibai Thackersey Road, Mumbai 400 020 on Monday, September 22, 1997, at 3.30 p.m. to transact the following business:

1. To receive, consider and adopt the Audited Profit and Loss Account for the year ended June 30, 1997, the Balance Sheet as at that date, the Directors' and Auditors' Reports thereon.

2. To declare dividend for the accounting year ended June 30, 1997.

3. To appoint a Director in place of Mr. A. G. Lafley, who retires by rotation and being eligible, offers himself for re-election.

4. To appoint a Director in place of Mr. C. C. Daley, who retires by rotation and being eligible, offers himself for re-election.

5. To appoint Auditors to hold office from the conclusion of this meeting until the conclusion of the next Annual General Meeting on such remuneration and reimbursement of out-of-pocket expenses as the Board may decide.

6. To consider and, if thought fit, to pass with or without modification/s, if any, the following Resolution as an Ordinary Resolution :

"**RESOLVED THAT** Mr. D I Jager who was appointed as Director to fill in a casual vacancy in terms of Section 262 of the Companies Act, 1956, and holds such office until this Annual General Meeting and in respect of whom the Company has received a notice in writing from a member under Section 257 of the Companies Act, 1956, signifying his intention to propose Mr.D I Jager's candidature for the office of Director, be and is hereby appointed as a Director of the Company, liable to retire by rotation."

7. To consider and, if thought fit, to pass with or without modification/s, if any, the following Resolution as an Ordinary Resolution :

"**RESOLVED THAT** Mr. H. Meixner who was appointed as Additional Director in terms of Section 260 of the Companies Act, 1956, and holds such office until this Annual General Meeting and in respect of whom the Company has received a notice in writing from a member under Section 257 of the Companies Act, 1956, signifying his intention to propose Mr. H. Meixner's candidature for the office of Director, be and is hereby appointed as a Director of the Company, liable to retire by rotation."

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

"**RESOLVED THAT** subject to the provisions of Section 198, 269, 309, 310 and 311 and other applicable provisions, if any, of the Companies Act, 1956, the approval of the Company be and is hereby accorded to the appointment of Mr. S. Bhattacharya as Vice Chairman & Managing Director of the Company for a period of four years with effect from July 1, 1997, on such terms and conditions as the Board may consider appropriate, provided, however, that the terms of remuneration of Mr. S. Bhattacharya shall not exceed the ceilings as set out in Schedule XIII to the Companies Act, 1956 as amended from time to time and such other guidelines as may be issued hereafter in this behalf."

"**RESOLVED FURTHER THAT** Board of Directors be and is hereby authorized to pay a commission in accordance with the provisions of Section 309 and other applicable provisions of the Companies Act, 1956, in addition to the salary and perquisites, to Mr. S. Bhattacharya."

"**RESOLVED FURTHER THAT** the Board of Directors be and is hereby authorized to take all necessary or desirable steps for the purpose of effecting this appointment and matters incidental thereto."

9. To consider and, if thought fit, to pass with or without modification/s, if any, the following Resolutions as Ordinary Resolutions :

"**RESOLVED THAT** :

(a) the authorized capital of the Company be increased from Rs.15 00 00 000 (Rupees fifteen crores) divided into

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1 50 00 000 (One crore fifty lakhs) equity shares of Rs.10 (Rupees ten only) each to Rs.25 00 00 000 (Rupees twenty-five crores only) divided into 2 50 00 000 (Two crores fifty lakhs) equity shares of Rs.10 (Rupees ten only) each.

(b) the words "The share capital of the Company is Rs.25 00 00 000 (Rupees twenty-five crores only) divided into 2 50 00 000 (Two crores fifty lakhs) equity shares of Rs.10 (Ten) each" be substituted for the words "The share capital of the Company is Rs.15 00 00 000 (Rupees fifteen crores only) divided into 1 50 00 000 (One crore fifty lakhs) equity shares of Rs. 10 (Rupees ten) each in Clause V of Company's Memorandum of Association".

10. To consider and, if thought fit, to pass with or without modification/s, if any, the following Resolution as a Special Resolution :

"**RESOLVED THAT** the Articles of Association of the Company be altered by substituting the following new Article 3 for the present Article 3 thereof :

'3. The present Authorized Share Capital of the Company consists of Rs.25 00 00 000 (Rupees twenty-five crores only) divided into 2 50 00 000 (Two crores fifty lakhs) equity shares of Rs.10/- (Rupees ten only) each'."

11. To consider and, if thought fit, to pass with or without modification/s, if any, the following Resolution as a Special Resolution :

"**RESOLVED THAT:**

(a) pursuant to Article 165 of the Company's Articles of Association and subject to the approval of the Reserve Bank of India and other necessary approvals, the sum of Rs.7 21 34 970 (Rupees seven crores twenty-one lakhs thirty-four thousand nine hundred seventy only) from the Share Premium Account of the Company be capitalized and that the same be applied on behalf of persons whose names stand on the Register of Members of the Company on such date as may be hereafter fixed by the Board of Directors (hereinafter referred to as "the said date") in payment in full for 72 13 497 (Seventy-two lakhs thirteen thousand four hundred ninety-seven) new equity shares of the Company of Rs.10 (Rupees ten) each and that such new equity shares be allotted and issued credited as fully paid to such persons in the proportion of one new equity share for every two existing equity shares held by such persons respectively and that the shares so distributed shall be treated for all purposes as an increase in the nominal amount of the capital of the Company held by each such member and not as income;

(b) any of such new equity shares which on an exact distribution in the proportion aforesaid, would fall to be allotted in fraction, be allotted in the name of a Director of the Company upon trust to sell the same and divide the net proceeds amongst the shareholders entitled to such fractions prorata in accordance with their rights;

(c) the new equity shares be allotted subject to the Memorandum and Articles of Association of the Company;

(d) the new equity shares shall, on allotment, rank pari passu in all respects with the existing issued equity shares of the Company;

(e) the Board of Directors be and is hereby authorized to take all necessary or desirable steps for this purpose and matters incidental thereto.

