

INDORAMA
VENTURES

The Beacon

YEAR
OF SUCCESS

2014

January-June 2014



Vol.10

The King of Thailand's
Concern for Public Health

RECO Young Designer

The Importance of
Good Governance

In the Vicinity of
Oberburg



The King of Thailand's Concern for Public Health

In 1965, the Royal Medical Unit and Royal Mobile Medical Teams were granted permission to accompany Their Majesties on all provincial visits. Their Majesties' visits to the provinces enabled them to present the local people with items such as mosquito nets in malarial areas, salt in areas which lacked iodine in the natural diet and warm clothing for those who lived at high elevations.

His Majesty stated that the supply of fundamental medical supplies to the military and government officials in remote areas should be shared with the local people for preliminary treatment before contact with the health authorities. These medical supplies came from funds from the Privy Purse and the Government Pharmaceutical Organization, as well as private contributions.

Clinics have been established at the entrance to most of His Majesty's provincial residences, all of which are free to all. They

are usually staffed by the Royal Physician or other Royal Medical Division staff as well as medical staff from various branches of the armed services and personnel of the Ministry of Public Health stationed in the area. Experienced surgeons of the Royal College of Surgeons volunteer their services to patients under royal sponsorship in provincial hospitals for the duration of the Royal Family's visits and thus keep expenses of the royal purse to a minimum.

When His Majesty goes to a village, his physician and a medical team form part of his entourage and will check villagers. Often, the team will stay on to complete its work after the royal entourage has moved on. Royally sponsored volunteer medical teams consisting of volunteer doctors and surgeons from the Royal College of Surgeons of Thailand, King Mongkut Hospital, Sirirat Hospital, the Royal Thai Army and an ophthalmic medical team, an ear, nose and throat team and an allergy team who follow His Majesty to assist local doctors in provincial hospitals. When it was discovered that many villagers suffered from dental problems, His Majesty arranged for the establishment of a Royal Mobile Dental Unit on 18 April 1970.

Whenever villagers are hospitalized in a provincial hospital under royal sponsorship, they are visited regularly by members of Her Majesty the Queen's Personal Affairs Division until they are fit enough to go home. This Division effectively takes over the administration matters concerning the patient after admission.

If the patient is the head of a family and needs to be sent to Bangkok for treatment, the Division will arrange for someone to take care of the family or for local officials to pay a visit on them occasionally. They are usually given money to tide them over until the head of the family is well enough to work. Should the patient be unable to take care of his or her dependents thereafter, is crippled or even dies, the children of school age also receive royal assistance to receive an education or otherwise as appropriate.

In 1982, His Majesty began a project to create village doctors; that is, volunteer villagers who receive basic medical training at village level and pass on their knowledge to others in the village. Training covers basic health care like first aid, simple preventative medication, nutrition and how to contact local government health officials at local to provincial levels. Training is carried out in provincial hospitals where there is a royal residence. The number of people who have received treatment under royal sponsorship now numbers in the hundreds of thousands.

Editor's Note

This issue has several interesting news items and articles. As Indorama Ventures continues its growth trajectory with the acquisition in 2014 of PHP Fibers and entry into Turkey through Artenius TurkPET and SASA, we have an article on corporate governance and its importance today. In the Vicinity is about the home town of PHP Fibers, Obernburg in Germany, while our Business Culture page discusses doing business in Turkey. We have a brief interview with one of the RECO competition winners and explain how to make his design, a lamp made from old PET coffee cups. For those interested in dealing with people, we have an article on talent management and a think piece on whether competition restricts development of the mind. As usual, the activities of our colleagues around the world in pictures show how our family is growing and developing.

In following issues we will have more articles on corporate governance and our development of policies to govern the way we deal with the world around us and make us more sustainable.

If you are a part of Indorama Ventures and want The Beacon sent directly to your customer or stakeholder, please provide us with a full name, position and business address, stating the business relationship with IVL.

Naweensuda Krabuanrat
Editor

CONTENTS

Royal Initiatives	02
IVL Today	03-08
Business Culture	09
IVL Activities	10-12
RECO Young Designer	13-14
HR - Knowledge Sharing	15
Corporate Governance	16
Green Corner	17
In the Vicinity	18
Employee Engagement	19

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Year of Success



Sustainability has been one of the core themes of our activities since listing in 2010 and therefore it was a proud moment for the Chairperson of the Corporate Sustainability Committee, Mrs. Suchitra Lohia to receive the Sustainability Excellence Award from H.E. Mr. Joan A. Boer, the Netherlands Ambassador to Thailand, at the Netherlands-Thailand Chamber of Commerce and the Beluthai Chamber of Commerce Awards on October 17th.

As one aspect of governance is having a professional investor relations team, we were pleased to see our Head of Investor Relations and Corporate Communications, Richard Jones, named one of the top 25 IR officers in the world of all time by IR Magazine and IVL itself ranked in the Top 75 companies for investor relations in South East Asia following an independent survey by IR Magazine.



We have grown briskly over the preceding four years yet been mindful of the obligation to establish a high level of corporate governance throughout the group as part of our sustainability goals. Having established the five-star rating for good corporate governance in 2013, the highest rating given by the Stock Exchange of Thailand, the Company was also thrilled to be the recipient of both the prestigious Board of the Year and Audit Committee of the Year Awards given by the Institute of Directors (IOD) at its 2013 awards ceremony on November 27th.



