

Wharton School Dean's Medal

to

Dhirubhai H. Ambani

Chairman, Reliance Industries Limited

National Economic and Political Forum, India

Foreword

The awarding of the Dean's Medal to Dhirubhai Ambani by the Wharton School is an occasion for all of India to be proud of. It is indeed a significant milestone in Indian business history for several reasons.

The Wharton School of the University of Pennsylvania is the pre-eminent business school in the world today. It has been ranked as the number one business school by *International Business Week*, *The Times* of London as well as the *World Executive's Digest* and a number of other bodies.

The Dean's Medal of the Wharton School recognises outstanding leaders of private enterprise, public service and academia. Only a select handful of men and women have been awarded the Dean's Medal. Previous recipients include Fidel V Ramos, President of the Philippines, Shimon Peres, Foreign Minister of Israel and Reginald H Jones, Chairman of General Electric.

Dhirubhai Ambani is the first Indian to be awarded this medal. By awarding Dhirubhai this medal, the Wharton School is recognising that a first generation entrepreneur from India can stand shoulder to shoulder with all those who have received this award earlier. But then, Dhirubhai's achievements are second to none in the world. Starting from scratch he has turned Reliance into a global petrochemical powerhouse with an asset base of Rs 24,388 crore (US \$ 6,175 million) and a investor family of 4 million – probably the largest in the world.

The event organised to felicitate Dhirubhai for the award is significant in another way. It is probably the first time that such a galaxy of eminent people from all fields – senior policymakers including bureaucrats and politicians cutting across party lines, diplomats, economists, members of the performing arts, industrialists of every description as well as senior representatives from the media — gathered under a single roof to felicitate anyone.

It is because of these reasons that a record of this event should be kept. This booklet is a simple compilation of the felicitations to Dhirubhai on the occasion.

One small note. After the opening address, the sequence of felicitations in this booklet have been organised in alphabetical order of the speakers' names. For the purpose of simplicity, the speeches have also been grouped together according to the language used by the speaker.

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Public Affairs Office
The Wharton School
University of Pennsylvania
1030 Steinberg Hall-Dietrich Hall
Philadelphia, PA 19104 6302
215.898.4159 phone
215.898.1883 fax
publicaffairs@wharton.upenn.edu
<http://www.wharton.upenn.edu>

Wharton **News**

CONTACT: Chris Hardwick
215/898 - 4159

WHARTON TO HONOR DHIRUBHAI AMBANI, CHAIRMAN, RELIANCE INDUSTRIES

PHILADELPHIA, PA, May 28, 1998 – The Wharton School of the University of Pennsylvania today announced it will present Dhirubhai Ambani, founder and chairman of India's Reliance Industries, with the School's Dean's Medal at a ceremony in Mumbai, India, on June 15, 1998.

Established in 1983, the Dean's Medal is the School's highest tribute for extraordinary achievement or service by individuals throughout the world. Mr. Ambani will be recognized for his leadership in founding and building Reliance Industries into India's largest, most widely traded and most profitable company.

The Wharton School honors various distinguished and successful individuals for their leadership, achievement or service through the awarding of the Dean's Medal. The citation reads, "Dhirajlal Hirachand Ambani was the founder and today continues as the chairman of Reliance Industries Limited. Reliance Industries has grown, under the careful guidance of Mr. Ambani, to be the largest private sector enterprise in India. He has been recognized for revolutionizing the very concept of equity investing in India by creating wealth and value for millions of shareholders."

Dhirubhai Ambani is the 24th person to receive the award. Former recipients include:

- Shimon Peres, former Prime Minister of Israel
- Reginald Jones, Chairman Emeritus of General Electric Company, Stamford, Connecticut
- Dr. C. F. Koo, Chairman of Taiwan Cement Corporation, Taipei, Taiwan, R.O.C.
- Laurence Za Yu Moh, Chairman Emeritus of Universal Furniture Limited, Singapore
- Jon Huntsman, Chairman and CEO of Huntsman Chemical Corporation, Salt Lake City, Utah

- Kazuo Ibuki, Chairman of the Board and CEO of Mitsubishi Bank Ltd., Tokyo, Japan
- Fidel Valdez Ramos, President of the Republic of the Philippines
- Peter D. Sutherland, Chairman, Goldman Sachs International, former Director General, General Agreement on Trade and Tariffs

Reliance Industries Ltd. began in a one-room Bombay office. It went public in 1977. Today the petrochemical and textile conglomerate has annual sales of Rs. 134 billion and enjoys the support of four million investors. Mr. Ambani is widely credited as having revolutionized investing by popularizing small investor shareholding.

Reliance Industries Ltd., India's largest private sector enterprise, is a major player in the Indian petrochemicals sector. Reliance's operations capture value addition at every stage from producing crude oil and gas to polyester and polymer products and are vertically integrated to the production of textiles. Reliance has one of the largest marketing networks in the Indian industry. All of its brands are market leaders.

Last year, Reliance completed a \$3 billion expansion that has made the company one of the top ten petrochemical producers in the world.

The Wharton School of the University of Pennsylvania is recognized around the world for its innovative leadership and broad academic strengths across every major discipline and at every level of business education. Founded in 1881 as the first collegiate business school in the nation, Wharton is committed to creating the highest value and impact on the practice of business and management worldwide. The School has 188 faculty, 11 academic departments, 18 research centers and leading programs at the undergraduate, master's, doctoral and executive education levels. In total, Wharton has 4,652 students from more than 50 countries enrolled in its degree programs, 10,000 participants in its executive programs each year and a network of more than 70,000 alumni in 130 countries around the world.

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The Citation

*The Wharton School
of
The University of Pennsylvania
Presents*

*The Dean's Medal
to
Dhirajlal Hirachand Ambani*

*Whereas The Wharton School wishes to honor
exceptional world leaders for their achievement
and public service through the awarding of
The Dean's Medal;*

*Whereas Dhirajlal Hirachand Ambani
was the founder and today continues as
The Chairman of Reliance Industries Limited;*

*And whereas Reliance Industries has grown,
under the careful guidance of Mr. Ambani,
to be the largest private sector enterprise in India;*

*And whereas he has been recognized
for revolutionizing the very concept of
equity investing in India by creating wealth
and value for millions of shareholders;*

*And whereas Mr. Ambani,
through his leadership and achievement,
has contributed to the belief that anyone,
through diligence, patience, and hard work,
can accumulate wealth;*

*And whereas he has frequently used
the products of his labors for the betterment of
Indian and world society;*

*And whereas this is the
twentieth anniversary year of the founding of
Reliance Industries Limited,
a year for celebration and recognition;*

*And whereas Reliance Industries Limited
now stands on the edge of a new era of global size,
competitiveness and industrial dominance;*

*We at The Wharton School recognize
the extraordinary achievements of Mr. Ambani and,
Believing that Mr. Ambani will bring honor and
distinction to the list of the twenty-three previous awardees;*

*Therefore, and on behalf of the faculty, students
and alumni of The Wharton School,*

*Thereby award
The Twenty-Fourth Dean's Medal
to
Dhirajlal Hirachand Ambani*

Murli Deora

MP & President, National Economic and Political Forum

Friends, Your Excellencies and ladies and gentlemen, join me in thanking Dr. Thomas Gerrity and other colleagues at the Wharton School in honouring Dhirubhai Ambani.

Dr. Gerrity, by honouring Shri. Dhirubhai Ambani, you are honouring an entrepreneur, a philanthropist, a nation builder and, above all, an original thinker. Dr. Gerrity, you just said that Mr. Ambani is known to his close friends and colleagues as Dhirubhai. But the truth is that everyone in India or around the world, calls him only Dhirubhai, which means patience.

He is the most impatient man I have known in the past 30 years. I remember one particular thing about him in his younger days. In those days, when he was just starting out and faced many obstacles in his path, he would always start early in the morning. And tell me, I have to start early morning because "I have to swim the English Channel every day from morning to evening." And yet that was the task he always wanted to tackle.

I remember as a young student, I met Robert Kennedy when he was the Attorney General of United States of America. And there was a small little plaque I saw on his table which read, "some men see things as they are and say, 'why'. I dream things which never were and say, 'why not.'" This is very appropriate for Dhirubhai Ambani because there was nothing which was impossible for him. There was nothing which was unachievable.

We are very grateful to all our friends today who gathered here. We will now start, and I just request everyone, we all have to be very brief.

Thank you.

Amitabh Bachchan

Filmstar & Chairman, Amitabh Bachchan Corporation Ltd.

Respected Shri. Dhirubhai Ambani, distinguished guests, ladies and gentlemen.

I feel extremely honoured to have been asked to say a few words at this august gathering.

In all honesty, I'm really not qualified for this occasion and feel terribly inadequate in the presence of all the illustrious gentlemen who have gathered here.

My knowledge of Dhirubhai's business and his corporate activities is very limited. His achievements in this field are there for all to see, and in the media and in the press, to read and to admire.

I have seen and known him as an individual, as a person, and my admiration came from my interactions with him in this capacity.

I first met Dhirubhai when I had a problem. In fact, now that I recollect, barring the odd social meetings, I have only met him when there has been a problem. He laughed when he had heard me out and then went on to analyse, dissect and give solutions in such a simple down-to-earth manner, that I felt foolish not having looked at or thought of it in that way myself.

Suddenly, the burden that I had seemed to be carrying, felt lighter. A peculiar confidence developed within me. My walk had a spring in it. And the world became a wonderful place to be in. Any human to be able to instill in you these feelings in your first meeting, within the shortest period of time, must be very special. That is what struck me most about Dhirubhai, and that is what remained with me all along.

There were several meetings after that, and all of them were given that simple raw treatment. Whatever he spoke, it was all very

ingenious, very strong and very positive. He filled me with a will to fight, and a will to win. Nothing, what he said, even remotely spoke of giving up or backing out. He only spoke of walking tall and walking forward.

Thank you Dhirubhai for sharing with me and indeed inspiring me. With this God-given quality of yours, I know there must be a thousand others, who would have gone through similar experiences.

On an even more personal note, I have admired the way that you and Mrs. Ambani have brought up Mukesh and Anil – the inheritors of your legacy. The importance you gave and have given to the family. Its strength and its discipline are exemplary.

I have noticed on several occasions that you and your family have respected, and are aware of the cultural ethos of our country. The bonding and understanding that exist amongst all of you is in itself unique in today's fast changing world of destroyed ethics and values.

You, sir, have set examples and reached several peaks in your corporate environment. But I take great pride in the fact that I have known an individual, whose quality as a human will far outweigh his commercial achievements.