12. To consider and, if thought fit, to pass with or without modifications, if any, the following Resolution as a Special Resolution:

"**RESOLVED THAT** pursuant to Section 31 and other applicable provisions, if any, of the Companies Act, 1956, (including any statutory modifications or re-enactment thereof for the time being in force), the existing Article 23 of the Articles of Association of the Company be substituted by the following new Article 23.

'23. The Company shall have power, subject to and in accordance with all applicable provisions of the Companies Act, 1956, if and when any statutory amendments thereto or any re-enactment thereof empowers the Company so to do, to buy-back any of its own shares whether fully paid-up or party paid-up".

"**RESOLVED FURTHER THAT** the Board of Directors be and is hereby authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient for giving effect to this resolution."

13. To consider and, if thought fit, to pass with or without modification/s if any, the following Resolution as a Special Resolution.

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"**RESOLVED THAT** consent of the Company be and is hereby accorded to buy back equity shares of the Company on such terms and conditions as it may deem fit, as and when Companies Act, 1956 is amended to enable companies to buy back their own shares, subject to such condition as may be prescribed in this behalf from time to time, and as set out in further detail in the Explanatory Statement annexed hereto, so that the aggregate amount to be utilized by the Company from its Share Premium Account for such buy back shall not exceed Rs. 85 crores."

"**RESOLVED FURTHER THAT** the Board of Directors be and is hereby authorized to do all such act, deeds, matters and things as may be necessary to carry out the aforesaid intention in due compliance of law."

By Order of the Board of Directors

A. Chhabra
Company Secretary

Mumbai
August 21, 1997

Registered Office :
Tiecicon House,
Dr. E. Moses Road,
Mumbai 400 011.

NOTES

1. A member entitled to attend and vote at the meeting is entitled to appoint a Proxy or Proxies to attend and vote instead of himself and the Proxy need not be a member of the Company.

2. The relevant Explanatory Statement pursuant to Section 173 of the Companies Act, 1956, in respect of the Special Business as Item No(s). 6 to 13 proposed to be transacted at the meeting is annexed hereto.

3. The Register of Members and the Share Transfer Books of the Company will remain closed from August 28 to September 12, 1997 (both days inclusive).

4. Payment of Dividend as recommended by the Directors, if approved at the meeting, will be made on and from September 23, 1997, to those members whose names appear on the Company's Register of Members as on September 12, 1997.

5. The final dividend dated December 20, 1994, for the financial year ended June 30, 1994, remaining unclaimed or unpaid, is due to be transferred to the General Revenue Account of the Central Government in terms of the provisions of Section 205-A of the Companies Act, 1956, during the month of December 1997. Members who have not yet encashed their dividend warrants for the above period or any of the subsequent periods are requested to approach the Company immediately.

6. Members are requested to immediately notify change in their addresses, if any, to the Company.

EXPLANATORY STATEMENT

(Pursuant to Section 173 of the Companies Act, 1956)

Item No. 6

Mr. D. I. Jager was appointed to fill in the casual vacancy in terms of Section 262 of the Companies Act, 1956, and holds the office upto the date of this Annual General Meeting. The Company has received a notice and deposit pursuant to Section 257 of the Companies Act, 1956, from a member of the Company proposing Mr. Jager's candidature for the office of Director. Mr. Jager has vast business experience. Your Directors, therefore, recommend his appointment to the Board as it will be beneficial to the Company.

None of the Directors, except Mr. Jager, is concerned or interested in this resolution.

Item No. 7

Mr. H. Meixner was appointed as additional Director in terms of Section 260 of the Companies Act, 1956, and holds the office upto the date of this Annual General Meeting. The Company has received a notice and deposit pursuant to Section 257 of the Companies Act, 1956, from

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a member of the Company proposing Mr. Meixner's candidature for the office of Director. Mr. Meixner has vast business experience. Your Directors, therefore, recommend his appointment to the Board as it will be beneficial to the Company.

None of the Directors, except Mr. Meixner, is concerned or interested in this resolution.

Item No. 8

Mr. S. Bhattacharya joined the Company in 1982 as Finance Director responsible for the overall financial operations of the Company. In view of his vast experience and valuable contribution to the growth of Company's business, the Board recommends his appointment as the Vice Chairman & Managing Director. He is an Engineering Graduate from Indian Institute of Technology, Kharagpur, with Masters Degree in Engineering from University of California, Berkeley and MBA in Finance from University of Houston, USA.

The Board of Directors, subject to the approval of the shareholders, has appointed Mr. S. Bhattacharya as Vice Chairman & Managing Director of your Company for a period of four years with effect from July 1, 1997 on the following terms and conditions :

(i) Salary:

Upto Rs.18,00,000/- (Rupees Eighteen Lakhs) per annum.

(ii) Commission:

1% Commission of the net profits of the Company subject to a ceiling of 50% of the salary per annum, whichever is less.