Capital Markets Day 2014

The corporate year kicked off with an event that will be hard to best – our first Capital Markets Day. We flew in top management from around the world to give brief presentations on their businesses and how different companies see the future. This maiden event was kicked off by an IHS consultant who provided an independent view of all the Polyester Value Chain and we followed his presentation with a talk on corporate strategy by Group CEO Mr. Alope Lohia and all business divisions. In summary, the investors found it fascinating and encouraged us to do this again in the future.



Global Strategy Meet 2014

Immediately after Capital Market Day, management turned to fine-tuning their corporate strategies for the year. This was the first time a focused team of high level management was brought together to meet, discuss and make their plans for the year. This was then presented to and approved by the Board of Directors.



Indorama Ventures Innovation Helps Customer to Win Award

PepsiCo's Tropicana won a silver medal in the packaging development and design category of the first Visionary Awards for its Tropicana 89-oz extrudable PET (ePET) jug. PepsiCo, a key customer of Indorama Ventures, presented the first commercialized ePET container that is compatible with the existing PET recycling stream. This is a notable success for the PepsiCo Tropicana Inspiration 89-oz extrudable PET Team. The team had worked closely with Graham Packaging Co., the bottle supplier, and Indorama Ventures, the resin supplier, to make this project successful.





Business Expansions

IVL is back on the growth path in 2014 and has proposed several interesting organic and inorganic growth plans going forward. A new PET plant next door to our AlphaPet site on Finley Island Road, at Decatur in Alabama that will be capable of producing approximately 500,000 tons of resin per year and employ an additional 100 full-time workers.

We also acquired a company that is a producer of PET preforms in Nigeria, West Africa, in 2013, shortly after completion of an 84,000 tonnes per annum PET bottle resin manufacturing unit in Nigeria in 2012. The acquisition will empower us to grow the demand of PET in West Africa which is still predominantly a glass-based beverage consumer market. Our research indicates that Africa is preparing to become a growth powerhouse throughout this century and IVL, which is already the

first PET manufacturer in Western Africa, is seeking to build synergies with customers that will enhance our reputation as the world's leading Polyester Value Chain Company.

Towards the end of 2013 IVL successfully completed the refinancing of a US\$640 million term loan for its business in the U.S.A. The Company was able to increase the average tenor of this loan from 3.31 to 5.40 years from a consortium of banks led by Siam Commercial Bank Public Company Limited, Krung Thai Bank Public Company Limited and Bangkok Bank Public Company Limited. Moreover, the Company has refinanced a working capital facility led by Regions Bank and Bank of America Merrill Lynch totaling US\$360 million.

The term loan and working capital facilities are expected to improve the liquidity and cash management of the Company's North American businesses

by combining their treasury needs. The longer term loan tenor will also benefit the internal cash flows required for the Company's committed growth capital expenditures.

In line with IVL strategy to add high value-added businesses in Thailand, the Board approved the formation of a 50:50 Joint Venture Company with a global producer of nonwoven fibers to set up a 14,500 tonne bicomponent fiber plant at Indorama Polyester Industries, Rayong Province.

The Board also approved the expansion of a current bicomponent fiber plant at FiberVisions Covington, Georgia, USA. It will add an annual capacity of 10,800 tonnes of bicomponent fiber, thus bringing the total capacity at the site to 34,000 tonnes. This project is expected to be completed within 2014.

Indorama Ventures and Abu Dhabi National Chemicals Company (ChemaWEyaat) Limited signed a joint venture agreement in December 2013 to develop the Tacaamol Aromatics Plant on Madeenat ChemaWEyaat Al Gharbia's (MCAG) site in the Western Region of Abu Dhabi. The plant is expected to have an annual design capacity of about 1.4 million tonnes of paraxylene and 0.5 million tonnes of benzene. ChemaWEyaat will hold 51% equity and Indorama Ventures 49% in the company to be called Abu Dhabi Chemicals Integration Company LLC (Tacaamol).



Building an HVA Platform

IVL expanded its product portfolio with the acquisition of German company PHP fibers GMBH in April 30, 2014. This company is another important piece in the portfolio of High Value Added companies that IVL is collecting with the intention of strengthening the development of bottom line over time. PHP has subsidiaries in the USA and China, with a leading position in the European market for Nylon 6.6, a high tensile fiber used in the automotive sector for airbags and tire cords. IVL owns 80% of PHP with the other 20% held by Japanese company Toyobo, a recognized leader in automotive and industrial yarns and fibers.



Turkey Offers New Opportunities

IVL has agreed to acquire 51% of Istanbul-listed SASA Polyester Sanayi A.Ş., a well-known producer of specialty fibers and polymers. Turkey is a new and exciting market that is a gateway to Europe, the Middle East, and North Africa. The plant is at Adana, close to two ports and an efficient highway network. To extract further synergies from this deal, IVL has also acquired Artenius TurkeyPET, which is a PET resin plant located on the same land as SASA. This 130,000 tonne plant will serve Turkish domestic demand.



▶ Orion Global Pet received the Export Prize 2013, an award for exporters in Lithuania, at the parliament of the Republic of Lithuania on 20 February 2014.



▶ The Lopburi team and IVL management welcomed the Lopburi Governor Mr. Thanakom Jongira and his senior officers to their site.



▶ Indorama Polyester Industries Rayong and TPT Petrochemical Pcl. received an award for “Good Environmental Governance 2013” (White Flag - Green Star) from Mr. Peerawat Rungruengsri, Deputy Governor of the Industrial Estates Authority of Thailand at Map Ta Phut Industrial Estate Office.



▶ Yukako Ono, a reporter from Nikkei, visited Indorama Polyester Industries Nakhon Pathom recycling plant on April 30, 2014.