Thank you Dhirubhai for being there, thank you for your inspiration and your strength. We wish you continued good health and happiness. You, sir, have made India very proud.

H. D. Deve Gowda

Former Prime Minister

Mr. Dhirubhai Ambaniji, Smt. Ambaniji, distinguished friends.

I congratulate Shri. Dhirubhai Ambani on his being awarded the Dean's Medal of The Wharton Business School. He is the first Indian businessman to have been selected for this award from the world's leading business school. The award to him is a matter of pride for all Indians.

The reform process, as this distinguished audience will appreciate, is easy to talk about, but difficult to practice. When a country makes the transition from the so-called command economy to one which is driven by the market forces, it is made to pay a price. The price is paid by all economic agents including businessmen.

I take this occasion to remember that Dhirubhai was in the forefront of the Indian industrialists, who were willing to make a sacrifice for reform. Many of our friends in the world of business did not accept competition. They thought that they deserved longer protection from the Government, and that is the reason why they rallied behind those forces that were promising them protection. In other words, a longer lease of life on crutches in a protected island. I have no complaint against them.

Politics is the art of the possible. Putting a clock backwards was a possibility. Many of these protectionist businessmen had a much smaller turf to protect than Dhirubhai. Yet Dhirubhai never shared the protectionist zeal. It happened because he never lacked self-confidence. He was always sure that he could meet global competition on his own terms.

India today does not need businessmen who require the help of the Government to bail them out by erecting high tariff barriers and by offering tax forgiveness and other amenities.

India today needs patriots like Dhirubhai, men of vision and self assurance, who are confident of achieving the world's best standards of quality. We need more Dhirubhais.

Before I conclude, let me once again convey my congratulations to Dhirubhai, Mukesh, Anil and their family members for making Reliance the pride of India. Lastly I pray to the Almighty for his good health and long life. I once again congratulate Dhirubhaiji for his great service to the nation.

Thank you very much.

K.V. Kamath

Managing Director & CEO, ICICI

Good Evening,

Dhirubhaiji, Dean Gerrity, and other distinguished members of faculty from Wharton, and distinguished members of the audience, ladies and gentlemen.

It is almost as going back to 30 years, 28 years to be precise, when we first appraised Reliance for a loan. At that point of time, to put it in perspective, Reliance was a company with a turnover of 1 million dollars. Indeed, Dhirubhai has taken it a long way since those days. And, in taking it from a one million company to what it is today, a company which is implementing probably the largest project at one location: Jamnagar, where 5 billion dollars investment is going into a single location, I think stories can be told. And it is these stories, I think, which made Dhirubhai what he is. Just to recount a couple of these. If I recount them all, it will take up the whole evening. One day, if I have the time, and if I were to weave stories into a book of management, I'm quite sure that this book would be a best-seller in the annals of management.

There is no jargon in management theory that Dhirubhai has not played out in his own way. There is no theory in management practice, which he has not practised in his own way. Be these theories that one learnt as a student of management 30 years back, or be these cutting edge concepts that are being talked about today.

We heard of people eulogising Mr. Ambani as a dreamer. Dreamer, indeed, he was. He then set himself quantum targets, which have come into vogue very recently. And he not only set quantum targets, he achieved them. And he did not stop at that. He went on to stretch these targets even further, and this indeed, was imbibed not only as a culture in Reliance, but has been truly imbibed by his sons, who are capably carrying on the tradition.

I said that I will recount just two stories in about a minute. One was going back maybe 27 years, when I was appraising Reliance and I would do a projection for the next five years, the financial performance of the company. And this company, Reliance, would come back to me after seven or eight months of the loan, for the next loan. And would have achieved what I had predicted for five years, in those eight months, or at the most, an year.

To my knowledge, no company that I have appraised in ICICI's existence, would have achieved these sorts of numbers ever.

This is going back 27-28 years. Coming back to something more recent. I visited Jamnagar, about six months back. And then I met Dhirubhai. So the first question he asked me was, "what did you feel about the site?" I said that I was extremely pleased. Because honestly, in two months, what had gone up was unbelievable. There a jetty was in operation in five or six months, which is just impossible to do, given the constraints that are faced in India.

But he had a not-so-happy look on his face. He said, "no, I'm not very happy with what my children are doing at the site." This is what he said. He said, "I asked them a simple question. Why is it that you are running only two shifts of construction work at the site? Why not another third shift? Because time is money. Five billion dollars I have to invest. Every day saved is a million dollars saved."

And this is the sort of philosophy of simple, clear thinking and aiming at the sky. It is what Dhirubhai has achieved and has brought Reliance to where it is today.

Once again let me join my predecessors, who have talked before me in congratulating Dhirubhai on his achievements and by saying that Wharton has done itself proud by honouring Dhirubhai.

Dhirubhai, once again, congratulations, from myself and ICICI.

Thank you sir.

Manohar Joshi

Chief Minister of Maharashtra

Dr. Gerrity, Professor Jitendra Singh, Mr. Dhirubhai, ladies and gentlemen.

आजच्या या महत्वाच्या समारंभात आपल्या सर्वांचं स्वागत करताना मला अतिशय आनंद होत आहे. श्री. धीरुभाई यांना मी मनापासून शुभेच्छा देतो.

I spoke these two lines, only because I wanted the guests here to know what the Marathi language is. And I wanted that the Chief Minister of Maharashtra should start in Marathi.

I'm indeed very happy to welcome you all on this important occasion of felicitation of Mr. Dhirubhai Ambani. I congratulate Mr. Dhirubhai for getting this very important Dean's Medal, from the important University of United States. I do so on my behalf and on behalf of my Chief, Mr. Balasaheb Thackeray. When I congratulate him, it means that the congratulations are also from the 8 crore people of the State of Maharashtra.

I have all regards and respect for Dhirubhai, only because he is a self-made man.

Right from the beginning, though I did not know I was sure that he might be connected with some teacher. Today I know that he is a son of a teacher. Either the teacher himself or the son of a teacher becomes great.

I'm not referring to myself at all.

I'm happy that Dhirubhai made the greatest possible contribution in the industrial field. I know he had to face hardships. The hardships in a democracy are even more. There are speed breakers, there

are problems. But at the same time, you cannot enjoy life, unless and until you face problems. And therefore, I'm happy that after facing all the problems, Reliance has become the topmost company in the country.

It is in polyester, it is in marketing, it is in petrochemicals, and in a number of other industries. I must say that Reliance is different from other companies because, in the words of Dhirubhai himself, it has given immense importance to investors.

I've seen one AGM of Reliance. It was held at a cricket stadium – the Wankhede Stadium. Generally businessmen try to avoid AGMs. But Dhirubhai always met investors, he replied to their questions and he gave good dividends. His investors have been always happy.

Today, the group has crossed the turnover of Rs 3 billion. This company has brought reputation to us and to our country. I must say that when Mr. Dhirubhai referred to his family in his speech, I was really surprised. I thought that he was referring to his family, but thereafter he said, "I'm thankful to my family, that is, the Reliance family."

Dhirubhaiji, I must tell you, that you need not have a family planning at any stage. Let this family grow. Neither my Government nor the Central Government will stop the growth of such families. This family must prosper.

I do not want to take a long time. As a matter of fact, it is difficult for a speaker, particularly a politician to be brief. Because we only have to speak, while Dhirubhai has to work. But, a few quotes of Dhirubhai are very interesting to me and therefore I cannot control my temptation of giving those quotes here. I had read them three-four years ago.

Dhirubhai was asked if he believed in Indian market and he said, "Of course. If I have to work hard, I will do so for my country and not

for others." This shows his love for our country and it moved me because it is very difficult to find true Indians in all walks of life.

Then again, he was asked what he liked the most. His reply was very simple. He said, "I like to be the first in everything I do." But Mr. Dhirubhai, it is not easy to do.

Another question, which was very important and which all of us know, was, "why are you always in the controversies?" The reply was, "it is the price to be paid for success." I'm also facing the same thing Mr. Dhirubhai. For every successful man has to pay this price. I'm sure there are many who must be facing this price.

The next question was, "is decision making decentralised in Reliance?" I'm adding only important and few questions. I'll finish in just one minute. And really one minute.

"Is decision making decentralised in Reliance?" Dhirubhai said, "we believe that two brains are better than one." I thought that he was referring to Mukesh and Anil. "But finally we use our own brains." It is also true.

The next question was, "what are your ambitions now?" The reply was straight and honest. "I would like to contribute to nation building now." I hope that you will do it now Dhirubhai. My Government will support you in all respects in doing that. I'm sure that this will definitely give you success, because you are interested in doing something better in the interest of the nation.

This question was posed to him, "do you think of retirement?" I'm sure everyone must be asking this in his mind.

Because, when any man grows old, everybody asks this question. His reply was, "there is no question of that. Business is my hobby. In any case, Reliance can work and run without me."

As the Vice-Dean had said, we have decided to allot a plot of land in Mumbai to Indian School of Business Management. The Government of Maharashtra will be very happy to allot this plot,

and from this important school, we want a number of Dhirubhais to come out.

We want our Dhirubhai to guide these people, who will work in industry and will ultimately work for our great country.

Thank you very much.

All the best wishes to you Dhirubhai.

Jai Hind.

Jai Maharashtra.

Dhanyawad.

Professor M. M. Sharma

Chairman, Scientific Advisory Council of the Prime Minister

Shri. Dhirubhai Ambani, Smt. Kokilaben, members of the Ambani family, very distinguished guests, ladies and gentlemen.

We in India are indeed elated with this signal honour that has been bestowed on an entirely home-grown, imaginative, daring, redoubtable person, none other than Shri. Dhirubhai.

He epitomises thinking of the unthinkable. The leadership provided by Dhirubhai has no parallel in the annals of the Indian chemical industry, with which I have some familiarity. And he has really challenged the fundamentals of the business. Indeed, he set out to put up plants for the first time in India of world standards. And in the case of polyester filament yarn, their daily capacity was equal to the annual capacity of the pioneers. What an achievement! What a thought!

Today Reliance is the only company in the world which has complete integration in polyester fibre filaments, from basic raw materials to finished fabrics. No other company in the world can claim this honour.

And we know today that polyester fibre filament is a fibre for the weakest section of the society, only rich can afford cotton and khadi.

The olefins plant at Hazira has set new records and after 30 years of the first plant in India, this unit has nearly three times the last largest unit and 40 times the capacity of the first plant which was put up in the '60s.