(iii) Perquisites:

In addition to the above, Mr. S. Bhattacharya shall also be entitled to perquisites like free furnished accommodation, gas, electricity, water, furnishings, medical reimbursement, leave travel concession, club fees, personal accident insurance and other perquisites in accordance with the policy of the Company provided however that such perquisites shall be restricted to Rs.9,00,000/- (Rupees Nine Lakhs) per annum. For the purposes of calculating the above ceiling, perquisites shall be evaluated as per the Income-tax rules wherever applicable. In the absence of such a rule, perquisites shall be evaluated at factual, provided however that use of company's car for the official duties and telephone at residence including payment of local and long distance calls shall not be included in the computation of perquisites for the purpose of calculating the said ceiling. Company's contribution to Provident Fund, Superannuation Fund or Annuity fund and Gratuity Fund will also not be included in the computation of ceiling on the perquisites.

(iv) Board of Directors shall be entitled to revise the above remuneration of Mr. S. Bhattacharya provided however, the terms of remuneration of Mr. Bhattacharya shall not exceed the ceilings as set out in Schedule XIII to the Companies Act, 1956, as amended from time to time.

Your Directors, therefore, consider that his appointment as the Vice Chairman & Managing Director will be beneficial to the Company.

The Board recommends passing an Ordinary Resolution.

None of the Directors except Mr. S. Bhattacharya is concerned or interested in this Resolution.

ITEM NOS. 9 AND 10

The present authorized share capital of the Company is Rs.15 00 00 000 divided into 1 50 00 000 equity shares of Rs.10 each. The present issued share capital of the Company is Rs.14 42 69 940 and on the issue of bonus shares will increase to Rs.21 64 04 910. For this purpose, it is proposed that the Company increase its authorized share capital to Rs.25 00 00 000 divided into 2 50 00 000 equity shares of Rs.10 each. Hence the ordinary resolution at item 9 of the Notice.

The ordinary resolution at item 9 and the special resolution at item 10 of the Notice are consequential upon the proposed increase in the authorised share capital of the Company.

ITEM NO. 11

The Directors consider that the issued share capital of the Company should be brought into closer relationship with the capital employed in the business. The Board, therefore, recommends that an aggregate sum of Rs.7,21,34,970 from the Share Premium account of the

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Company be capitalized and the same be applied by issuing 72,13,497 new equity shares of Rs.10 each credited as fully paid up to the holders of equity shares of the Company whose names appear on the Company's Register of Members on a date to be determined by the Board in the proportion and on the terms and conditions set out in the special resolution.

The bonus shares on allotment will rank *pari passu* in all respects with the existing issued equity shares of the Company.

Respective shareholdings which are not divisible by 2 give rise to fractional entitlements. As the work and expense of distributing fractional coupons would be disproportionate to the benefit that may accrue to the shareholders, it is proposed that the aggregate of such fractions be allotted to a Director upon trust to sell the same and distribute the net proceeds to the shareholders *pro rata* to their fractional entitlements. The aggregate of such fractions is likely to be a negligible percentage of the total issue and Directors are of the view that in the circumstances, the proposed manner of dealing with fractional entitlements is in the best interest of the Company and its members.

Board recommends that the resolution at Item 11 be passed as a Special Resolution.

ITEM NO. 12 AND 13

The Companies Act, 1956, presently restricts the purchase of its own shares by a Company unless the same is done with a view to reduce its capital. As the members may be aware, the Companies Act, 1956, is proposed to be amended shortly by incorporating a provision enabling the companies to buy back their own shares subject to certain conditions as may be prescribed under the proposed amendment. As mentioned in the resolution, the aggregate amount to be utilized by the Company for scuh buy back shall not exceed Rs. 85 crores. The Company proposes to complete the buy back within 15 months from the date of passing of the resolution or from the date on which the amended Companies Act comes into force, whichever is later. Such buy back shall either be for reduction of capital, or, if permissible, for re-issue of shares as the Board may decide from time to time including to the employees of the Company, provided that such re-issue shall not be made before the expiry of a period, as may be prescribed in this behalf, from the date of such buy back of shares. Re-issue of such shares would further motivate the employees towards achieving better business results leading to higher shareholder value.

As your Directors are of the opinion that the buy back of shares as above will lead to improvement in the intrinsic worth of the equity shares and is considered beneficial to the shareholders, the proposed resolution is placed before you for your approval.

In order to enable the Company to buy back its own shares, it is necessary to amend existing Article 23 of Articles of Association of the Company and substitute with a new article thereto as set out at item No. 12 of the accompanying notice.

None of the directors of the Company is in any way concerned or interested in either of the above resolution, save and except to the extent of their shareholdings in the Company.

By Order of the Board of Directors

Mumbai
August 21, 1997

A. Chhabra
Company Secretary

Registered Office :
Tiecicon House,
Dr. E. Moses Road,
Mumbai 400 011.

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ANNEXURE TO DIRECTORS' REPORT

INFORMATION AS PER SECTION 217 (2-A) OF THE COMPANIES ACT, 1956 READ WITH THE COMPANIES (PARTICULARS OF EMPLOYEES) RULES, 1975 FORMING PART OF THE DIRECTORS' REPORT FOR THE YEAR ENDED JUNE 30, 1997.