▶ Indorama Ventures Mexico received the Family Responsible Distinctive Award from the Labor and Social Welfare Ministry after an exhaustive audit to verify their application of best practices in “conciliation in work and the family”.



▶ Auriga Polymers received the 2013 Award for Excellence for the factory’s safety program.



▶ Indorama Petrochem Limited has received a Greenhouse Gas Verification Statement from SGS Taiwan verifying that its inventory of Greenhouse Gas Emissions 2012 meets the requirements of ISO 14064-1:2006.



▶ Seven subsidiaries of Indorama Ventures; AsiaPet, Indorama Polymers, Petform, Indorama Holding, Indorama Polyester Industries (Nakhon Pathom and Rayong), Indorama Petrochem and TPT participated and signed the CSR-DIW MOU at the ceremony held by the Department of Industry Works at IMPACT Muang Thong Thani.



➤ Auriga Polymers Inc. was given the Quality Supplier of the Year Award by our customer, CareStream, at their 8th Annual Supplier Event.



➤ Indorama Holdings received the Energy Saving Certificates from the Provincial Electricity Authority of Thailand (PEA) and 202,990 Baht in return of its achievement in the PEA saving project on May 19, 2014.



➤ Indorama Ventures Public Company Limited received the "ICT Excellence Award 2013" in the category of "Core Process Improvement Project" for our MIS2.0 (Dashboard) project.



➤ Indorama Petrochem, represented by Dr. Nop Siwasilchai, received the Certificate of Selected Manufacturer for Outstanding Industry Award 2013 in the category of Safety Administration from the Thai Ministry of Industry Thailand.



➤ StarPet received certification for food safety systems including ISO 22000:2005, ISO/TS 22002-1:2009 and additional FSSC 22000 requirements for the Manufacture of Polyethylene Terephthalate Resin for Food Packaging Containers Category Code: M (Packaging Material Manufacturing). Petform (Thailand) Limited also received the ISO certificate 22000:2005, applicable to manufactures of PET preforms, bottles and closures.



➤ AlphaPet Inc received the Certificate of Excellence in Food Safety Practices .This certificate recognizes that the facility was found in an audit by ASI Food Safety Consultants to have a high level of food safety, exemplified by excellent conditions and programs for food safety management.



➤ PT. Indorama Ventures Indonesia received Halal Certification from The Assessment Institute for Foods, Drugs and Cosmetics – The Indonesian Council of Ulama (LPPOM MUI) for its PET Product process.



Indorama Petrochem and TPT Petrochemical received the EN ISO 50001:2011 Management System Certificate.



PT. Indorama Ventures Indonesia received the award "PROPER PERINGKAT BIRU (BLUE) for 2012 - 2013 environmental performance. PROPER stands for the Company's Environment Performance Rating Program which is managed by the Indonesian Environment Ministry.



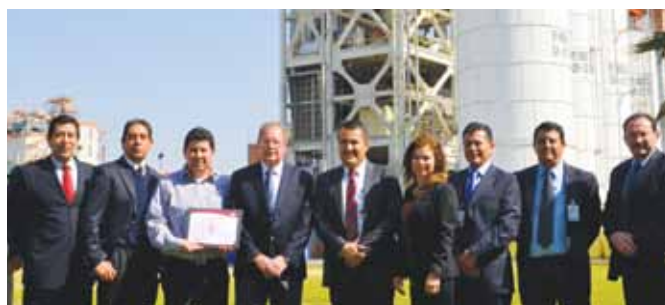
Mr. Anivesh Tewari – VP Operations representing Indorama Polyester Industries Public Co., Ltd. (Nakhon Pathom), receiving the Outstanding Establishment on Safety Occupational Health and Environment Award, National Level, for the 5th consecutive year (2010-2014).



Ms. Prapai Palakawong Na Ayuthaya, Senior Manager at Indorama Polyester Industries (Nakhon Pathom), receiving The Outstanding Woman of the Year Award 2014 from HRH Princess Sriramsi, the Royal Consort to the Crown Prince of Thailand on March 14, 2014.



Indorama Holdings Limited received Honor Certificates acknowledging compliance with legal requirements for the employed and improved the Quality of Life of the Disabled from the Lopburi Governor, Mr. Thanakom Jongira.



For the second year Indorama Ventures Polymers Mexico Queretaro Complex received Certification "Empresa de 10" granted by INFONAVIT (The National Institute for the Development of Living Quarters for Workers). This certification is granted to those industries that achieved total compliance (accurate and in time) for the payment of quotas (5 percent fixed payroll tax) during ten two-month periods.



Seven subsidiaries of Indorama Ventures received 12 CSR-DIW awards for 2013 from the Department of Industrial Works. Indorama Polyester Industries (Nakhon Pathom) and TPT Petrochemicals received the CSR-DIW Advance Award Level 4 for 2013 and the CSR-DIW Continuous Awards for 2013. AsiaPet, Indorama Polymers, Petform received the CSR-DIW Network Award for 2013 and CSR-DIW Continuous Award Year 2013. Indorama Holdings Ltd and Indorama Petrochem received the CSR-DIW Continuous Award for 2013.



Just as in some South European regions, Turks greet each other by shaking hands or by kissing on both cheeks. It can be a surprise to some foreigners. Watch out for some cultural faux pas such as crossing your arms or putting your hands in your pockets while facing or talking to someone. This is considered impolite. It may be seen as unfriendly to step backwards if a Turk is standing near to you, as they tend to stand quite close when speaking. The concept of “personal space” often depends on the culture. Likewise, don’t be offended by people staring as this is common among the Turkish people.