In the case of the polypropylene, the plants put up at Hazira have three times the capacity, in fact, 12 times the capacity of the first plant that was set up in India.

With the setting up of the world's largest single location paraxylene plant in Jamnagar, 1.4 million tonnes per annum, which I think, even the financial institutions had hard time to chew, India will catapult itself into a unique enviable position. The refinery at Jamnagar will have the most unusual design of what we call a cat cracker. And perhaps with the highest capacity in a single location in the world and capacity equal to all the units put together in India. What a great achievement! What a thinking!

Even more unique is the novel integration between Jamnagar refinery and petrochemical plants at Jamnagar and Hazira. This will have no parallel in the world. It is striking that bulk of the goods will be moved by the environment friendly ocean route.

Dhirubhai has an uncanny knack to discern between desirables and undesirables and does it in a very facile way. Mukesh and Anil have acquired most of the traits of their indomitable father, apart from their own high level skills on a very wide front, from technology to the finesse of finance, and have created for themselves indisputable position of leadership in India. They are our scions.

All the plants have been commissioned in India in a record time by world standards. And have capital investments, contrary to the thinking of many of the financial writers in magazines and papers in India, on a comparable basis or on the lower side of international plants.

The automatic control system of Ambanis have no time lag. In fact, they have real time optimisation with profit as the centre, the technology as the motivating force.

Dhirubhai is a very large-hearted person and is magnanimous beyond description and has tremendous regard for human values. He even now calls persons whom he had dealt as a yarn merchant, *mota sheths*, and they feel embarrassed who is the *mota sheth*, he or them. But he insists on calling them *mota sheths*.

Wharton has really honoured itself by adding Dhirubhai to their honours list. I pay my tributes to this God-fearing genius who would always like to do everything yesterday and not tomorrow.

May Almighty God give him long, healthy life so that he can serve our motherland nobly in wealth creation for millions.

Thank you.

P. Chidambaram

Former Finance Minister

Dean Gerrity, Mr. Jeffrey Sheehan, Professor Singh, Dhirubhai Ambani, members of the Ambani family, friends and admirers of Dhirubhai Ambani. Dhirubhai Ambani's life and achievements are a triumph of vision over an inward looking habit. A triumph of the spirit over disabilities. A triumph of faith and self-confidence over criticism. And a triumph of dreams over contentment.

Dhirubhai Ambani created wealth when the creation of wealth was considered a lowly profession. He created wealth not only for himself or for his family, but for millions of Indians. For the first time, he recognised and demonstrated that millions of Indians can become stakeholders in an enterprise and in a business. A lesson which I hope our public sector companies and other captains of private industry will learn.

I salute Dhirubhai Ambani for many reasons. I salute the Wharton School for giving this award to a man who did not become an NRI, who does not want protection and who has the courage to set for himself apparently impossible goals.

I am often called a dreamer and in fact, to dream is considered a vice. If there is one person in India who dreams larger dreams than I, I believe it is Dhirubhai Ambani.

Professor Singh exhorted India to find her true place in this world. That place can be found only by enterprise, only through supreme confidence in our ability to meet the world on its turf, only by becoming efficient, only by becoming global.

Professor Singh ended his speech with a poem in Hindi. I cannot resist the temptation to quote Saint Thiruvalluvar in Tamil:

“இயற்றலும், ஈட்டலும், காத்தலும், காத்து வருத்தலும் வல்லது அரசு.”

"To create, to earn, to save, to distribute, that is the true mark of a king."

Dhirubhai may not be a king, but he has absorbed what a great saint prescribed two thousand years ago for a king. In his own way, he today has created, earned, saved and distributed this vast wealth for the benefit of millions of Indians and for the greatness and prosperity of India.

I salute a captain of industry, I salute a visionary, I salute a dreamer. May many, many more Dhirubhais arise from the soil of India to make India truly great, truly proud and truly among the frontline nations of the world.

Thank you.

P. A. Sangma

Former Lok Sabha Speaker

Mr. Dhirubhai Ambani, Madam Ambani, members of Ambani family, Dean Gerrity, other members of the faculty of the Wharton School of University of Pennsylvania and my dear distinguished friends.

A couple of years ago, the then Prime Minister of Great Britain, Mr. John Major, while addressing the CII Centenary Celebrations at Calcutta, described India as a land of talent and a land of entrepreneurs. In Mr. Dhirubhai Ambani, we witness the outstanding example of talent and entrepreneurship.

May I congratulate you Mr. Ambani for your success, for your achievements, and for the honour that you have been conferred by one of the most outstanding institutions of the world, The Wharton School of the University of Pennsylvania.

May I congratulate you more for what you said in your response tonight. You spoke about the future of India. You spoke about thousands of Dhirubhais. You spoke about the future of the youth of this country. I must say that I was thoroughly impressed by what you said. I think what John Major has spoken about the talent and entrepreneurship in his speech, you just described it in speaking about thousands of Dhirubhais.

India belongs to youth. Seventy one per cent of the population of India are 35 and below. And, when we are talking about the talents, talking about entrepreneurship, when we are talking about thousands of Dhirubhais that need to be created in this country for the future of our nation. I think we are talking about that 71% of the population below 35 years of age.

The future of India lies in what we are able to give to this 71% of the population. The policy makers of this country, the political parties in this country, the economists of this country and the

industrialists of this country will have to concentrate and find out how to inspire the 71% of the population. What kind of opportunities we are able to provide them.

I am sure we have a great future. I am sure that a personality like you, Dhirubhai Ambani, will inspire a lot of young people and other industrialists will follow the vision that you have today spoken of.

May I once again congratulate you and pray to Almighty God to give you a long life, good health and many, many more years of service, not only to your industry but also to the country.

I wish the Ambani family all the best. I wish particularly the young Ambanis, the two brothers, all the best and success.

May I have one word to thank Dr. Thomas Gerrity, the Dean of The Wharton School, the University of Pennsylvania for honouring one of the most outstanding sons of India with the Dean's Medal.

Thank you very much.

Pranab Mukherjee

Former Deputy Chairman of Planning Commission

Dhirubhai, Smt. Kokilaben, Dean Dr. Gerrity, Professor Singh, ladies and gentlemen. I associate myself with my predecessors in extending congratulations to Dhirubhai for the very unique honour he has brought to the country by being the recipient of the Dean's Medal of the prestigious school.

We have just celebrated the 50th year of our independence and in one sense, Dhirubhai represents the aspiration of independent India. We do not want to live in isolation. We want to be a part of the world with our head erect on our shoulders.

What you have achieved by your total commitment, sincere dedication, will no doubt set examples before many. But what more, you have given us a sense of confidence: yes, we can do. We can do in an atmosphere of adversity. We can convert the challenges into opportunities and we can take the advantage of the situation.

We shall have to be a part of the globe. When the world is emerging as a global village, there is no way that we can live in a cocoon. In that context, I have no doubt that this evening's function is just not to celebrate the unique achievements of an individual or of an organisation, but in one way, it is a recognition of what we aspire to be, what is our aim.

I take this opportunity of wishing all success, good health and many more years to lead the industry and to make your contribution, Dhirubhai, in building a new India.

Thank you.

Sharad Pawar

Opposition Leader in Lok Sabha & Former Union Defence Minister

Shri. Dhirubhai, Kokilaben and friends. I am very happy to associate myself with the function where Shri. Dhirubhai Ambani is being honoured by the Wharton School of the University of Pennsylvania, for his truly dynamic entrepreneurship and extraordinary leadership ability.

The honour is a fitting recognition of his sterling achievements and his immense contribution to the Indian industrial development. Dhirubhai's life story and the list of his achievements are really unbelievable.

A self-made man, he started his career as a small trader in Aden at the age of 17. Subsequently he set up a small textile unit and within a span of 30 years, his group has grown into an integrated petrochemical giant, to challenge international petrochemical giants on their own terms. This is a mindboggling achievement which has made Reliance India's only and true multinational.

The root cause of this impressive growth lies in the personality of Shri. Dhirubhai. He is a far-sighted entrepreneur with pioneering spirit, optimism and vision and also the determination to give concrete shape to his vision. He was perhaps the only industrialist who, during the days of licence raj, cherished a global ambition. He wanted his company to acquire a global standard.

Reliance always aimed at giving the best at the lowest cost. That is why he could thrive in the competitive environment. Besides, because of his leadership qualities he could motivate his colleagues to give their best and inspire a sense of loyalty among them.

Because of his pioneering spirit, Dhirubhai has had many firsts, remarkable firsts to his credit, which have transferred the business

atmosphere of the country. He was the first to spread the capital market culture which helped turn average middle class household into investors. He practically invented the convertible debenture. Reliance was the first Indian company to launch global depository receipts and also to raise 100-year debt instruments.

All these underline Dhirubhai's bold and innovative approach which has contributed to the remarkable success of his venture. Dhirubhai's ambition is boundless.

As our industrial growth is hampered by poor infrastructure, Reliance is planning to enter the field of infrastructure with forays into such fields as oil exploration, telecommunication and even road building.

In all these Dhirubhai is being ably assisted by his sons, Mukesh, who is an alumnus of Stanford and Anil, an alumnus of Wharton. Both have demonstrated a capacity to carry forward successfully the pioneering legacy of Dhirubhai. Because of them, Dhirubhai should now be able to enjoy the much-needed rest, at least to a certain extent, which he will never accept.

I shall always admire Dhirubhai's dashing qualities and visionary nature. In him, I have always found a noble friend, full of personal warmth and always ready to support worthy social causes. I am grateful to the organisers of this function for giving me an opportunity to be present and speak on this occasion. I would conclude by wishing Dhirubhai a long, happy, healthy, purposeful and fulfilled life.

Thank you.