	NAME & AGE	DESIGNATION AND DATE OF EMPLOYMENT	QUALIFICATIONS & EXPERIENCE	REMUNERATION GROSS Rs.	NET Rs.	LAST EMPLOYMENT
1	Achanta R (31)	Plant Manager - Hyderabad, (1.7.1987)	B Tech (Mech), 9	924331	464734	First Employment
2	Acharya A * (26)	Assistant Manager, (1.7.1996)	B.A., 3	255329	137527	Executive, Hindustan Thompson Associates,(2)
3	Agarwal A * (27)	Assistant Manager - MS, (16.10.1995)	B.Tech., PGDBM, 3	252868	145909	Product Manager, ITW Signode India Ltd. Hyd., (1)
4	Ahuja V (27)	Category Research Manager, (15.6.1992)	B SC, MMS, 5	542718	265252	First Employment
5	Arora M (Miss) * (30)	Brand Manager, (1.7.1990)	B Com, MMS, 7	347539	230439	First Employment
6	Ashok Kumar K (38)	TSO Manager, (23.12.1985)	B Sc (Engg.), 15	850224	420833	Dev. Engineer, Hindustan Brown Boveri (3)
7	B S Ravishankar (33)	Sourcing Manager, (1.7.1989)	B Tech(Chem), MS(Chem), 8	672703	308833	First Employment
8	B V S Ravi Prakash (27)	Asst.Mgr.,Hair Care Fin.Analysis, (31.5.1995)	B.E., MBA, 4	318395	167195	Steel Authority of India Ltd. (2)
9	Babu R K (41)	Asst Mgr - Contracts, (18.4.1989)	M.Tech., 14	380995	213164	Officer, Agro Food Products, Hyderabad (1)
10	Bagli Y F (29)	Manager - Computing, (15.11.1995)	BE (Elect), MMS (Marketing), 5	443937	233330	Senior Systems Analyst, Tata Consultancy Services (3)
11	Bakaya A * (36)	Category Finl. Analysis Manager, (1.8.1990)	B Com, ACA, 11	301893	191398	Assistant Accounts Officer, Larsen & Toubro Ltd (4)
12	Bali V (37)	Manager, Beauty Care, (1.6.1984)	B A(Hons), PGDM, 13	1442534	582542	First Employment
13	Banati A * (29)	Associate Director-Genl.Acctg. & Treasury, (1.5.1997)	B.Com., PGDM, 7	203276	101884	Financial Analysis Manager, Procter & Gamble Asia /Pacific (1)
14	Banerjee I * (27)	Asstt. Manager - Marketing Services, (1.6.1995)	PGDBM, 2	219908	118441	First Employment
15	Banerjee S (29)	Asstt. Manager - Sourcing, (3.4.1995)	BE, PGDBM, 4	318869	182246	Asstt. Consulting Engineer, MN Dastur & Co. (2)
16	Bangera B D ** (56)	Sr. Section-in-Charge, (8.4.1968)	S.S.C, 34	510489	462560	Typist/Clerk, R. C Edwards & Co. Pvt. Ltd. (1)
17	Barta L (Mrs) * (35)	Senior Scientist, (20.03.1997)	B.Sc., 12	132653	96338	Paper Product Development, Procter & Gamble, Egypt (2)
18	Basrur S (35)	Associate Manager - Exports, (4.2.1990)	B E(Mech), MBA, 12	877694	440732	Product Officer, EXIM Bank of India (2)
19	Batra V (26)	Reg. Financial Analyst,(1.6.1995)	MBA	320716	192762	First Employment
20	Bhargava N (34)	Manager - Trade & Tariffs, (1.6.1990)	B COM,LLB,MIM, 10	591751	288322	Account Executive, The Equitable Financial Co's (3)
21	Bharucha F (26)	Asst. Brand Manager, (22.6.1995)	PGDBM, 3	342466	229029	Director, Projects & Programs, AIESEC India (1)
22	Bhat V (Mrs) (25)	Financial Analysis Manager, (1.6.1994)	B.E., PGDBM, 3	359539	227641	First Employment
23	Bhatia D * (26)	Area Sales Executive, (3.7.1995)	BE, PGDBM, 2	290590	182614	First Employment
24	Bhattacharjee S (29)	Process Engineer, (25.9.1995)	B.Tech. (Hons) Chem.Eng., 5	326736	180672	Process Engineer, ICI India Ltd. (3)
25	Bhattacharya S (56)	Vice Chairman & Managing Director, (5.7.1982)	B Tech(Hons), MS, MBA, 34	2289315	902639	Assistant Controller, Union Carbide India Ltd. , (10)
26	Bhattacharya S (26)	Area Sales Executive, (3.7.1995)	B.Sc., 2	339095	229046	First Employment
27	Bhave S S (Mrs) (36)	Group Manager - PS, (15.10.1982)	B Pharm, 15	535383	261146	First Employment
28	Binani N (26)	Customer Service Manager, (1.2.1995)	PGDIE, NIIE, 2	336258	208432	First Employment
29	Bondre S P (46)	Assistant Manager - Civil, (11.4.1983)	B.Arch., G.D. Arch., 23	341487	242066	Tech. Assistant, Indian Oil Corporation, Bombay, (9)
30	Chandar G (27)	Financial Analyst, (1.3.1995)	ICWA, CA, 3	341528	228049	M.T., Carborandum Universal Ltd., Madras (1)
31	Chandrashekhar S * (25)	R&D Exec., (1.9.1994)	BE, 3	184011	120012	First Employment
32	Chatterjee D * (32)	Engg. Manager, (15.2.1997)	B.Tech., AMIE (Mech), 7	122660	86148	Senior Engineer Officer,United Ship Management Ltd. (7)
33	Chaudhary S * (30)	Manager Plant Logistics, (4.3.1991)	BE PGDIE, 6	506319	269837	First Employment
34	Chawla N (Ms) (24)	Sr. Research Associate, (3.7.1995)	B.Tech., 2	341204	219821	First Employment
35	Chhabra A C (45)	General Counsel & Company Secretary, (2.7.1990)	LLB, FCS, AICWA, 20	1310537	536580	Company Secretary & General Manager, Rollatainers Ltd. (4)
36	Chhabra S (Miss) * (30)	Manager Communications, (1.6.1992)	BE (Elect), PGDM (Systems), 6	118703	58474	First Employment
37	Chib A (25)	Assistant Brand Manager, (3.7.1995)	M.B.A., 2	319890	189552	First Employment
38	Chopra L (Mrs) (36)	Sr. Research Scientist, (1.8.1987)	M.Pharm, 13	447186	211889	Research Scholar in R&D Deptt. (3)
39	D V S Manavalan (28) (Miss) *	Mgr-Reg.Financial Analysis, (5.6.1992)	BE, PGDM, 5	397390	185925	First Employment
40	D'Souza C (32)	Manager-E&TS, (21.10.1991)	BE, DERE, 8	544953	262613	R&D Engineer, Electropneumatics & Hydraulics India Ltd (2)
41	D'Souza L (29)	Technical Systems Manager, (11.9.1995)	B Tech, DBM, 7	417192	274573	Asst. Manager - Projects, Hindustan Ciba Geigy Ltd. (5)
42	Das K (28)	Assistant Brand Manager, (1.6.1995)	B.Arch., MBA , 2	334091	197542	First Employment
43	Das M (26)	Asstt. Mgr. Marketing Services, (1.6.1995)	BE, MBA , 2	318653	176855	First Employment
44	De Sales R (45)	Manager - Office Services, (10.11.1980)	B Com, 24	408075	257834	Purchase Officer, Cosme Pharma Laboratories Pvt. Ltd. (1)
45	Desai G G ** (52)	Sr. Officer, (4.11.1968)	FY Arts, 35	810634	755447	Typist, M S Nandlal & Co. (4)
46	Desai K * (32)	Financial Analysis, Manager-Hyderabad, (2.5.1990)	B Com(Hons),ACA,ICWA , 8	201495	138722	Management Trainee, Cadburys India Ltd. (1)
47	Desai S (26)	Assistant Brand Manager, (3.7.1995)	BE, MBA, 2	321125	183902	First Employment
48	Dhabhar O (Miss) (28)	Asstt.Mgr.-Marketing Services, (5.6.1995)	BA, MBA, 2	344052	220928	First Employment
49	Dharwadkar A * (49)	Asso Dir.-Engg.&Tech.Systems, (1.4.1988)	BE, 16	1147174	577914	Manager Engineering, Radiation Technologies (I) P. Ltd. (3)