Hand gestures and facial expressions in conversation are very common. It is important to maintain direct eye contact while speaking, which is common in the West but not in Asia. Gestures for “yes” and “no” are different in Turkey. Yes is indicated with a nod of the head downward, while a no is a nod of the head upward accompanied by a raising of both eyebrows.

As in Asia, do not point the sole of your foot toward a person. It is considered very rude. Worse, putting your thumb between your first two fingers is equivalent to giving the middle finger in the US.

Making polite conversation is not difficult if you avoid religion and political history; otherwise they are proud of their country and will enjoy answering questions on their culture and history. Try asking about safe subjects like their work, role and company.

Most Turkish men love football, as does most of the world, and usually support one of three famous Turkish teams: Galatasaray, Beşiktaş or Fenerbahçe. If you ask about their favorite team, be prepared for a lively conversation. As a conversation opener, famous people of Turkish descent in the West include Ahmet Erteğün, founder of Atlantic Records, who was responsible for making the careers of many blues and rock stars and founded the New York Cosmos soccer team of the North American Soccer League, and Neil Sedaka, whose father was Turkish.

As Indorama Ventures has now moved to invest in Turkey for the first time, it might be useful to know something about how to do business there, but more importantly, understanding the culture will make any visit more pleasant.

When going to Turkey on business, success will come to those who first build effective personal relationships. Business is personal in Turkey because many businesses are still family owned and run. However, the Turks are experienced businessmen and therefore a clear and well-presented proposal will help a lot. Turks want to do business with those they like, trust, feel comfortable with and want a long term relationship. Things won’t go far if they mistrust your motives.

Avoid travelling to Turkey on business in June, July and August since that is when people take extended vacations to spend time with family.

Doing business these days is not difficult as language barriers have come down a lot. English is taught in most schools; however, German has become quite popular in recent years. Although many young people have a fairly good command of the English language, some old people may not. You will have to find out in advance of the meeting if you need help from an interpreter.

Turks are proud and may be easily offended; so try not to embarrass anyone. “Saving face” is a well-known concept in Asia and is practiced in Turkey too. As in Asia, value is placed on the family unit in Turkey. The business owner is viewed as a father or mother figure who should consider the well-being of their employees’ family and social

duties. In Turkey as in Asia, age is considered a sign of wisdom and should be respected at all times. When an elderly person enters a room, it is expected that you will stand up in order to greet them.

Anyone who has worked with Indian people is already aware that there is a strong culture of handshaking when arriving or leaving a meeting. In Turkey too, it is important to shake hands when greeting someone and also when leaving, as this is considered a sign of respect.

Gift giving is generally not practiced as it is in Asia for instance. If you want to give a gift, it won’t be regarded as an insult, but avoid extravagant gifts. Take along a gift that is perhaps typical of your home country. If you are fortunate enough to be invited to dine at a Turkish home, consider common gifts like pastries, or items for the home. Since Turkey is a Muslim country, it is often inappropriate to give alcohol, unless you are already aware that they do drink.

When dining with Turks, Turkish hospitality dictates that the host always pays for the meal. They don’t have a concept of sharing a bill. You may politely try and offer to pay, but you would never be allowed to do so. Just thank the host then later invite him or her to dinner at a restaurant of your choice. It may be a good idea to notify the restaurant manager that your guests are not allowed to pay.

At the end of every meal you will be asked if you want a coffee. Turkish coffee is a national drink. It is sipped slowly and has a great taste and aroma, so do not gulp it down like instant coffee. Never drink to the bottom of the cup, as it will be full of coffee grounds.



Wellman International participated in Heimtextil Exhibition in Frankfurt, one of the biggest home textile shows, during 8-11 January, 2014 and received the granting of Allergy UK 'Seal of Approval' Accreditation.



Mrs. Suchitra Lohia together with Mr. Warawut Pinnerng, Deputy Governor of Rayong, local community people and the government sector attended the open ceremony of waste recycle bank project 2 at Wat Krok-Yai-cha School in Rayong.



Voluntary staff of Indorama Polyester Industries Public Company Limited (Rayong) from E&I department held a Voluntary Activity at Chumchon Wat Tubma School by sharing their knowledge of electricity for checking the electric system, replacing lamps, repairing the dilapidated electric appliances and cleaning up the school area.



Mrs. Suchitra Lohia visited TPT Petrochemical and planted the "Sal" trees to increase the green area.



Indorama Holdings Limited arranged an Annual Award Ceremony for the best employee attendance award and 10 Years' Service award organized at training production room.



FiberVisions, Trevira, Auriga Polymers, Indorama Polyester Industries Thailand, and Wellman jointly organized a booth at the Index14 in Geneva, Switzerland on April 8 – 11, 2014.



AsiaPet, Petform and Indorama Polymers distributed annual scholarships of the year 2014 to employee's children who have outstanding academic performance.



Indorama Polyester Industries Rayong and TPT Petrochemical supported and participated in a traditional Tum Boon Kaoleam with the community in Map Ta Phut.



Indorama Holdings Limited celebrated the birthday and retirement ceremony of Mrs. Sommai Yodwan, a maid who has been working with us for 18 years.



Members of Buddhism Group "Quality of Life" Club of Indorama Petrochem joined "Nature of Truth", the training that followed Lord Buddha's teachings to guide the participants how to think intellectually and help them realize the truth of life and be happy.



■ IVL Head office and all local sites in Thailand held Songkarn Day or Thai New Year at factories and participated and supported Thai tradition with nearby communities.



