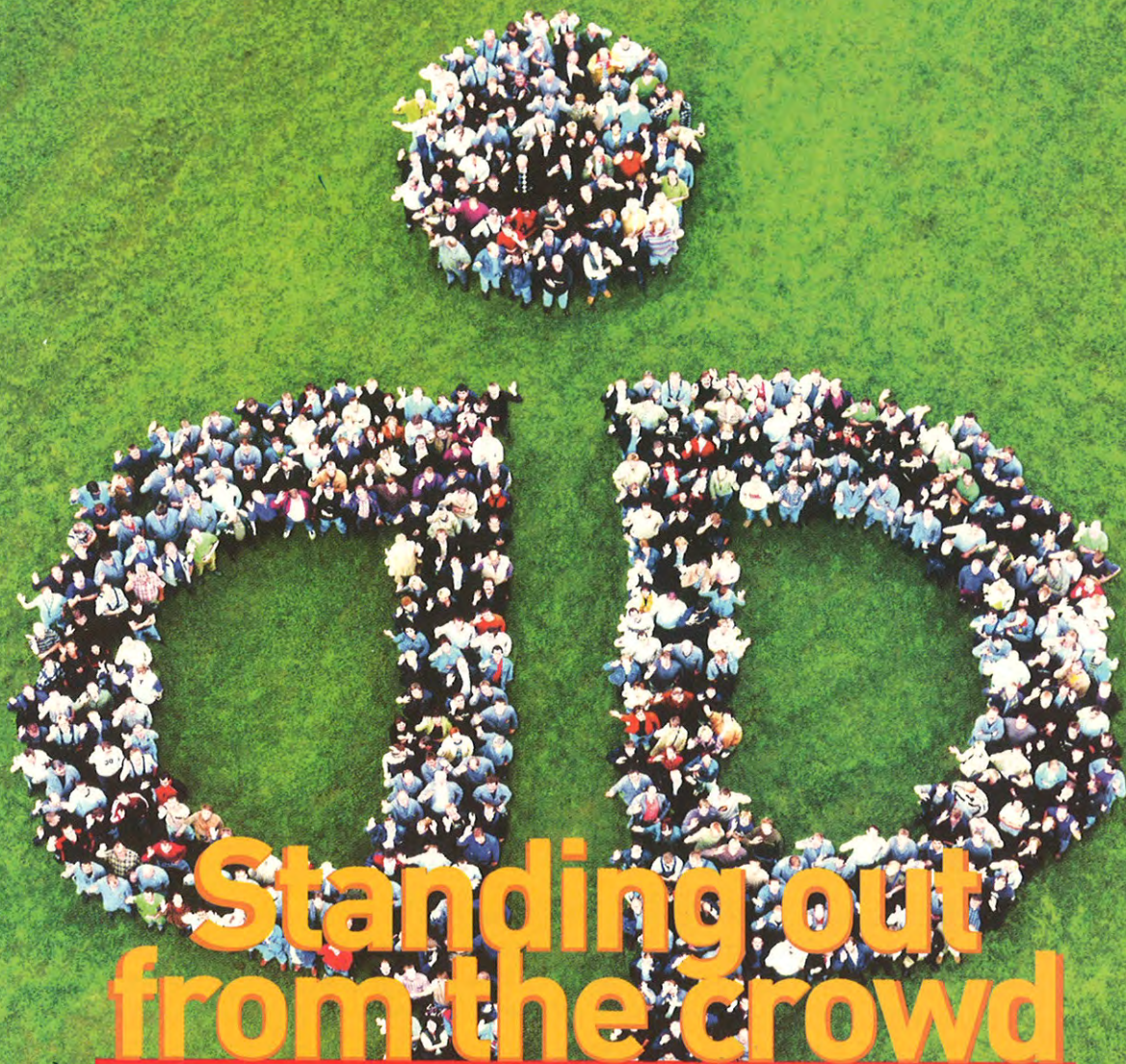


MODERN PLASTICS

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WORLDWIDE

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Standing out from the crowd

MPW presents 25 Notable processors

- Modern Executive: Dispelling processing misconceptions
- Economy & Markets: Following the flow of foreign investment
- Market Update: Automotive, inside and out
- World Tour: Central America open for business, taking the Flextronics tour, California turns to efficiency

exhibitions, and from the GKV, Germany's plastics processors association.

Few thermoformers offer the breadth of processing capability that his firm tackles: twin-sheet thermoforming, vacuum or pressure forming, processing of fiber reinforced materials, and processing of sheet for use as insert moldings in injection molding, are among the services the processor offers.

10. Bhavarlal Hiralal Jain

An estimated 852 million people went hungry between 2000 and 2002 according to the UN's Food and Agriculture Organization. But not all food issues in developing economies translate to bad news. One man has worked tirelessly in India since 1989 to introduce plastic irrigation systems to agriculture and thereby pull farmers out of hunger and poverty. He's Bhavarlal Hiralal Jain, founder and chairman of Jain Irrigation Systems.

Jain himself started out in relative poverty. In 1963, he pooled the savings of three family generations—the equivalent of \$160—and started selling kerosene from a pushcart. Turnover was \$23,000 in year one.

Inspired by a local quote—"Agriculture: a profession with future"—Jain then added farm equipment, PVC pipe, and sprinkler systems to his range, and by 1978, sales had grown to more than \$2.5 million. The firm got into processing its own plastics in 1980 when it started extruding PVC pipe at the rate of 300 tonnes/yr. Capacity now runs into the tens of thousands of tonnes.

1989 was a watershed year for Jain—the firm started developing and marketing drip irrigation systems for smallholder farmers to help them increase yields. The microirrigation concept proved successful and yields shot up to the extent that more vegetables and fruit were being produced than could be sold and consumed locally. The solution? Jain started to set up world-class food processing facilities for dehydration of onions and other vegetables, and production of fruit purees, concentrates, and pulp. Jain would then purchase output from his smallholder irrigation customers, process it, and market it nationally and internationally.

"The Indian population is growing, so we need to grow more," says Jain. "At the same time, water is a precious commodity in the subcontinent. Our irrigation systems are a perfect means to increase production as they generate more crop per drop," notes Jain.

11. Brian Jones

Values. That's the first word that comes to Brian Jones' mind when asked about the key component to Nypro Inc.'s success. The Clinton, MA custom molder has grown into one of the industry's largest contract plastics-components manufacturers for a customer base that spans the globe.

"Different companies stand for different things," says Jones. "Our values at Nypro are very strong, centered on an intensity to satisfy customers, and we work diligently toward this." Jones notes that Nypro's visionary founder and current CEO, Gordon Lankton, was going global long before it was popular for custom molders. "We've serviced customers around the globe for 30 years, and now everyone's scrambling to be global and open new markets," comments Jones.

But a global vision for customers hasn't precluded the company from providing for Nypro employees. "Values is why we converted Nypro to an ESOP [employee stock ownership plan]," says Jones. "The people view it as their company, they take a personal stake in its success." That's different than most processing companies, as many continue to be closely held and controlled by a few people, Jones explains. At Nypro, shares of stock are widely distributed, and all voting shares are in the hands of the ESOP. That might also explain why the culture between management and employees is so strong. "There's a sense of shared responsibility for each other," Jones adds.

Nypro continues to build on its past manufacturing successes. "We have a long history of innovation in molding technology, and now we also design and build high-end tools with some 750 moldmakers globally providing 70% of our molds," says Jones. Today, through new tooling technologies, Nypro can collapse lead times, provide design engineering