श्री अर्जुन सिंह

संसद सदस्य एवं भूतपूर्व केन्द्रीय वाणिज्य मंत्री

आदरणीय धीरूभाई जी, आदरणीय श्रीमती अंबानी, आज इस सभागृह में उपस्थित सम्मानित अतिथिगण । हम सब बहुत अनुग्रहीत हैं कि हम ऐसे अवसर पर यहाँ बुलाए गए, जिस अवसर पर भारत के एक ऐसे व्यक्ति का सम्मान किया गया जो अपने पैरों पर खड़े होकर चलने की हिम्मत रखता है । भारत, स्वतंत्र भारत की वह यात्रा जो उसने 15 अगस्त 1947 को शुरू की थी, लम्बी यात्रा है, सदियों की यात्रा है । हर क्षेत्र में चाहे वो राजनैतिक हो, सामाजिक हो और चाहे औद्योगिक हो । श्रम की, साधना की, और संकल्प की निश्चय ही अपनी अलग पहचान है । आज वह पहचान धीरूभाई जी के व्यक्तित्व में हम सबको देखने को मिल रही है । उन्होंने परिवार का गौरव बढ़ाया है, भारत का गौरव बढ़ाया है । हम उनके प्रति हृदय से सम्मान व्यक्त करना चाहते हैं ।

जय हिंद ।

Arjun Singh

MP & Ex-Commerce Minister

Respected Dhirubhaiji, Smt. Ambani and honourable dignitaries, we are indeed obliged to have been invited here on such an occasion when an Indian is being honoured for attaining a great stature by his own efforts. The journey, which the country pursued on 15th August 1947 is a long one, and will last for centuries. In such journeys, whatever the path chosen - political, social or industrial - only those who believe in hard labour, determination and devotion to duty can succeed and create their own identity. Today all these qualities are manifest in the personality of Shri Dhirubhaiji. It is not only a matter of pride for his family but for the entire country. We, therefore, would like to pay our sincere respect and regards to the great man.

Jai Hind !

श्री दिग्विजय सिंह

मध्य प्रदेश के मुख्यमंत्री

आदरणीय धीरूभाई जी, आदरणीय कोकिला बहन जी, समस्त अंबानी परिवारजन, सभी उपस्थित आदरणीय देवियों और सज्जनों । एक ऐसे व्यक्ति के बारे में, जिसने एक साधारण स्कूल शिक्षक के परिवार में जन्म लिया हो, और अपनी स्वयं की क्षमता से इस देश के सबसे बड़े औद्योगिक संगठन को स्थापित किया हो ।

उसके बारे में क्या कहा जाए । एक ऐसे व्यक्ति के बारे में जिसने इस देश के संपूर्ण औद्योगिक नक्शे को बदल दिया हो । वे औद्योगिक क्षेत्र जिन्हें पारिवारिक औद्योगिक व्यक्तिगण चलाते थे, उसे उन्होंने एक आम आदमी के घर तक पहुँचा दिया ।

जो “एन्युअल जनरल मीटिंग” बंद कमरों में हुआ करती थी, उसको क्रिकेट ग्राउण्ड के विशाल क्षेत्र में पहुँचा दिया । एक ऐसे व्यक्ति के बारे में क्या कहा जाये, जिसके देश में बहुत बड़े बड़े शत्रु रहे, बहुत बड़े-बड़े ऐसे लोग रहे जो उनसे ईर्ष्या करते रहे । उसके बावजूद भी उन्होंने किसी का बुरा न करते हुए अपने रास्ते पर चलते हुए सफलता की चरम सीमा प्राप्त की है ।

एक ऐसे व्यक्ति के बारे में क्या कहा जाए जिसके जीवन को ‘वारटन स्कूल’ ने इन्सपिरेशमल स्टडी के लिए चुना हो । मैं आज इस अवसर पर उनकी इस बात से सहमत नहीं हूँ कि जब एक धीरूभाई अंबानी ये सब कर सकता है तो हजार धीरूभाई अंबानी क्या नहीं कर सकते । धीरूभाई अंबानी एक है । वह व्यक्ति इतिहास का व्यक्ति है, भविष्य का व्यक्ति है और सदियों में एकाध धीरूभाई अंबानी इस प्रकार का पैदा होता है । हर महान व्यक्ति के पीछे एक महानतम महिला होती है । इसलिए मैं धीरूभाई अंबानी को प्रणाम करूँ, उसके पहले कोकिला बहन के प्रति प्रणाम करता हूँ ।

क्योंकि धीरूभाई जैसे व्यक्ति को जिसने 44 साल तक झेला हो वह कोई साधारण महिला नहीं हो सकती है । मैं आज इस अवसर पर एक शिकायत भी करता हूँ कि धीरूभाई और रिलायंस गुजरात और महाराष्ट्र की तरफ ज्यादा देखते हैं, मध्य प्रदेश

की तरफ कम देखते हैं । मुझे इस बात का भी दुःख है कि जीवन में आज तक मैं रिलायंस का शेयर नहीं खरीद पाया ।

मैं आज इस अवसर पर ईश्वर से प्रार्थना करता हूँ कि धीरूभाई को स्वास्थ्य दें, सौ वर्ष की उम्र दें । क्योंकि यदि उम्र उन्हें सौ वर्ष की मिल गई और स्वास्थ्य उन्हें मिल गया, तो हमें पूरा विश्वास है कि हिन्दुस्तान अगले दो दशक में विश्व का इकोनॉमिक पावर बनेगा । और उसमें रिलायंस का बहुत बड़ा योगदान होगा । उनकी दीर्घायु की ईश्वर से कामना करते हुए मैं आभार व्यक्त करता हूँ 'वारटन स्कूल' का, जिन्होंने महानतम् उपयुक्त व्यक्ति आज चुना है ।

धन्यवाद ।

Digvijay Singh

Chief Minister of Madhya Pradesh

Respected Dhirubhaiji, Smt. Kokilaji, Ambani family and ladies and gentlemen.

Words cannot describe the personality of the person who, having been born in the family of a school teacher, has established one of the biggest industrial houses.

I can hardly find the words to describe him. He has singlehandedly changed the very structure of the industrial establishment in the country. Before him, the industrial arena used to be run by a few select families and groups. Dhirubhai threw open the doors of the industry for the common people.

Traditionally, annual general meetings used to be held behind closed doors. Dhirubhai started organising these meetings in cricket grounds so that common people could attend them.

Words fail to describe adequately the man who, despite having incurred the wrath and jealousy of many powerful people, continued to pursue his goals doggedly and reached the very pinnacle.

Indeed, one can hardly add anything about a man who has been chosen as the subject of an inspirational study by the Wharton School. There is, however, one point at which I do not agree with Dhirubhai. He had wondered in his speech that if a single Dhirubhai Ambani can achieve all this, what might hundreds of thousands of Dhirubhai's achieve? What he doesn't realise is that there is only one Dhirubhai. Dhirubhai Ambani is numero uno. He himself is a history. He is a man of tomorrow. There cannot be any other like him.

There is always a great woman behind the success of any great man. Therefore, before paying my obeisance to Shri. Dhirubhai

Ambani, I salute Smt. Kokila Ambani. She who has endured a man like Dhirubhai for 44 years cannot be an ordinary woman.

I have only one grievance to express to Shri. Dhirubhai – he and his Reliance Group have mainly concentrated on Gujarat & Maharashtra and have paid less attention to Madhya Pradesh. I also feel sorry that till date I haven't been able to buy even a single Reliance share.

On this occasion, I pray to Almighty that Shri. Dhirubhai be blessed with good health and longevity. Sound health and long life being blessed to Dhirubhai would surely take Reliance to its peak of success which would go a long way in enhancing India's economic power in the next two decades. I wish him long life and would like to thank wharton school who have chosen the appropriate person for this honour.

Thanks.

श्री मुलायम सिंह यादव

संसद सदस्य एवं भूतपूर्व रक्षा मंत्री

आदरणीय धीरूभाई अंबानी साहब, आदरणीय कोकिला जी और “वारटन स्कूल” के डीन साहब, संचालक मुरली देवरा साहब, और सभी अतिथिगण बहनों और भाइयों, पत्रकार मित्रों ।

आज इस अवसर पर जहाँ हमें खुशी है, वहाँ हम गौरव भी महसूस कर रहे हैं । क्योंकि अंबानी साहब का जीवन एक छोटे से पिछड़े गाँव में शुरू हुआ । उस गाँव के एक टीचर के बेटे को आज जो सम्मान मिल रहा है, वो सम्मान केवल धीरूभाई अंबानी साहब को नहीं, इस हिन्दुस्तान के 95 प्रतिशत उपेक्षित, असहाय, भूखे, नंगों को भी मिल रहा है ।

आज इस सम्मान को पाकर धीरूभाई एक प्रेरणा के स्रोत बन गए हैं । हमारे देश के गरीब या साधारण परिवार में जन्मे लोगों के सामने समस्याएं या संकट, रुकावटें आयेंगी । लेकिन यदि उनकी दृढ़ इच्छा और निर्भीकता रहेगी, तो वे अपने संकल्प को पूरा करते हुए अपने लक्ष्य तक पहुँचेंगे । आज धीरूभाई अंबानी साहब ने केवल हिन्दुस्तान के ही नहीं, सारे विश्व के सामने यह साबित कर दिया है । और मुझे इस बात का थोड़ा सा दुःख भी है कि यह एक विडम्बना है कि आज जब उनको सम्मान मिला, तो एक दूसरे देश के “वारटन स्कूल” की तरफ से मिला ।

इस प्रकार का सम्मान हमारे देश के लोगों ने उन्हें अभी तक नहीं दिया । और ये कई बार हो चुका है । मुझे ताजुब होता है कि हमने तो केवल एकाध बार अपने स्तर पर, छोटे स्तर पर सम्मान दिया । तब बहुत सारे लोग धे जो हमारा विरोध कर रहे थे ।

यश भारती के नाम पर जब हम सम्मान दे रहे थे, तो बहुत साथी हमारा विरोध कर रहे थे । लेकिन उसके पीछे हमारी भावना यही थी कि हम उस व्यक्ति का सम्मान करें जिसने न केवल औद्योगिक जगत का, अपितु हमारे सम्पूर्ण देश का सम्मान बढ़ाया है । उन्होंने हमारे उपेक्षित, भूखे, नंगे लोगों का भी सम्मान बढ़ाया है ।

इसी तरह से सत्यजीत राय को भी पहली बार औरों ने सम्मान दिया । लेकिन हमारे भारत ने नहीं दिया । हम इसलिए इस बात को कह रहे हैं, सोच रहे हैं, चिंतन कर रहे हैं क्योंकि हमारे देश के सभी राजनीतिज्ञ बैठे हुए हैं । उनके लिए जरूर एक चिंतन करना चाहिए कि आखिर विदेश के लोग तो हमारे मिट्टी के साधारण जन्मे व्यक्ति को सम्मान दे रहे हैं । लेकिन हमारे देश के लोगों ने अभी तक इस प्रकार का सम्मान नहीं दिया ।

दूसरी मुझे इस बात की भी खुशी है कि धीरूभाई ने हिन्दुस्तान में कमाया और हिन्दुस्तान में ही लगाया । हम बम्बई में, कलकत्ता में और भी कई जगह उद्योगपतियों के सामने गए दुबारा मुख्यमंत्री बन कर के । तो उनकी रुचि हिन्दुस्तान में धन और दौलत कमाने की इच्छा कम थी और विदेशों में ज्यादा थी ।