■ Executives at the Indorama Holdings Rotterdam site got together in April to hold a Bhumi Puja religious ceremony before commencing piling work on the site of their new PTA expansion. This ancient Hindu ceremony requests permission from Bhumi Deva, the Earth Goddess, to start construction and to gain her good will and assistance. It also asks forgiveness for the disruption of the many living beings already on and in the land there.



■ Here are Alec Ray, Scott Powell and Orlando Price, managers, enjoying the view of the Indorama tree planting site.

Mr. Stephen Wood, employees and representatives of the local government joined a tree-planting ceremony at the manufacturing site at FiberVisions as a part of a world-wide conference in Atlanta.



■ IVL Head office Bangkok held "IVL Health and Wellness Day 2014" and Indorama Ventures Polymers Mexico arranged "Workplace Fitness Facilities". The objectives were to give knowledge and suggestions from doctors about health, nutrition and exercise in the right way.



■ Indorama Ventures Polymers Mexico arranged Emergency Preparedness & Response practice to maintain a well prepared emergency response team, increase integration among brigade members and improve communication and response techniques with neighborhood.



■ Indorama Ventures Polymers Mexico support and donated during vaccination week organized by the Mexican Institute of Social Security.



■ AsiaPet at Lopburi provided PET resin FA and N1 to PhD. students from The Petroleum and Petrochemical College, Chulalongkorn University, for the research of Nanoclay Gel for Polymer/Clay Nanocomposites: Preparation and Applications.



■ TPT Petrochemicals supported a traditional football match to support a community health and anti-drug campaign that was arranged by 14 communities at Map Ta Phut Temple stadium.



■ FiberVisions Athens' employees raised money by cooking to support The March of Dimes for research aiming to prevent birth defects, premature births and infant mortality.



■ Dr. Nop Siwasilchai (left) representing Indorama Petrochem Limited donated money to support Bann Prachummit Community Child Development Center to help children develop physical and mental fitness, social interaction and intellectual ability.



■ Subsidiary of Indorama Ventures in Rayong arranged DIY training session to students at Krok Yai Cha School to make plastic purses and chairs from plastic bottles and cat scratchers from reels.



■ PT. Indorama Ventures Indonesia conducted operational improvement training for the utility team to improve utility efficiency.



■ Indorama Ventures Head Office organized the Initiative Strategy Training to improve day-to-day operational activities for its staff on June 12, 2014.

■ In order to commemorate Maulid Nabi Muhammad SAW, PT. Indorama Ventures Indonesia donated necessities to local community in Cihuni area during the Marawis festival followed by approx. 60 students from Jabodetabek area.



■ Indorama Ventures arranged the Annual General Meeting of Shareholders 2014 at Hotel Plaza Athenee in Bangkok.

■ Indorama Ventures Head Office sponsored the Thailand Youth for Business Forum of AIESEC, an international university student club, and ran workshops on Sustainability and Innovation at Sasin Business School on June 21, 2014.



■ Indorama Ventures Poland joined the Opportunities for the Polish Plastics Industry Conference which was organized by the Polish Union of Plastics Converters in Warsaw, Poland, on May 22, 2014.



■ Indorama Ventures Head Office organized a shareholder factory visit at Indorama Polymers, AsiaPet, Petform and Indorama Holdings in Lopburi Province on June 24, 2014.



■ Assoc. Prof. Dr. Fredric William Swierczek from Thammasat Business School interviewed Mrs. Suchitra Lohia on our International Business Strategy on May 22, 2014.



RECO Young Designer 2013

The RECO Young Designer Competition 2013, organized continuously for three years, has been a great accomplishment. The competition keeps growing every year, with better public feedback and contestants' development. Some of the products entered can be created at home as well as developed for business purpose, such as the work of Mr. Watchararux Sintattasopon (Ton), the first runner-up in the Product Design category. His work, Rec Lamp, was a stunning piece made interesting by the fact it was made from familiar waste material. Therefore, let's get to know Khun Ton a little better through his interview here!





First Runner-Up of Product Design

Full name : Watcharak Sintattasopon
 Institution : Chanapattana International Design Institute (CIDI)
 Major : Product & Interior Design
 Dream Career : Designer

Q: How did you know about RECO Young Designer 2013?

A: My institute, CIDI, announced about the contest and encouraged students to join it.

Q: Why were you interested in joining the contest?

A: I'd like to present new, alternative, development for the use of recycled products.

Q: What's the inspiration of your product?

A: It started with PET cups in my coffee shop, which have been used and thrown away every day. When I knew about the contest, I decided immediately that these cups would be my material. However, most of recycled products made from plastic cups still have the familiar look that everyone recognizes as cups way too easily. I wanted to design them with new uses and new characteristics, so I went through several experiments until I got my final design.

Q: Why did you choose to design a lamp?

A: Actually, recycled plastic cups can be made into many different things, but I chose to make the lamp because it represents plastic characteristics very well with its transparency and unusual surface.

Q: What obstacles did you face during the contest?

A: The main obstacle was about how to design and make use of waste materials in new, creative ways. There were small obstacles during the process too, but I rather considered them as experiments.



Q: What did you gain from the contest?

A: I know now how it feels to join a contest. I attended this design institute quite late, so I didn't have the opportunity to join other contests. I saw other contestants' work and everyone had done well. Joining this contest was more about improving myself while seeing other contestants' work and techniques brought me new ideas. Therefore, it was a really great experience.

Q: How did you develop your work after the contest?