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	NAME & AGE	DESIGNATION AND DATE OF EMPLOYMENT	QUALIFICATIONS & EXPERIENCE	REMUNERATION GROSS Rs.	NET Rs.	LAST EMPLOYMENT
50	Donoghue K (Ms) (50)	Product Development Manager, (1.12.1991)	B Sc,M Sc,PhD (Org. Chem),M Com, 19	831972	352930	Product Dev.Manager,Procter & Gamble Australia (14)
51	Dubey A K (39)	Plant Logistics Manager, (2.4.1984)	B Pharm, M Pharm, 13	387599	260836	Hoechst Pharmaceuticals Ltd. (1)
52	Durani S (45)	Human Resources Director, (2.11.1981)	M A(PM & IR), LLB, 20	1975815	787871	Sr. I.R.Officer, Voltas Ltd. (2)
53	Dutt S S (57)	Manager PS Risk Management, (12.5.1966)	M Sc, DIM, 35	519330	307728	Inventory Controller, Johnson & Johnson Ltd. (4)
54	Dutta A (32)	E&TS (Packaging) Manager, (15.2.1996)	Dip.in Materials Mgmt.,10	313177	176474	Packaging Manager, Hawkins Cookers Ltd., (3)
55	Erasala G (Mrs) (31)	Research Scientist, (1.6.1989)	BSc, MSc (Biochemistry), 8	374847	225237	First Employment
56	Ersala N * (27)	Scientist, (23.10.1992)	BE, (23.10.1992)	190947	112488	First Employment
57	Gadgil V (32)	Manager - PS/ Finance Systems, (1.9.1992)	B E, PGDM, 8	602862	287032	Territory Manager, Wipro Infotech Ltd. (3)
58	Gajree R * (33)	Manager-Financial Analysis, (24.2.1992)	B Sc, ACA, 7	205704	147303	Consultant, A.F.Ferguson & Co. (3)
59	Ganguli A (27)	Risk Manager, (20.9.1995)	B.E. (Mech), 5	345563	221194	Engineer Maintainance, ITC Bhadrachalam Paper Boards (3)
60	Ganguly N Dr (Ms) (33)	Scientist, (7.6.1992)	B Sc, M Sc, PhD, 5	371200	233856	First Employment
61	Ghogre S (40)	Associate PS Manager, (1.9.1980)	B Pharm, 17	803908	336372	First Employment
62	Gondhalekar Y (27)	Manager, E&TS , (1.3.1995)	M.S.(Chemical Engg.), 4	341251	218572	Asst. Engineer, Larsen & Toubro Ltd. (2)
63	Goradia A (Mrs) (27)	PS Finance Manager, (22.9.1993)	B.Com., CA, ICWA, 4	328255	183874	First Employment
64	Gulati D (26)	Asstt. Brand Manager, (3.7.1995)	BE, MBA, 2	338582	214874	First Employment
65	Gupta A K * (51)	Director-PS, (27.1.1986)	B Tech(Mech), DIM, 29	343606	186815	Asst. Works Manager, Union Carbide India Ltd. (17)
66	Hopkins J R * (54)	Product Supply Director - India, (11.08.1996)	BS Electrical Engg., USA , 31	2527185	1029158	PS Director, Procter & Gamble USA (4)
67	Iyengar P (27)	Regional Financial Analyst, (13.3.1995)	B.Com., ICWA, CA, 2	343145	224147	First Employment
68	Iyer V (28)	Area Sales Executive, (3.7.1995)	B.Sc., MBA, 3	339095	236952	Trainee Engineer, Precision Gears Pvt. Ltd., Bombay (1)
69	Jain A (27)	Asst. Brand Manager, (3.7.1995)	BE, MBA , 2	332653	202813	First Employment
70	Jastrzebski T * (36)	Finance Director, (19.2.1997)	BA, MBA, 12	532471	276338	Finance Manager, Procter & Gamble Egypt (2.4)
71	Jayson V (Miss) (25)	Asstt. Manager - Training, (1.6.1995)	PM&IR, 2	318395	178081	First Employment
72	Jejurikar S G * (30)	Marketing Manager, (1.7.1989)	B A, PGDM, 8	135789	78608	First Employment
73	Jena J * (30)	Manager Finance - ECR, (15.10.1990)	B.Com., CA, 7	42784	22622	First Employment
74	Jiandani M L (41)	Project Engg. Manager, (1.9.1989)	DME, 15	708499	399239	Asst. Engineer, Bush India Ltd (6)
75	Jiandani S * (36)	Information Delivery COE Manager, (15.11.1989)	B E(Mech), MMS, 12	466039	193500	Project Manager, Zenith Computers Ltd. (1)
76	Joshi M (30)	Asstt. Manager - Operations, (28.10.1967)	B.E. (Elec. Engg), 7	354944	228016	Asst. Engineer, Larsen & Toubro Ltd.,Bombay (2)