अगर इस कसौटी पर कसा जाएगा तो मुझे फ़ख और गर्व होता है कि इन्होंने हिन्दुस्तान में ही कमाया और हिन्दुस्तान में ही लगाया । यह पहले ऐसे देश के बड़े उद्योगपति हैं जिन्होंने अन्तर्राष्ट्रीय स्तर पर अपना ये सम्मान पाया । दूसरी तरफ मुझे इस बात की भी खुशी है कि आज जब हमारे देश पर एक कोने में दैवी आपदा है, उस समय धीरूभाई ने घोषणा कर दी कि हमारे 80 हजार रिलायंस परिवार के लोग अपनी फैक्ट्री छोड़कर गुजरात के आपत्ति वाले हिस्से को जैसा का तैसा बसाने का काम करेंगे । इसके लिए हम पूरे भारत की जनता की तरफ से आपको बधाई देते हैं कि आपके अंदर गरीब लोगों के लिए इतनी श्रद्धा है ।

ये तो आपको हमेशा से हम जानते हैं कि बड़े-बड़े विवादों में आप फँसे । लेकिन आपने विवादों की परवाह नहीं की । आपका गुण है निर्भीकता का । किसी का डर नहीं । ये भी हम लोगों को एक प्रेरणा आपने दी है । आप विवादों में पड़ करके भी आगे बढ़ते रहे और देश को अन्तर्राष्ट्रीय स्तर पर सम्मान दिलाया ।

इसलिए आज इस अवसर पर हम भाई मुकेश जी और भाई अनिल जी को बधाई देते हैं । और आपकी दोनों पुत्रवधुओं श्रीमती नीताजी और टीनाजी को भी बधाई देते हैं । आपके इस लक्ष्य में उनका बहुत बड़ा योगदान है । आप को एक साधारण परिवार से आकर बम्बई की सड़कों पर संघर्ष करना पड़ा । लेकिन हम मुकेश भाई और अनिल भाई से कहेंगे कि आपको तो सब कुछ विरासत में मिला है । इसलिए

आप इस विरासत के माध्यम से आगे बढ़ाने की कोशिश करते हुए इस देश को तरक्की की ओर ले जायें । उद्योग जगत को भी आगे ले जायें ।

मुझे खुशी होगी, हमें शिकायत नहीं है । आपसे जैसा हमारे मध्य प्रदेश के मुख्यमंत्री जी ने कहा वैसी ही मेरी प्रार्थना है कि आप रिलायंस परिवार को गाँव की तरफ ले जाने की कोशिश करें । चाहे आप महाराष्ट्र में ले जायें, चाहे गुजरात में ले जायें, चाहे मध्य प्रदेश में ले जायें इसकी हमको शिकायत नहीं है । हमारे भारत की मिट्टी एक है चाहे वो मध्य प्रदेश हो, चाहे महाराष्ट्र हो या गुजरात हो । आप ले जायें । सब जगह ले जायें ।

और इसलिए इस अवसर पर मैं ज्यादा नहीं कहना चाहता हूँ । शेर हम कभी बनाते नहीं हैं । लेकिन एक मित्र ने कहा कि आज आपके लिए कुछ शेर पढ़ना चाहिए । आप जैसे एक साधारण हिन्दुस्तानी परिवार के व्यक्ति को कोई विरासत नहीं मिली । आप स्वयं अपने प्रबंधन, अपने प्रबंधक और अपनी कार्यकुशलता के माध्यम से उद्योग जगत की प्रेरणा के स्रोत बन गए ।

इसलिए आपके सम्मान में एक शेर है -

कोई साथ न दे मेरा, चलना मुझे आता है ।

आज हर आग से वाकिफ हूँ, जलना मुझे आता है ॥

मुझे इस बात का विश्वास है कि आप दृढ़ता के साथ इस देश के विकास के लिए और गरीबों के लिए एक स्रोत बन गए हैं, आदर्श बन गए हैं । साधारण परिवार के लिए आदर्श बन गए हैं । और आपने उनको भी एक सबक सिखाया है । जो लोग अंग्रेजियत के माध्यम से समझते हैं कि पूरे हिन्दुस्तान की सभ्यता, संस्कृति और उद्योग के विकास की ठेकेदार अंग्रेजी है । उन्हें आपने सिखाया है कि हम अंग्रेजी संस्कारों से उपजे नहीं हैं । एक साधारण परिवार से उपज लेकर हमें उस अंग्रेजियत का भी मुकाबला करते हुए अपनी भारतीयता को आगे ले जाने में सबसे बड़ी भूमिका, आज उद्योग जगत में आपने निभायी है । इसके लिए हम आपको बधाई देते हैं ।

हम ईश्वर से प्रार्थना करते हैं कि आप दीर्घायु हों और स्वस्थ रहें । और हम आदरणीय कोकिला जी को भी बहुत बधाई देते हैं जिन्होंने संघर्ष में कंधे से कंधा मिलाकर आपका साथ दिया । और आपके दोनों सुपुत्रों को बधाई देते हैं । जिनको आज

अच्छे सुपुत्र मिल जाते हैं, उनका जीवन सबसे ज्यादा सफल और सुखी होता है । आपको योग्य पुत्रवधुएं भी मिलीं हैं । इसलिए आप आगे बढ़ते रहेंगे और आप स्वस्थ रहेंगे । और इस देश की, समाज की, गरीबों की और गाँव, देहात की सेवा में और आगे बढ़ते रहेंगे । इसी उम्मीद के साथ हम आपको बधाई देते हैं । बहुत-बहुत धन्यवाद,

जय हिन्द ।

Mulayam Singh Yadav

MP & Ex-Defence Minister

Respected Dhirubhai Ambani Saheb, Smt. Kokilaji, Dean of Wharton School, convenor of this function Shri Murli Deora Saheb, ladies and gentlemen and journalist friends.

On this occasion we not only feel extremely happy but also very proud. That is because Shri Ambani started his life from a backward village and yet reached these heights. The honour bestowed on the son of a school teacher of that village is not a matter of pride just for Dhirubhai Ambani, but also for 95% of Indian populace of neglected, helpless, poor and hungry people.

Shri Dhirubhai Ambani has thus become a source of inspiration to all of us. The poor and ordinary people of our country might have to face many problems and obstacles in their lives. But if they face the problems with determination, they can definitely achieve their goals. The achievements of Shri Dhirubhai Ambani are proof of that. The only thing that makes me feel slightly regretful is that the recognition he is getting today is not from the country but from an institute based abroad.

Yes, it is a matter of some regret that he has not been fittingly honoured by our own country and people. And similar cases have happened to other people earlier too. At home, we have only given him a few, paltry honours. And even those have been jealously opposed by people.

I remember when Yash Bharati honoured him, there were many who opposed the move. But I always felt that we should honour the man who has not only enhanced the prestige of the industry but also of the whole country. In fact, Dhirubhai has brought a degree of prestige even to the underprivileged, neglected and poor people of this country.

I remember that even Satyajit Ray was first recognised by foreign nations, and only later discovered by our own country. I am raising this issue here because I feel that it is something all the politicians sitting in this room should take note of. The fact that invariably foreign nations recognise the talents of people born in our country while we ignore them.

I am also very happy about one other thing – that whatever wealth Shri Dhirubhai has acquired in India, he has invested in India itself. As a Chief Minister I visited many an industrialist in Bombay, Calcutta and other places and found that they were interested more in foreign nations as far as their quest for prosperity was concerned.

By this criterion, I feel proud that whatever he has earned in India, he has invested it in this country only. He is the only Indian industrialist to have been honoured at international level. On the other hand, I am also happy to know that in the recent cyclone calamity in Gujarat, Shri Dhirubhai exhorts his 80,000 strong work force at Jamnagar to leave their workplaces and help rehabilitate the affected people. For this magnanimous and generous gesture towards the poor and needy, I congratulate him on behalf of the nation.

Dhirubhai, it is well known that you have inadvertently been dragged into a number of controversial issues. But you never let them get you down. You have the courage of your convictions and fear for nobody. This, too, is a source of inspiration to us. That you strove ahead determinedly and overcame all controversies, has brought international recognition to the country too.

Congratulations to Mukeshbhai and Anilbhai are also in order. And to your daughters-in-law, Neetaji and Tinaji. They too have contributed in a big way towards your achievements. Though you came from a simple and humble family and struggled on the streets of Bombay, I must tell Mukeshbhai and Anilbhai that they have inherited a great legacy from you. Therefore, I urge them to further this legacy in such a way that the country and its industry flourish.

While I have no complaint, it would give me great pleasure if you

paid heed to the suggestion put forward by the chief minister of Madhya Pradesh and extend your large Reliance family in the direction of the villages of this country. You may do so in Maharashtra, you may do so in Gujarat or you may do so in Madhya Pradesh. By this we are not concerned. The soil of Hindustan is the same everywhere, in Maharashtra, in Gujarat and in Madhya Pradesh. You go one place, you will go everywhere.

And so, I will not take more of your time. I am not a poet by nature. But one of my friends said that this honourable occasion demands a couplet. A simple, humble family individual like you has not inherited this great legacy, you have earned it through perseverance, determination and managerial skills. This, your progress, is a great source of inspiration. And this couplet is in your honour :

“Koi sath na de mere, chalana mujhe ata hai.
Aaj Aag se wakif hoon, jalana mujhe ata hai.”

I can say with confidence that your efforts to develop this country have become a source of inspiration for the poor and a hope for the common man. You have set an example for them. You have also proved all those people wrong who believe that the advancement of civilisation and culture has its roots in English. In the severe face of anglicism, you have played a big role, made an immense contribution to the progress of Indianism and industry. And for this, we congratulate you.

We pray to God that He may bless you with a sound health and long life. And we congratulate Shrimati Kokilaji who has stood by you and shouldered all responsibility bravely in moments of crisis. We also congratulate both your sons. They are indeed happy and successful in life who are blessed with sons such as you have. You have been also blessed with worthy daughters-in-law, and therefore, your success is assured. We are confident that you will persevere in your efforts to do service for the country, its society, the poor and the underprivileged in the villages. With this hope at heart, we congratulate you once again.

Jai Hind !