A: I made another lamp in a smaller size and it comes with a tripod. At first I wanted to put the tripod on my old work, but it was too heavy. So I decided to make the smaller one. My friend suggested I make more lamps and start a business, but I'm not in a good position yet. However, I will consider trying it in the next few months.

Q: Have you been working on other kinds of design?

A: Yes, I have done an interior design for a room in a condominium and it is now rented out. I also plan to design furniture and sell them with friends.

Q: How do you plan about the future?

A: I think I will continue running my coffee shop and look for some product design work to do.

Q: Is there anything you'd like to pass on to the contestants next year?

A: I want them to apply and gain experiences in the contest. They will have a chance to try presenting their work and solving problems. These things are what they are going to face in the near future. So if they really want to be designers, they should use the contest as a rehearsal.

Talent Management (1)



Introduction

As people are one of the most significant factors that every organization needs to invest in wisely, one of the greatest failures most organizations can possibly make are losing talented people and/or hiring the wrong ones.

To avoid further issues stemming from choosing wrong people, the organization should plan to manage its human resources very carefully.

Talent management is strongly recommended for every type of organization. It was designed exclusively to reflect diversity, which refers not only to nationalities, cultures, and languages, but also refers to different skills, perspectives, and ideas. Therefore, it is a very helpful tool for management that can be used in combining talented people whose unique abilities will offer responses to future global challenges of the business.

What should be considered as talent?

The term talent usually refers to skills, knowledge, abilities, values, and preferences, which include almost everything. Talent itself has no exact definition since what people value as talent is generally based on different perspectives, responsibilities, and business environments. Plus, there are many kinds of talent and how different people manage to use it.

One definition of talent agreed by many people is a person with high potential for leadership. However, some organizations believe that all their employees are talented

and that talent can be found through an effective Learning & Development culture and performance management.

What is talent management?

While the term “talent” refers to an individual, the term “talent management” refers to how to get those individuals working together.

Talent management was first launched in July 2008 and has been used to promote and value equality and diversity as well as to ensure that all talented people from different cultures and backgrounds are welcome to work in the organization.

Applying talent management is recommended as it gives significant benefits to the organization. Besides helping the organization achieve objectives of business plans or strategies with diverse talent coming from different skilled people in the organization, talent management also helps improve the image and the position of the organization in employment market. People are attracted to the organization applying talent management because they know their talent will be valued and that they can do something great and be proud of themselves in there. Moreover, talent management encourages the culture of Learning & Development and performance development. Talented people realize that none of them is perfect, so when a bigger challenge arrives, they will take it as their new chance to learn, develop, and perform better. The organization will eventually create the culture of improvement that encourages rich and diverse leadership, and will create a workplace that is full of talented people with high performance and potential.

In addition to giving several benefits, talent management also helps the organization find talented people with positive characteristics. Talented people often engage with their work effectively because, when being put in the right place, they are happy with what they do. They feel proud to be a part of the organization and satisfied with their jobs and other responsibilities. They also feel motivated and valued because they realize that their work, big or small, is important to the success of the organization. Furthermore, talented people are opened-minded. They trust and have a good attitude towards their colleagues and

leaders, and frequently disseminate the good reputation of their employers, leaders, colleagues, and the organization to others for they are proud of not only themselves, but also people they work with and the organization.

To help you decide whether talent management is worth being brought into your organization, you may try to answer these questions:

- What do you expect to gain from applying talent management in your organization?
- What are the risks you may have to face if you apply talent management? What are the risks if you do not?
- What are the goals of the organization?
- How does talent management support the organization to achieve these goals?
- What are other strategies/plans that need to be connected with talent management to create a well-organized operation?

Applying talent management

To apply talent management while expecting the best of results for your organization, you have to understand the skills, experiences, characteristics that your organization needs in order to achieve your business goals. After that, you have to find how to integrate talent management in working processes, such as planning, learning and development, performance development, and many others.

You can find the type of talent management that suits your organization best by considering important factors of your business plan with following questions:

- What should “talent” mean for your organization?
- Does the term “talent” refer to everyone or a specific group of people?
- What positions are required at the moment?
- What qualifications/characteristics/abilities should be required to achieve expected or better results?
- How can one develop from a specialist to a more general leader?
- How might the definition of “talent” change in different situations?

Source.: Practitioner Guide: How to create a Talent Management Strategy that reflects Diversity



The Importance of Good Governance

As Indorama Ventures grows larger, the issue of governance has become more important. Good governance, which is having a system to direct and control a company to the benefit all its stakeholders, is an important factor in the sustainability of a business.

The critical issue to keep in mind is that an organization is fundamentally a relationship of contractual agreements between parties for the purpose of achieving the organization's goals. These parties include shareholders, directors, managers, suppliers, employees, customers, creditors, government authorities, other stakeholders and the society in which the company operates. Some of these agreements are formalized and unequivocal but many are implied or implicitly understood. Not all are centered on financial benefits.

Of key significance are those mechanisms and controls that are designed to reduce or eliminate what is called the principal-agent problem. In short, this means reducing conflicts of interest. We control conflicts of interest by implementing guidelines and policies that basically set a benchmark for how people in different parts of the world manage their businesses or work within a framework that lowers the risk of the business.

At Indorama Ventures, we have set up policies that guide us to conduct our business in an honorable manner, mindful of the long-term effects on the company of everything we do. Commencing at the top, from policies governing how the Board of Directors conducts itself, and all the way to advising stakeholders how we would wish them to conduct themselves, for instance, we tend to preclude the use of child or slave labor, maintain the human rights of all parties and so on.

