

## Founder's track record in Business Turnaround

Shaw Wallace Agrochemicals, 2000 –2003 (Technicals and formulated Agrochemicals) –grown from a BIFR case to profitability and subsequent acquisition by United Phosphorus Limited.

- Search Chem Industries Limited (subsidiary of United Phosphorus Limited, 2003 –2005 (bulk organic phosphorus chemicals, power generation, chlor-alkali) –grown from a BIFR case to profitability and subsequent merger with the parent organization.
- Saint-Gobain, Coated Abrasives Business, 2005 –2007 –made the domestic market leader through market expansion and new products. Made the most profitable abrasive business region worldwide through superior WC management and Assets Utilization.
- TANFAC Industries Limited, 2007 –2010 (hydrogen fluoride and fluorine chemicals), Aditya Birla group –created new markets, new products and new applications to transform the 1-product company into a globally known and profitable producer of organic and inorganic fluorine chemicals.