डा. मुरली मनोहर जोशी

केन्द्रीय मानव संसाधन विकास मंत्री

आज के इस समारोह के उत्सव मूर्ति श्री धीरूभाई अंबानी जी, “वारटन स्कूल” के डीन डॉक्टर गैरिटी, प्रोफेसर जीतेन्द्र सिंह और इस सभागार में सम उपस्थित देवियों और सज्जनों ।

आज के इस अवसर पर आप सबके साथ मिलकर श्री धीरूभाई को सम्मानित करते हुए, उनको बधाई देते हुए, उनका अभिनंदन करते हुए मुझे बहुत हर्ष है । वह प्रथम भारतीय हैं जिन्हें ये “वारटन स्कूल” का पुरस्कार प्राप्त हुआ । उन्होंने न केवल अपने और अपने उद्योग के लिए अंतर्राष्ट्रीय ख्याति प्राप्त की, अपितु देश का भी गौरव और सम्मान बढ़ाया है । वह अपनी प्रबंध कुशलता और व्यवसाय संघर्ष एवं दूर दृष्टि के कारण इस स्थान पर पहुँचे हैं । और ये उनका सम्मान उनकी कर्मनिष्ठा का और उनके सतत अध्यवसाय का सम्मान है ।

उन्होंने इस बात को सिद्ध किया है कि भारत अंतर्राष्ट्रीय प्रतियोगिता में आगे आ सकता है और अपने लिए महत्वपूर्ण स्थान प्राप्त कर सकता है । मेरा ये विश्वास है कि आज भारत इतिहास के जिस दौर पर है, जिस मोड़ पर है और जितनी चुनौतियों का आज सामना भारत को करना पड़ रहा है, उन सबका सफलतापूर्वक निवारण हम कर सकते हैं । अगर भारतीय उद्यमी, भारतीय उद्योगपति और भारतीय व्यापार क्षेत्र के प्रतिनिधि संकल्पवान् हो जाएँ । भारत की क्षमता में और भारत के भविष्य की क्षमता में मुझे कोई संदेह नहीं है । और श्री धीरूभाई ने इस बात को सिद्ध किया है कि भारत का प्रत्येक व्यक्ति भारत की क्षमताओं और भारत की सामर्थ्य को प्रदर्शित कर सकता है ।

भारत अंतर्राष्ट्रीय जगत में बिना प्रतिस्पर्धी हुए आगे नहीं आएगा, इसको तो सब मानते हैं । उस प्रतिस्पर्धा के लिए एक स्वस्थ वातावरण की आवश्यकता है । भारतीय उद्योगों को सब प्रकार के समर्थन और सहयोग की आवश्यकता है । और मैं ऐसा समझता हूँ कि धीरूभाई से प्रेरणा लेकर भारत के उद्योगपति और भारत के

उद्यमी एक नए सशक्त और सामर्थ्यवान् भारत का निर्माण करेंगे । जिससे भारतीय उत्पाद अंतर्राष्ट्रीय स्तर पर मान्य हो सकें, भारत आर्थिक दृष्टि से सामर्थ्य हो सके, और भारत की आवाज अंतर्राष्ट्रीय मंचों पर सुनी जा सके ।

धीरूभाई ने इस क्षेत्र में बहुमूल्य योगदान दिया है । और आज उनकी आवाज अंतर्राष्ट्रीय स्तर पर सुनी जाती है । मैं इस बात से सहमत हूँ जो धीरूभाई ने कहा, कि जो एक धीरूभाई कर सकते हैं उससे कई गुना अधिक हजार धीरूभाई, जिनकी क्षमता इस देश में है, कर सकेंगे । और मेरा ये भी विश्वास है कि धीरूभाई ऐसे हजार धीरूभाइयों का निर्माण करने में इस देश में आगे आयेंगे । और देश को आगे ले जायेंगे । मैं उनका फिर से हार्दिक अभिनंदन करता हूँ । उनको बधाई देता हूँ, और परमात्मा से प्रार्थना करता हूँ कि वो दीर्घजीवी हों, और अधिक सम्मान प्राप्त करें, भारत को और अधिक उँचाइयों तक ले जायें । बहुत-बहुत सम्मान के साथ बहुत-बहुत उनका अभिनंदन करते हुए,

नमस्कार ।

Dr. Murli Manohar Joshi

Minister for Human Resource Development, Govt. of India

The celebrity of today's function, Shri Dhirubhai Ambaniji, Dr. Garretti, the dean of Wharton School, Prof. Jitendra Singh, ladies and gentlemen.

Today as we gather to honour, felicitate and congratulate Shri Dhirubhai, I am filled with great pride. He is the first Indian to be honoured by the Wharton School. Not just for himself and his industry, Dhirubhai has earned this honour for the entire nation. He has made the nation proud. He has achieved this distinction through his managerial abilities, his professionalism and farsightedness. This is an honour to his dutifulness, his perseverance.

If anything, Dhirubhai has proved that India can compete at international levels and hold its own. It is my sincere belief that India is poised to make history and we have several challenges ahead. But we can successfully overcome them. However, to inspire that kind of competitive level, we need a healthy atmosphere. Indian industry is in need of every possible support and incentives. I believe that with inspiration provided by Dhirubhai, Indian industrialists and entrepreneurs can unite and forge ahead to mould a strong and firm India. Indian products and services can be made available and acceptable at international levels. The Indian economy can be strengthened. And, above all, the voice of India can be heard at international fora.

Dhirubhai has given a lot to Indian Industry. He is an internationally renowned figure. I tend to agree with him when he says that if one Dhirubhai can achieve so much, why can thousands of Dhirubhais of this country not do so. It is my belief that Dhirubhai will come forward to lead these thousands of Dhirubhais to contribute similarly to the development of the nation. I congratulate him again, and pray to God to bless Dhirubhai with a long life. May he achieve more such honours and take India far ahead.

Namaskar.

श्री नारायणदत्त तिवारी

संसद सदस्य एवं उत्तर प्रदेश के भूतपूर्व मुख्यमंत्री

आज के इस समारोह के हम सबके परम् सम्मानित धीरूभाई अंबानी जी, श्रीमती अंबानी जी, अंबानी परिवार के समस्त पारिवारिक जन, देश के प्रमुखतम् राजनीतिज्ञ, उद्योगपति, व्यापार मंडल के प्रतिनिधिगण एवं रिलायंस परिवार के सभी सदस्यगण और हमारे “वारटन स्कूल” के सम्मानित डीन गेरेटी, जीतेन्द्र सिंह और “वारटन स्कूल” के अन्य प्रतिनिधिगण, देवरा जी, सम्मानित देवियों, सज्जनों ।

मैं रिलायंस परिवार और जो यहाँ राष्ट्र के प्रमुख प्रतिनिधि आज भिन्न-भिन्न क्षेत्रों से एकत्र हैं, उनके साथ समवेत् होकर सम्मानित धीरूभाई अंबानी जी का स्वागत करता हूँ। हार्दिकतम स्वागत करता हूँ ।

मैंने और आपने-हमने उनको जीवन में संघर्ष करते देखा । और मैं उन लोगों में से हूँ जिन्होंने उन्हें देखा कि किस तरह से संघर्ष करके आगे बढ़ा जाता है । एक कर्मयोगी की तरह । कर्मयोगी सफल भी होता है, निराश भी होता है, ठोकरें भी खाता है, फिर भी आगे बढ़ता है । तो मैंने देखा है कि उनकी कल्पनाओं को साकार होने में कितनी कठिनाइयाँ हुईं, कितनी बाधाएँ आयीं, कितनी रुकावटें आयीं, लेकिन उन्होंने फिर भी उसी कर्मयोगी की तरह यात्रा जारी रखी । कर्मयोगी को स्थित प्रज्ञ कहा गया है ।

गीता में तो कहा है -

*प्रजाहाति यदा कामान् सर्वान् पार्थ मनोगतान् ।
आत्मन्येवात्मना तुष्टः स्थितप्रज्ञस्तदोच्यते ॥*

तो स्थित प्रज्ञ की तरह चेष्टा करते हुए उन्होंने सफलता प्राप्त की और आज एक विश्व के औद्योगिक परिवार के एक देदीप्यमान् रत्न के रूप में आज उनको सम्मान प्राप्त हुआ है । हम सब इसके लिए उनका अभिनंदन करते हैं । आज इक्कीसवीं सदी में देश को ऐसे उद्योगकर्ताओं की आवश्यकता है, विश्व को आवश्यकता है, जिनका दिग्दर्शन भारतीय हो ।

भारत में उनके पैर और मस्तिष्क जमे हुए हों। लेकिन दूसरी ओर वह “वसुधैव कुटुंबकम्” तथा “द होल वर्ल्ड इज अ फैमिली” इस भावना से ओत-प्रोत हों। मुझे विश्वास है कि आज के इस आयोजन से इक्कीसवीं सदी के इस भारत के उद्योगकर्ताओं के विजन, एक सपने को साकार होने में, धीरूभाई अंबानी जी के व्यक्तित्व से सबको प्रेरणा मिलेगी। और एक समबल मिलेगा। मैं फिर अंतर के अंतरतर से, हृदय की गहराइयों से उनका और रिलायंस परिवार का, और भविष्य का अभिनंदन करता हूँ।

Narayan Dutt Tiwari

MP & Former Chief Minister of Uttar Pradesh

The respected celebrity of this function, Shri Dhirubhai Ambani, Shrimati Ambaniji, the Ambani family, political dignitaries, industrialists, representatives of the corporate world, the Reliance family, the honourable dean of Wharton School, Dr. Gerretty, Jitendra Singh and other representatives of Wharton School, Deoraji, ladies and gentlemen.

I join the Reliance family, the dignitaries from different walks of life and of the nation who have gathered here to extend my felicitations to Shri Dhirubhai Ambani. I congratulate him, heartily.

We have all been witness to Shri Dhirubhai Ambani's struggle through life. And I have seen how he made progress by struggling against the odds and moving ahead. He is almost a workaholic. Workaholics achieve great success sometimes and at times they do not. However, even when they suffer setbacks, they always manage to move ahead. And I have seen with what difficulty he has achieved his dreams. I have borne witness to the obstacles in his path, and how he has transcended those, and I have seen how he never once strayed from his chosen path.

In the Gita it is said :

“Prajahati yada kaman sarvan partha manogatan,
Atmanyevatmana tushtah sthitpragnata tochayate.”

A dutiful man is always firm in his judgement. And by being firm in his judgement, Shri Dhirubhai Ambani has achieved success, and is respected as a luminary in the industrial world. For that reason, we have gathered to felicitate him. Poised as we are on the threshold of the 21st century, the urgent need of the nation is an industrialist such as him. The world needs such a person and India can provide the lead.