However, good corporate governance is not just a matter of having the right policies and procedures in place. It has to be embedded into the culture of the organization from the very top down. For this reason, we launched a Corporate Governance Policy Awareness Campaign (CGPAC). Good governance processes, we may say, are more likely to create an environment that is beneficial to success. We should not assume that those who have good governance processes will perform better or be totally immune to failure. Risk exists in any business. Risks are an accepted part of the search for rewards and thus no system of corporate governance can fully preclude errors or completely defend companies and their stakeholders from the consequences of such errors.

In order to lay the groundwork for detailed policies, the company issued a Corporate Governance Policy in 2009 to provide guidance for directors, management and employees, all of whom must operate under the regulations of the Stock Exchange of

Thailand and the Criteria of Corporate Governance of the Organization for Economic Co-Operation and Development (OECD).

One of our concerns is to eliminate corruption, which includes bribery. To ensure that the company is made aware of possible corrupt practices, we have initiated a whistleblower policy that allows employees and outsiders to bring potential corrupt practices to the company's attention. As these may be considered breaches of ethics, our employees are encouraged to inform us of possible ethical breaches of any of our public policies by writing to ethics@indorama.net or calling +662-661-6661 extension 680 or sending a written disclosure to

The Corporate Governance Section,
Indorama Ventures PCL.
75/102 Ocean Tower 2, 28th Fl., Soi Sukhumvit 19, Asoke Road,
Klongtoey Nua, Wattana,
Bangkok 10110, Thailand.

Whichever method is chosen to contact us, we commit to ensure that the information will be considered a protected disclosure, and that the informant will not be revealed and will be protected against retaliation.

We have a similar method especially for external stakeholders, i.e. someone who is not an employee, to send information directly to independent directors for investigation. Just send an email to independentdirectors@indorama.net or use the phone number and mailing address given above. Our independent directors will be kept informed while we investigate the matter without revealing the source of information.

To further strengthen our commitment and establish a rational standard among business society, the company has undertaken to participate in the Thailand Private Sector Collective Action Coalition Against Corruption (CAC) in 2013. The program, led by the Thai Institute of Directors (IOD), aims to enable participating companies to apprise the strength, completeness and effectiveness of their anti-corruption policies and procedures within the framework of the Business Principles for Countering Bribery (BPCB). IVL is currently working to be a certified company of Thailand's CAC, which will further enhance the organization's reputation and credibility in the marketplace.

Not only are IVL's anti-corruption activities being fully geared up, but upcoming plans such as workshops and monitoring implementation are also lined up to continuously ensure that the organization, as one, recognize the same standard of anti-corruption in accordance with best practice, following the company's CGPAC initiative.



By Mr. Watchararux Sintattasopon (Ton)

How to Make "Rec Lamp"

We met Khun Ton, the first runner-up of RECO Young Designer 2013 (Product Design), and found it hard to believe how waste PET coffee cups could be made into a beautiful lamp very easily. Khun Ton explained that he had to experiment several times over the contest period until he found a way to create unique-looking Rec Lamp. Today, he will teach our readers how to make a Rec Lamp from waste PET coffee cups.

Warning: The making of Rec Lamp is not suitable for children!

Materials /Tools

1. 200 Waste PET coffee cups
2. Scissors (used for cutting PET cups)
3. A hot air blower, capable of reaching 200°C
4. A heat-resistant semicircle container, such as a 15-inch-diameter aluminum pan
5. Circuit board, light bulb (LED only), and electric wire
6. A round, flat, 8-inch-diameter aluminum tray (can be put into the container)
7. One-centimeter-thick transparent acrylic board (used as a base)

Remarks: The size of the materials/tools can be changed depends on what is available to you.

Instructions:

First step: preparing our material

i. Clean and wash all the PET coffee cups. Dry them off, and cut into straight strips. Each strip should be two centimeters wide.

ii. Put some of the plastic strips into a heat-resistant container. Blow them with heat, using the hot air blower until they curl. Take them out of the container and let them cool. Repeat this process with all of the straight plastic strips before the next step.



Second step: making the top of the lampshade

i. Put the curled strips piece by piece into the pan and stick them together using the hot air blower. Line more plastic strips over the surface of the pan and blow them to stick all the strips together. If there are any spaces or lines, fill in with more curled strips and heat them again.

ii. Keep lining the pan with the strips and sticking them together until the whole surface is covered and looks like a big bowl. Leave it for a while to cool. Then take it out of the pan. Now you have to top part of the lamp. Put it aside.



Third step: making the bottom of the lampshade

i. The bottom part of the lamp can be made very similarly to the top part of the lamp, but before lining the plastic strips, we have to put the round, flat tray in the middle of the pan first. The tray will leave some space on the bottom part of that lamp that will allow the light bulb and the lamp kit to go through.

ii. After putting the tray inside the pan, line the strips on the surface of the pan and heat them again like when we make the top part. Make sure that the strips DO NOT cover the surface of the tray.

iii. As soon as the pan surface is covered. Leave it to cool. And take it out of the pan. Now you have the bottom part of the lamp that looks like the bowl with an empty space where the tray was.

iv. Connect the top and the bottom of the lamp together as in the photo. Blow hot air on the edges so these two parts are connected and strengthen the lamp. Now you get the lampshade complete.



Fourth step: making the lamp base and installing the lamp kit

i. Choose an acrylic board that is bigger than the tray and use it as a lamp base. Cut the board into a big circle.

ii. Drill a hole in the middle of the board to let the wire go through. Install the lamp kit and the LED light bulb over the hole. The light bulb has to be LED because it provides brightness without heat and will not melt the plastic lampshade. Make sure that the light bulb and the lamp kit can go inside the cover through the bottom space.

iii. Connect the light bulb and the lamp kit with the wire.