77	Joshi S (Mrs) (31)	Asstt. Manager - Legal, (19.2.1996)	B.Com., LL.B., 6	322553	184686	Advocate Asstt., Gagrat & Co. (3)
78	Kadyan R (25)	Asst. Brand Manager, (1.7.1994)	BA, PGDBM, 3	371490	228105	First Employment
79	Kale P (28)	Asstt. Manager - MSD, (2.5.1995)	B.Tech., PGDBM, 6	327617	179451	Executive, Larsen & Toubro Ltd. (2)
80	Kamath B (27)	Asst. Manager, Logistics , (1.6.1995)	B.E. (Mech), MMS - Ops., 3	320368	174006	Graduate Engg. Trainee, INDAL (10 months)
81	Kelkar L K (41)	Operations Mgr-Laundry Contracts, (1.2.1983)	B Chem (Eng), 14	607511	345768	First Employment
82	Keswani P (Mrs) (30)	Manager-National Sales Financial Analysis, (1.7.1991)	B Com, ACA, 8	635743	392911	Accounts Executive, Bush India Limited (1)
83	Khambe D A (Mrs) (36)	Section Head (R&D), (8.4.1985)	B Sc, M Sc, 12	940671	468974	First Employment
84	Khaneja V K (57)	Corporate Affairs Manager, (3.8.1970)	B A, 33	1047580	509028	Captain, Indian Army (6)
85	Khanolkar J E (38)	Section Head (R&D), (1.1.1993)	M Pharm, DMS, 14	807855	338596	Executive-Product Dev., Hoechst India Ltd.(9)
86	Khosla S * (37)	Marketing Director, Health Care , (1.4.1992)	B Tech(Mech),PGDM, 14	653987	277354	Brand Manager,Procter & Gamble U.K (2)
87	Kiyawat G (24)	Asstt. Manager-Mktg.Services, (5.6.1995)	B.Sc., PGDBM, 2	329846	172714	First Employment
88	Kolhatkar M (33)	Manager, Engg. & Tech. Systems , (5.9.1988)	M Sc, B E(Chem), 11	693289	368567	Process Manager (Tr.), Lupin Labs Ltd. (8 months)
89	Kollu G (23)	Sr. Research Associate, (5.6.1995)	B.Tech., 2	340145	212763	First Employment
90	Kotwal H N (40)	Operations Manager, (2.2.1981)	M Sc, 16	428564	260531	First Employment
91	Krishnamurthy S * (26)	Asstt. Cat. Research Manager, (2.5.1994)	BTech., MBA, 3	33440	24945	First Employment
92	Krishnaraj V (28)	Asst. Brand Manager, (5.6.1995)	B.Tech., PGDBM, 4	332042	199857	Sr. Officer, Tata Steel, Jamshedpur (2)
93	Kumar A (27)	Logistics Systems Manager, (15.2.1993)	BA, PM&IR, 4	447563	222624	First Employment
94	Kunzru U (30)	Brand Manager, (1.7.1991)	BE,PGDM, 6	548862	263988	First Employment
95	Lal S (33)	Manager - Technical Systems, (1.9.1992)	BE, MS (Elect, Eng.) MS (Fin Mgmt), 5	586525	336144	Power Engg.Consultant,Tata Consulting Engineers, (3)
96	Lall A (30)	Operations Manager, (1.7.1991)	B Tech, 6	608600	359578	First Employment
97	Luhadia A P * (49)	Senior Scientist, (1.9.1995)	B Sc, M Sc, Ph D (Tech), 18	726114	327060	Procter & Gamble, Indonesia (1)
98	Madan A (27)	Asstt. Manager-MSD, (27.12.1995)	B.E., PGDBM, 3	333095	221185	Asstt. Engineer, Tata Electric Companies (1)
99	Madhu P V (30)	Packing Manager, (1.10.1995)	B.E. (Mech. Engg), 9	347969	233287	Asst. Manager, Brooke Bond Lipton India Ltd., (5)
100	Mahajan J C (27)	Manager-Category Planning, (3.2.1993)	B.E. (Mechanical), PGDIE, 4	379882	198633	First Employment
101	Mahajan P (29)	E&TS Packaging Dev. Manager, (27.10.1992)	B Tech, MS, 5	518492	259330	First Employment
102	Mahale D B (56)	Asst. Manager-Indirect Taxation, (1.8.1969)	B Com, LLB, 32	323962	208281	Sr. Accounts Clerk, M/s Chowgule & Co (Hind) Pvt. Ltd. (4)
103	Malhotra R (25)	Asst. Brand Manager, (3.7.1995)	BA, PGDBM, 2	332182	202852	First Employment
104	Manduskar S R ** (56)	Officer, (2.5.1968)	BA, 35	620762	550075	Clerk/ Typist, Stone & Webster (I) Corpn. (3)