Such a leader would have his body and soul in perfect harmony with India. Yet, at the same time, he would treat the whole world as his family. And I am sure that today's function will prove to be a turning point and guiding force to the vision of those industrialists who are at the threshold of the 21st century. To make their dreams come true, they have Shri Dhirubhai Ambani's example, his inspiration to provide support and hope.

From the depth of my heart, I congratulate him and the Reliance family by wishing them all the best.

श्री रमेशभाई ओझा

धार्मिक नेता

वसुदेवं सुतं देवं कंस चाणुर मर्दनम् ।
देवकी परमानंदम् कृष्णवंदे जगत् गुरु ॥

आदरणीय परम् भगवदीय श्री धीरूभाई, आदरणीय भगवदीय सौजन्यमयी कोकिला बहनजी, और प्यारे भाई, बहन । सबके पीछे धर्म का बल होना चाहिए । इसलिए शायद सबसे अंत में मैं आया हूँ ।

लेकिन हम जो कुछ भी करते हैं उसके पीछे धर्म की शक्ति, धर्म की सम्मति होनी चाहिए । सफलता तो प्राप्त हो जाती है । लेकिन जीवन में सफल के साथ सुफल भी होना चाहिए । वो फल, वो सिद्धि जो जीवन में हमने पायी है, प्रसाद बने । वर्ना बड़े-बड़े प्रसाद में प्रसाद का अभाव दिखाई पड़ता है । न केवल प्रसाद हो हमारे पास प्रसाद भी हो इसलिए जो भी हम करते हैं उसके पीछे धर्म की शक्ति होनी चाहिए । धर्म की सम्मति होनी चाहिए ।

यत्करोषि यदश्नासि यज्जुहोषि ददासि यत् ।
यत्तपस्यासि कौन्तेय तत्कुरुष्व मदर्पणम् ॥

यह भगवान श्रीकृष्ण का आदेश है गीता में । धर्म, अर्थ, काम और मोक्ष इन चारों पुरुषार्थों की सिद्धि जब मनुष्य अपने जीवन में करता है, तब ही उसका जीवन सम्पूर्ण बनता है । अर्थ और काम ये भी चार पुरुषार्थ के अंदर आ गए हैं । बात केवल इतनी सी है कि अर्थ और काम इन दोनों पुरुषार्थ का व्यक्ति धर्म और मोक्ष की मर्यादा में रहकर सम्पादन करे । यहाँ अर्थ जगत से संबंधित आप लोग काफी बैठे हुए हैं । मैं एक बात अपने प्रवचनों में कई बार दोहराता रहता हूँ । गरीबों से प्रेम करो गरीबी से नहीं । धर्म क्षेत्र के लोगों में भी बीच वैराग्य का अर्थ इतना गलत हो गया, नकारात्मक हो गया कि वैराग्य से अर्थ भागना हो गया । ये बात न हो वर्ना राष्ट्र और समाज दोनों पिछड़ जाएंगे ।

धर्म ये कहता है कि गरीबों से प्रेम करो गरीबी से नहीं । वर्ना इस देश के ऋषियों ने आशीर्वाद देते समय यह न कहा होता कि स्वस्थस्यतेरु कुशलमस्तु चिरार्युस्तु, गो

वाजि हस्ति, धन-धान्य समृद्धि अस्तु, ऐश्वर्यमस्तु । यह ऐश्वर्य ईश्वर से संबंधित है । ऐश्वर्यमस्तु बलमस्तु । ऐश्वर्य है लेकिन बल नहीं है तो उसकी रक्षा नहीं कर पाओगे । और बलवान भी बनोगे धनवान के साथ-साथ । एक ही बात सबसे कहता रहता हूँ मैं कि सोने की नगरी बनाओ वो कोई पाप नहीं है । सबके मन में ये आकांक्षा रहती है, सोने की नगरी बनाएं हम लेकिन वो नगरी द्वारका हो लंका न हो । बस, सावधानी केवल इतनी बरतें धर्म केवल ये कहता है । सब प्रकार से सम्पन्न तो हो लेकिन उसकी नींव में धर्म हो । मैं धीरूभाई की इस प्रासादिक सिद्धि को साधुवाद देना चाहता हूँ । कुछ समय पूर्व वहाँ पर हम लोगों ने मिल करके आठ दिवसीय सत्संग सत्र साथ-साथ मिल करके किया था । उस वक्त भी कुछ दक्षिणा मैंने उनसे मांगी थी वो मेरे और धीरूभाई के बीच में है । इसलिए यहाँ उस विषय में बोलना नहीं चाहता हूँ । यज्ञ संत उसको कहा है गीता में । अमुक वेष-भूषा जिनकी है या तिलक किया है या माला धारण करी है वो संत नहीं है ।

*यज्ञशिष्टाशिनः सन्तो मुच्यन्ते सर्वकिल्बिषैः
भुञ्जते ते त्वघं पापा ये पचन्त्यात्मकारणात् ॥*

ये जो सिद्धि धीरूभाई ने पायी है, वो प्रसाद है प्रभु का । और प्रसाद की भावना आते ही दो बातें मन में आती हैं । एक तो प्रसाद में आदरबुद्धि होती है, और जिसमें आदरबुद्धि होती है उसका कभी दुरुपयोग नहीं हो सकता । उसका हमेशा सदुपयोग ही होता है क्योंकि प्रसाद को हम माथे पर चढ़ाते हैं । बहुत आदर के साथ प्रसाद को हम पाते हैं । और दूसरी बात ये हो जाती है कि प्रसाद है इसलिए वो बँटना चाहिए । प्रसाद बाँटनेवाले के लिए तो एक नियम है । पहले वो सबको बाँटे और अन्त में जो रहे वो खुद स्वीकार करे । और इस तरह से जीवन जीने वाले आदमी को गीता के श्रीकृष्ण ने संत कहा है । वह सारे पापों से मुक्त हो जाता है । सभी ने यह कामना यहाँ पर व्यक्त की है कि हजारों धीरूभाई मिलें । आदरणीय जोशी जी यहाँ बैठे हैं । और मैं मानता हूँ कि सरकार में सबसे ज्यादा महत्वपूर्ण यदि कोई “पोर्टफोलियो” माना जाना चाहिए, तो मानव संसाधन विकास मंत्रालय । उसमें हमारी शिक्षा की नीति ऐसी हो कि समाज को एक लॉयर मिले, एक डॉक्टर मिले, एक इण्डस्ट्रीयलिस्ट मिले । ये सब तो मिले, लेकिन साथ-साथ धीरूभाई जैसा एक अच्छा इंसान मिले । एक मानव मिले । जो इस सिद्धि को, इस सम्पत्ति को, प्रसाद मान करके समाज में वितरण करे । मैं धीरूभाई के लिए इसलिए शुभ कामना कर रहा

हूँ । कुर्वन्वैवः कर्माणि जिजीवत् क्षदंसमाः । ये उपनिषद् के ऋषियों का मंत्र है । 100 वर्ष पर्यंत जीने की कामना करो । अब आज समस्या यह दिखाई पड़ती है कि लोगों की जिज्ञासा खत्म होती जा रही है । जिज्ञासा होनी चाहिए । 100 वर्ष पर्यंत जीने की कामना करो, इच्छा करो, प्रार्थना करो और वह भी रोगग्रस्त अवस्था में पड़े हुए नहीं । हिम्मत ना हारें । कुर्वन्वैव कर्माणि । कर्म करते हुए ।

मैं धीरूभाई को जब-जब मिलता हूँ और उनके पुरुषार्थ को देखता हूँ, कुछ नया काम करने की उनकी तमन्ना को देखता हूँ । तो ये प्रार्थना उनके जीवन में चरितार्थ होते हुए मैं देख रहा हूँ । उनकी दीर्घायु की और उनकी निरामयता की परमात्मा से प्रार्थना करता हुआ मैं “वारटन स्कूल” के डीन का साधुवाद और उनका भी साधुवाद करना चाहता हूँ । और भगवान से ये भी प्रार्थना करता हूँ कि हमारे देश में शासन को और देश के समाज को ऐसी सुमति और शक्ति प्रदान करें कि इस देश में मरणोपरांत एवार्ड कम से कम दिए जाएं । और जीवन्त व्यक्तियों का सम्मान किया जाये । मैं डीन साहब का साधुवाद करता हूँ । और “अपूज्यात् पूज्यन्ते पूज्या पूज्यव्यक्तिक्रमः त्रीणि तत्र प्रजायन्ते दुर्भिक्षम् मरणम् भयम् । ऐसा कहीं शास्त्रों में कहा गया है । इसलिए अपूज्य की पूजा न हो और जो पूजनीय हैं उनकी पूजा करने से समाज चूक न जाय । यदि चूके नहीं, तो विलम्ब भी न करे । ऐसे व्यक्तित्व की पूजा करने में, ऐसे व्यक्तित्व का सम्मान करने में ही समाज स्वस्थ माना जायेगा । तब ही समाज का सर्वांगीण विकास होगा । मैं न केवल धीरूभाई की अपितु हमारे राष्ट्र के उत्थान की भी कामना करता हुआ भगवान के चरणों में प्रार्थना करता हूँ । और आज जो सम्मान समारोह हुआ जो एक प्रतिभा हैं उनका पूजन हुआ । और मैं देख रहा हूँ कि देश में प्रतिभाओं की कोई कमी नहीं है । उन्हें अवसर नहीं मिलता । किन्तु जो अवसर की प्रतीक्षा में सिर पर हाथ धर करके बैठे रहते हैं उनका भी विकास सम्भव नहीं । धीरूभाई की भाँति हम सब सीखें कि अवसर हम कैसे प्राप्त करें और भगवत् कृपा से कैसे आगे बढ़ें ।

धीरूभाई, इस भगवत् प्रसाद को आपने पाया है । ठाकुरजी की आप पर जो कृपा है वो सदैव बनी रहे । और उसकी श्लोक के द्वारा “स्वस्थस्यतेरु कुशलमस्तु चिरार्युस्तु, गो वाजि हस्ति, धन-धान्य समृद्धि अस्तु, ऐश्वर्यमस्तु रिपुवक्षयोस्तु बलमस्तु वसं सदैव भवताम्” ।

आपका पूरा परिवार, संपूर्ण रिलायंस परिवार और उससे भी आगे बढ़ करके संपूर्ण भारतवर्ष का जो परिवार है, वो इस प्रसाद से लाभान्वित हो, और आपकी ये जो क्षमता है, जो प्रासादिक शक्ति भगवान ने आपको दी है, उसके द्वारा आनेवाले दिनों में विशेष रूप से इस राष्ट्र की जनता की सेवा हो । परमात्मा से यही मंगल प्रार्थना करते हुए मैं आपका अभिनंदन करता हूँ । क्योंकि सभी क्षेत्र के प्रतिनिधित्व करते हुए लोग यहाँ पर आये हैं ।

Rameshbhai Ozha

Spiritual Leader

Vasudeva sutam devam kansa chanur mardanam
Devaki paramanandam Krishnam vande jagatguru

Respected and honourable Shri. Dhirubhai, honourable Smt. Kokilabenji and dear brothers and sisters. Religion is the backbone of everything in life. Probably, that is why I was chosen to give the concluding speech of this function.