Last step: Putting it all together

i. Put the lamp base with lamp kit installed on the table or somewhere with a flat surface.

ii. Slowly place the plastic lampshade on the base, letting the lamp kit go through the hole in the bottom.

Remarks: The lampshade and the base are left unconnected for further repairs or changes. Therefore, you have to be careful when carrying or moving the lamp.





In the Vicinity of Obernburg



Indorama Ventures acquired PHP Fibers GmbH on April 30, 2014. The company has production facilities in Alabama (the United States), Pingdingshan (China), and its head office in Obernburg (Germany). PHP Fibers was established in 1899 and became the largest manufacturer of Nylon 6.6 used in the airbag industry in Europe and America. Obernburg (or Obernburg am Main) is a small town in the Miltenberg district of Unterfranken region, Bavaria, although there is another town called Obernburg in New York, the United States. The population of Obernburg is about 8,500.

Obernburg was built as a Castrum (a building used as a military defensive position) by the Romans around 83-85 AD. Locally, it is known as Nemaninga. It became a town on March 25, 1313 and belonged to the Electorate of Mainz until 1803, then to the Principality

of Aschaffenburg from 1814 to 1972. Later in May 1978, Obernburg and its neighboring municipality, Eisenbach, combined. The name Obernburg is composed of the Old German words “Oboro”, meaning higher or further, and “Burc”, meaning a fortified place.

Obernburg is located at the mouth of Mömling River. The climate is warm and mild, but there is rainfall throughout the whole year even in summer. The average temperature in Obernburg is 10 degrees.

Places to visit in Obernburg include beautiful buildings, such as the Oberes Gate, the Alms Tower, the Town Hall, and museums, such as the Roman Museum and Eisenbacher Local History Museum. Obernburg is also famous for cabaret. You can watch performances at Kleinkunstbühne Kochsmühle Theater or join the celebration of the best of the local cabarets at the annual Obernburg Millstone Awards. Other

interesting events are Altstadtfest (Old Town’s Festival), Mamuku Obernburg (Main Music Cultural Festival), and Mirabellenfest (Mirabelle Plum Festival). However, the most significant spot of this town is the Main River, the ancient Roman Limes. It was listed as one of the UNESCO’s World Heritage sites in 2005.

Famous people who were born in Obernburg include a German Revolutionary Adam Lux, singing duo Gitti and Erika, and a German actress Eva-Maria Grein.

Lean

Six Sigma (Part 2)

Lean Six Sigma In Practice



In the last article, I discussed the Lean Six Sigma culture and gave a brief explanation of the colored “belts” that allow people to move up through the ranks at their own pace. What our belts have accomplished so far is amazing. They have successfully completed projects that have reduced spin waste, reduced the use of energy, reduced contamination complaints, minimized second quality produced, lowered downtime stops, shortened changeover times, reduced product variation, improved measurement systems, made the workplace safer, negotiated better contracts and reduced spare parts costs. The excitement lies not exclusively in what they have done but in what they will do in the future. With a group of individuals who consistently make system processes better, there is no limit to what the organization can become.

After encountering the concept of a Lean Six Sigma culture, leaders consider if it is right for their organization. Perhaps, if we consider why it has been suitable for us at FiberVisions, then it might reveal the potential fit in the organization of others. Before starting this journey several years ago, there were some critical quality concerns. On the horizon were opportunities that the organization could see, but it was acknowledged that capitalizing on them would be a challenge. Some change was required. Leadership knew that we would have to adapt.

There were very competent individuals in the company, but our world was changing very quickly. We were transitioning from being a commodity producer to a hygienic value-added producer. Knowing that doing the same things only gives similar results, we looked to the culture of continuous improvement as a means to transform. First, Black Belts were trained at each site and each was assigned a project to address the key quality issue at that location. The project work led to the successful elimination of these items, and the organization began to embrace the program after seeing its potential first-hand.

This type of project work was expanded to Green Belts, and we began to understand that the culture of Lean Six Sigma would be a way to create an organization of problem solvers who used data to make decisions. During this time, our quality leadership began to institute the metrics of Lean Six Sigma into key customer

critical product parameters. Our manufacturing areas reinigorated the use concepts of statistical quality control to improve the way processes were managed. By doing this, we became more attractive to sophisticated customers because we managed our business in ways that other suppliers did not. We could speak a new language based on data analysis.

In this culture we believe in sharing lessons to help each other along the journey of continuous improvement. With this in mind, here is an example of a project that may benefit others in their operational excellence efforts.

Changeover Time Reduction: During any product changeover there are many activities that have to be completed by multiple operators. Changeover times from one particular product to another originally took 4 hours. By the end of the project, times were reduced by 50% to 2 hours.

Implementation:

1. All work activities were written down in order of completion.
2. A time study was done on each activity.
3. Activities were then classified as an internal setup (line must be stopped) or as an external setup (line does NOT have to be stopped).
4. All internal setups were written in order of completion using their activity times as a Critical Path was determined. The Critical Path is the set of activities that must take priority to insure the shortest time for the changeover is accomplished.
5. All internal and external setup activities were placed along a timeline and specific assignments were given to each operator. Each specific assignment had a designated time for beginning and ending. After implementing this, changeover times were reduced.

We hope our story and this project lesson are beneficial. In the Lean Six Sigma culture, success is about helping each other improve. We look forward to learning the lessons of others and to sharing our lessons with them.



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