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	NAME & AGE	DESIGNATION AND DATE OF EMPLOYMENT	QUALIFICATIONS & EXPERIENCE	REMUNERATION GROSS Rs.	NET Rs.	LAST EMPLOYMENT
105	Mathias P (Miss) (26)	Asst. Brand Manager, (3.7.1995)	B.Com., PGDBM, 2	344042	211402	First Employment
106	Mavlankar U (25)	Regional Financial Analyst, (1.6.1995)	B.Com., C.A., 2	321875	178299	First Employment
107	Mehra A (29)	Manager, Finance Systems , (1.7.1991)	B Tech, 6	590074	351846	First Employment
108	Menon R *. (34)	Senior Manager, Infrastructure, MS , (1.5.1997)	M.Sc, MCA, 10	173256	102886	Procter & Gamble, China (2)
109	Miglani R (Mrs) (33)	Assoc.Mgr. Copy Development, (1.7.1987)	BSC, PGDM, 10	793547	341269	First Employment
110	Mishra P (30)	Asst. Manager - Operations, (1.7.1992)	B.Tech. (Chemical), 8	378520	248376	Production Engineer, Colgate Palmolive India Ltd., (3)
111	Misra S (39)	Asso.Dir.Integrated Work Systems, (11.4.1988)	B E(Mech), PGDBM, 15	1040986	432417	Sr.Executive (Mech),India Poly Fibres Ltd. (2)
112	Mukherjee D (26)	Asst. Financial Manager-TDC, (1.6.1995)	B.Tech., PGDBM, 2	333938	192301	First Employment
113	Murdeshwar R (25)	Asst.Mgr.,Regional Financial Analysis , (15.9.1995)	B.Com., C.A., 5	325021	211883	First Employment
114	Nagchaudhuri S (29)	Plants Accounting Manager, (1.6.1995)	BCom, ACA, 3	481001	277434	Asst. Manager; Services, ICI India Ltd. (1)
115	Nagpal A * (26)	Brand Manager - Bangladesh, (1.6.1993)	B.Com., PGDBM, 4	73291	39756	First Employment
116	Nagpaul G (29)	Asstt.Mgr. Organization Dev. & Effectiveness, (16.5.1994)	B.Tech., PM&IR, 3	348161	177025	First Employment
117	Nair J K (29)	Assistant Manager - Projects, (25.9.1995)	BE, 7	361907	234483	Executive Mechanical, Lupin Laboratories Ltd. (5)
118	Nair M (33)	QA Manager - Laundry, (1.9.1987)	B Pharm, 10	468259	276754	First Employment
119	Narsimhan V (56)	Customer Service Manager, (15.3.1971)	B Com, 37	587821	285099	Private Secretary, Dalmia Cements
120	Narvekar R (Mrs) (32)	Manager - Indirect Taxation, (15.10.1990)	B Com, ACA, 9	591143	286778	Accounts Officer, US Vitamins (I) Ltd. (1)
121	Nawab S K (45)	Asst. Manager - Quality Assurance, (26.12.1973)	B Sc, DMS, 24	374445	245973	First Employment
122	Nayak A (25)	Asst. Brand Manager, (5.6.1995)	B.Tech., PGDBM, 2	339095	213651	First Employment
123	Nayak G H (36)	Plant Mgr., (1.12.1987)	B E(Chem), MFM, 13	930564	466813	Reaction Engineer, Union Carbide (I) Ltd. (4)
124	Nayyar M (25)	Asstt. Manager - PS HR, (1.6.1995)	B.A., PM & IR, 2	318563	164125	First Employment
125	Nijjar G S ** (55)	Office Manager, (1.4.1967)	M.Sc., 30	1091951	942456	First Employment
126	Nimkar V V (58)	Manager Data Processing, (21.2.1968)	M Sc, DBM, 34	626326	365265	Statistician, University of Bombay (3 months)
127	Noras R R ** (54)	Sr. Officer, (1.2.1968)	BA, 32	840859	776612	Stenographer, Mirch Industries (2)
128	P M V Raj (25)	Assistant Manager - MRD, (17.5.1995)	B.E., PGDBM, 2	339658	208415	First Employment
129	Paliwal A (25)	Area Sales Executive, (3.7.1995)	BA, PGDBM, 2	341494	228884	First Employment
130	Panchal D P (45)	Senior Manager - Projects, (30.12.1985)	B E(Mech), 21	876730	435441	Engineer, M J Pharmaceuticals (6 months)
131	Panda B B ** (53)	Administration Assistant, (1.10.1970)	Non-Matriculate, 28	637865	593184	Sample Packer, J. Thomas Co. Pvt. Ltd. (2)