Certainly, whatever we do should be in accordance with the power and norms of religion. Success can always be achieved. But success should be accompanied by good will. The fruit of our deeds and the goodwill earned by us should be by the grace of God. Most of the times, we see that people are successful but lack good will. To earn this coveted good will, we should have the strong backing and strength of religion in us.

Yatkaroshi yadashnasi yajjuhoshi dadasi yat
yat tapasyasi kounteya tatkarushva madarpanam

The above is recited by Lord Krishna in his message in the Geeta. A successful human being should achieve considerable progress in all four phases of his life i.e. religion, wealth, passion and salvation. Wealth and passion are two of the four major aspects of human life. The point to be noted is that a human being should learn to achieve success in wealth and passion within the limits of religion and salvation. Today we have quite a few personalities amidst us who are directly involved in the world of economy. I have been repeating this in my speech that one should love the poor and not poverty. Even in religious groups, the meaning of the word VAIRAGYA (renunciation) is misinterpreted in such a negative manner that one terms it as giving up or running away. If this sort of misinterpretation continues, our country will perpetually be on the backward scale of progress.

Religion says that one should love the poor and not poverty. If this was not so, our ancestors would not have said the following while blessing their youngsters.

Swasthasyateru kushalmastu chiraryustu, go vaji hasti, dhan-dhanya samrudhhi astu, aishwaryamastu.

This AISHWARYA or prosperity is related to the Almighty. Aishwaryamastu, balamastu. If you have wealth but no power and strength, you will not be able to protect your wealth. So is it vice-versa. I keep repeating this to everyone that building a golden township is not sinful. Everyone is skeptical about themselves creating a golden township because they always want it to be Dwarika and not Lanka. Religion also says that one has to exercise the same caution. We should lead a full life but founded on religious facts. I want to congratulate Dhirubhai for achieving this state. A few days earlier, both of us had participated in a religious discourse. At that time, I sought some donation from Dhirubhai which we both are well aware of. Therefore I will not mention anything more about that here. One becomes a saint by his deeds and not by mere appearance or just by clad.

Yagnashishtashinaha santo muchyante sarvakilbisheyhi
Bhujjate te tvagham papa ye pachantyatmakaranat

This success which Dhirubhai has achieved is indeed a boon from the Almighty. When we think of boons, we remember two things. One is that the recipient of the boon is respected and respectable and one who is respectable cannot misuse it. The boon is always properly utilised because we salute God for having granted it to us. Another thing is that when it is a boon, it is best used if it is distributed. We should follow the concept that the benefits of a boon should be first distributed to our fellowmen and then if and whatever remains should be accepted by us. A human being leading such a life is termed as a saint in the Geeta by Lord Krishna. Such a man is free of all sins. Everybody here has expressed the desire of having thousands of Dhirubhais. Respected Joshiji is sitting here. And I believe personally that Human Resources Development is the best portfolio among our government functional outlets where the discipline demands that there should be a lawyer, a doctor and an industrialist in the society. I agree that these all are integral parts of the society but also would like to stress upon it that I would add one more essential factor of having a good human being like Dhirubhai. He should be a total man. Whoever has the capacity of reaching this height should take his

success like a divine boon and distribute it to his fellowmen within the society. I wish Dhirubhai all the best in life.

Kurvanyaivaha karmani jijivat kshadansamah

This is the mantra of the saints in the Upanishads. Aspire to live for 100 years. Today we find that people are gradually losing all the charm and curiosity. Curiosity is a must. Aspire to live for 100 years, desire it, pray for it and that too a very healthy life. Do not lose hope. *Kurvanyaiva karmani*. Duty bound.

Whenever I meet Dhirubhai and see his personality, I always see that he has a desire of doing something new all the time. The above prayer is seen fulfilled in his life. I pray for his long life and while congratulating him alongwith the Dean of the Wharton School, I would like to look forward to his well-being. I also pray to God that He gives us the strength and sense of giving away awards to a person when he is alive and not after he is dead. I congratulate the Dean again.

Apujyat pujyante puja pujoyavyaktikramaha treeni tatra prajayante durbhiksham maranam bhayam.

All this is a part of the shastra's chants. Hence we should stress upon it that one who is not worthy should not be worshipped but one who is worthy should not be left out from this privilege. We should also see to it that worthy men should be respected on time and not later. Only when we start doing this, our society will be prosperous. Along with the success of Dhirubhai, I also pray for the upliftment of our nation. I can see that we have a lot many personalities in India today who are worthy of being awarded. But they lack a chance. The ones who always keep waiting also never seem to make any progress and development in life. We should all learn from Dhirubhai how to create opportunities and how to progress in life with the grace of God.

Dhirubhai, you have got the blessing from the Almighty. I pray that this divine blessing always remains with you. May the whole of your family, the entire Reliance family and the whole of India be blessed with this divine boon and by God's grace, whatever talents and capacity you have empowered, be entirely used for the benefit of the nation.

Mukesh Ambani

Vice-Chairman & Managing Director, Reliance Industries Ltd.

Distinguished guests,

This has been a memorable evening. Let me begin with thanking Murlibhai. You have brought together India's leading personalities from public life, Government, media, academia, business and industry. You have presented us with an occasion when we could meet numerous friends and well wishers from all over the country. Murlibhai, only you could have made this evening a national event. Thank you.

I speak to you today, on behalf of my mother Kokilaben, my wife Neeta, my younger brother Anil, bhabhi Tina, and the entire Reliance family. On behalf of all of us. It is my privilege and a pleasant duty to thank each and every one of you who has graced this occasion. Thank you.

Dean Gerrity, Associate Dean Sheehan and Professor Singh, we deeply appreciate your coming all the way to Mumbai for this ceremony. By presenting the Wharton Dean's Medal in India, you have sown the seeds of a meaningful partnership between the creative minds of our two countries.

Wharton is committed to blend the highest values of education with business and management. We share this commitment in the same way as India and the United States share the vision of a global social order, where men and women in all walks of life can rise from the bottom to the top, purely on merit and performance. Wharton has reinforced that shared commitment today. We thank you.

Ladies and gentlemen, throughout this evening, the expression on your faces has conveyed sentiments that cannot be put in words. We are grateful that some of you have expressed your feelings in words, some have done so by your presence, and some others

have done so by their messages of felicitation from the depth of their hearts. I thank you.

Dhirubhai is my father. He is also my teacher and leader. In fact, he is the commander of an army of dedicated soldiers of Reliance. As a father, he is loving. As a teacher, he is demanding and as a leader, he is inspiring.

From him, I have learned the value of total commitment. To define goals clearly, to have unwavering pursuit of excellence, unfailing humility in achievement and infectious impatience. To do better than what has already been done.

Today, I assure you Papa, that each one of us at Reliance, will do our best to translate your dreams into reality. We will earnestly endeavour to put all our energies and efforts in building an India of your vision. Reliance will carry in concrete ways, happiness and prosperity to millions of Indians, just as you want us to do. We will not fail.

Thank you. Thank you very much ladies and gentlemen. We are truly overwhelmed.

Dhirubhai H. Ambani

Dhirubhai (Dhirajlal) Hirachand Ambani (b. December 28, 1932) is Chairman, Reliance Industries Ltd.

Reliance Industries Ltd. is India's largest private sector company with FY ending March 1998 income of Rs 13,404 crore (US\$ 3.5 billion), net profits of Rs 1,653 crore (US\$ 418 million) and assets of Rs 24,388 crore (US\$ 6.2 billion). Reliance's businesses cover textiles, polyester, polymers, fibre intermediates, chemicals, oil and gas.

Mr. Ambani was born in Chorwad, a village in Saurashtra, Gujarat. When he was 17, he went to Aden (now part of Yemen) and worked for the Shell oil refinery. He returned to Bombay in 1958 and started his first company, Reliance Commercial Corporation, a commodity trading and export house. In 1966, as a first step in Reliance's highly successful practice of backward integration, he started the textile mill in Naroda, Ahmedabad. In 1975, a technical team from the World Bank certified that the RIL textile plant was "excellent by developed country standards." In 1977, the company went public.

Mr. Ambani has steered the Reliance group to its current status of a textiles-petroleum-petrochemicals-power conglomerate. He is credited with a number of financial innovations in the Indian capital market. Today, the Reliance group has the largest family of shareholders in the world.

With an investment slate of over Rs 36,000 crore (US\$ 9 billion), in petroleum refining, petrochemicals, power generation, telecommunication services, and a port terminal in a two-year time frame, Mr. Ambani would be steering the Reliance group to the top league of companies globally.

Mr. Ambani was awarded the Dean's Medal in June 1998 by the Wharton School, University of Pennsylvania, for setting an

outstanding example of leadership. He was twice nominated as one of the "Power 50 – the most powerful people in Asia", by *Asiaweek* magazine. In 1998, Mr. Ambani was chosen as a Star of Asia by *Business Week* magazine. In 1994 he was awarded the Companion Membership of the Textile Institute, UK – an award which is limited to 50 living members who have "substantially advanced the general interests of the industries based on fibres". In 1993, he had been chosen as Businessman of the Year by India's leading business magazine, *Business India*. The leading business magazine *Business Barons* put Mr. Ambani in its list of India's 25 Most Influential Business and Financial Leaders.

Mr. Ambani is married to Kokilaben and lives in Bombay. He has two sons, Mukesh, who is Vice-Chairman and Managing Director, and Anil, the Managing Director, of Reliance Industries. He has two daughters, Dipti Salgaocar, who lives in Goa, and Nina Kothari, who resides in Madras.

Reliance Industries Ltd.

Maker Chambers IV, Nariman Point, Mumbai 400 021, India

Telephone: (+91 22) 287 3655 • Fax: (+91 22) 285 6503

Internet: www.ril.com