132	Pangam B M (33)	Asst. Manager, Technical Systems, (1.4.1995)	B.Sc. (Chemistry), B.Sc. (Tech), 9	343067	207481	Chemist, Jayant Industrial & Scientific Research, (1)
133	Pant M (37)	E&TS (Packaging Manager), (25.9.1995)	B.Sc., B.Tech., 17	318395	179874	Sr. Engineer, Dabur India Ltd. (5)
134	Pardiwalla K N (51)	Associate Director- Internal Controls, (1.7.1993)	B Com, ACA, 26	1130139	445006	Finance Manager, Procter & Gamble Cairo (2)
135	Partibhan A (31)	Assistant Manager - E&TS, (18.3.1991)	B.Sc., (Chemistry), B.Tech. , 7	340695	223138	Nicholas Pharmaceuticals (3 months)
136	Parvez A L (Mrs) (37)	Research Fellow, (1.10.1986)	MBBS, MD, 13	1110023	464650	House Physician, G.T.Hospital (6 months)
137	Patel B V (53)	Chairman & Managing Director, (1.8.1970)	MA, MBA (Michigan, USA) , 28	2778873	1070713	Marketing Trainee, Vick International (1)
138	Patel H (30)	Asst. Manager - E&TS, (1.9.1995)	M.Tech.(Mech. Engg), 2	401030	245424	First Employment
139	Patil N S (42)	Maintenance Manager, (2.1.1986)	Senior Manager -Projects, 20	834576	425616	Senior Engineer, Johnson & Johnson Ltd. (5)
140	Patil U M (46)	Assistant Manager - R&D, (15.1.1990)	B.Sc.,MSc, PhD, 16	391189	240510	Toxicologist, Institute of Toxicology (9)
141	Patwardhan V (27)	Asstt. Manager - PSO, (3.4.1995)	B.E., PGDBM, 2	327515	188516	First Employment
142	Paul S (31)	Plant Engineering Manager, (4.3.1996)	B.E., 7	312219	150765	Asstt. Engineer, Chevron Transport Corpn. (6)
143	Phadke U (26)	Area Sales Executive, (3.7.1995)	B.Tech., PGDBM, 2	339095	227882	First Employment
144	Porwal A (36)	MRD Manager, (2.6.1986)	B Tech, PGDM, 12	860996	352303	First Employment
145	Potdar R (Miss) (25)	Asstt. Manager - Compensation, (1.6.1995)	B.Com., PM&IR, 2	318593	171757	First Employment
146	Potdar S (26)	Asst.Mgr, Corporate Forecasting, (6.2.1995)	M.Com., ICWA, CA, 2	324919	186778	First Employment
147	Potnis S (43)	Manager-Packaging Development, (16.3.1992)	B Sc(Tech), GDMM, 18	726608	395544	Packaging Development Executive, Johnson & Johnson Ltd. (6)
148	Prasad L N (41)	Country Purchase Manager, (1.4.1995)	B Sc, M Sc, 19	867312	357402	Purchasing Manager, Procter & Gamble Indonesia (2)
149	Priolkar S Dr (34)	Lead Country Physician, (1.2.1996)	MBBS, MD, M.Med., Singapore, 6	354421	204079	Assistant Lecturer, Goa Medical College (5)
150	Pujari S (41)	Operations Manager, (31.8.1982)	B Pharm, M Pharm, 16	572231	344630	Graduate Apprentice, Richardson Hindustan Ltd. (1)
151	Puri A (Miss) (28)	Mgr. - Recruiting, Trg. & Develop. , (1.7.1992)	BA, PM&IR, 5	546429	267006	First Employment
152	Purushottaman B (29)	Mgr. Organization Effectiveness, (1.7.1992)	BE, PM&IR, 5	558624	273880	First Employment
153	Rai P * (34)	Scientist, (1.10.1996)	M.Sc., Ph.D., 10	248804	150726	Research Scientist, Univ. of Rochester, NY, USA (1)
154	Rajagopalan T G (Dr) (58)	Vice President - R & D, (15.6.1982)	B.Sc., PhD(Biochem), 32	2099325	831344	Dy. Manager Ciba Geigy Research Centre(15)
155	Ram A V (26)	Asst. Brand Manager, (1.7.1994)	B.Tech., FMS, 3	361583	237528	First Employment
156	Ramakrishnan S (25)	Asst. Brand Manager, (1.6.1995)	B.Sc., PGDBM, 2	337232	216897	First Employment

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