SHIV NADAR FOUNDATION

Annual Report 2013

Transforming lives. Building a better nation.

Lotus - Our inspiration, our promise.

The lotus has always been an emblem of beauty, grace and productive power. Although it rises from a muddy layer, it still assumes its own character of unblemished purity and charm.

Being the symbol that defines the Shiv Nadar Foundation, the lotus has been our source of inspiration. The Foundation identifies, inspires and nurtures the early blooms of promise and shapes them to become future leaders.

At Shiv Nadar Foundation,
we endeavour to **identify** the early

blooms of promise...

Nurture them through **extraordinary education**,
and transform them into

future leaders...

And create **spirals of inspiration**
that eventually lead to

transforming the nation...

Since inception in 1994, the Shiv Nadar Foundation (SNF)
has evolved to become a creatively-driven philanthropic set of institutions.
Established by Shiv Nadar, the founder of HCL, a US$ 6.3 billion global
technology enterprise, the resolve has always been to continuously create
world class leaders from every cross section of society and encourage
them to become the pride of the nation.

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Vision

Nation building through transformational leadership

Mission

Creating equitable opportunities for leadership, through focused philanthropy

About Shiv Nadar Foundation

The Shiv Nadar Foundation (SNF) established in 1994, is today one of the largest philanthropic institutions in India.

SNF believes that transformational education is the single largest tool for socio-economic transformation and creating leaders of global stature.

In its quest to make India a talent pool of global leaders, the Foundation is investing generously in creating leadership institutions par excellence across the spectrum of education, both in urban and rural India.

The Foundation aims to deploy US$ 1 billion towards the cause of nation building, with a commitment of spending ₹ 30,000 Mn (US$ 500 Mn) over the next 5 years.

Shiv Nadar Foundation - Institutions and Initiatives

RURAL & URBAN TRANSFORMATION

K-12

VIDYAGYAN
|| VIDYA PARAM AISHWARYAM ||

2009
Leadership academy for meritorious rural underprivileged children

SHIV NADAR SCHOOL
Education for Life

2012
India-wide chain of K-12 schools to create lifelong learners

RURAL & URBAN TRANSFORMATION

Higher Education

SHIV NADAR UNIVERSITY

2011
An interdisciplinary research-oriented university

SSN

1996
Amongst India's top private engineering colleges

TRANSFORMATION THROUGH ART

KIRAN NADAR MUSEUM OF ART

2010
Instilling a deeper appreciation and promotion of modern Indian art

Note: SNF comprises the institutions & initiatives described above, infrastructure and asset sponsoring entities.
In the Financial section it is collectively referred to as the SNF Group.

Shiv Nadar with the students of VidyaGyan

Chairman's message

I started the Shiv Nadar Foundation in 1994 with the belief that transformational education has the power to create lasting impact on the lives and future of individuals. Nearly two decades later, when I reflect back on this journey, it gives me great pride to see the Foundation not just transforming lives but creating leaders of tomorrow. Our journey has been geared towards driving inclusive leadership development and contributing to nation building.

The philanthropic model that we have created within the Foundation is distinctive and different from most approaches in philanthropy. We at the Foundation call it Creative Philanthropy. While we have been in existence for nearly 20 years, most of our institutions are like young children needing care and direction to reach our vision of becoming globally acclaimed institutions that would outlive its founders. It has been very fulfilling personally to handhold the Foundation just like I did with HCL in its initial 20-25 years and put in my time and institution-building skills to nurture and guide the Foundation. This journey will continue as I stay committed to devoting a significant proportion of my time to the Foundation in the coming years.

The Foundation is not just an act of individual philanthropy, it has a vision that is far greater. Today my daughter shares my vision and the next generation is committed to taking this vision forward. It gives me conviction to expand the breadth of the Foundation's commitment and ability to impact many more human lives.

This is a very special year for us as we have launched our first Annual Report. I have always believed that ethics and governance are the two most important pillars of an institution - corporate or philanthropic. Every brick in the Foundation is laid and cemented with very strong values of transparency and governance. This would ensure that not just the Foundation but every initiative becomes a powerful self-sustaining institution with strong processes and guidelines that would help them carve their own identity and path in the future. Finally, this report is about the need for very strong processes in philanthropy in India that are at par with global standards of governance. Only then will philanthropy come of age in India.

Guiding Principles

- FOSTERING LEADERSHIP
- CREATING KNOWLEDGE
- Guiding Principles
- PROMOTING VALUES
- DEVELOPING SKILLS
- NURTURING TALENT

Shiv Nadar Foundation: Overview

FOCUS

Transformational Education

Making Opportunities Available

Leadership Academies

BELIEF

Creative Philanthropy

STRATEGY

Generating Leaders - The Multiplier Strategy

Creating Spirals of Inspiration

GOAL

Extraordinary Education + Innovators =
Catalytic Leaders

Former President, Govt. of India, Shri Abdul Kalam addressing the students of VidyaGyan

SNF Snapshot

Shiv Nadar Foundation

Investment till March 2013	₹18000 Mn (US$ 330 Mn)
Number of students	7640
Faculty & staff	951
Campus area (acres)	591 acres
Built up area	3.8 Mn sq. ft.

RURAL & URBAN INTERVENTION
K-12

VidyaGyan		Shiv Nadar School	
Number of schools	2	Number of schools	2
Number of students	1400	Number of students	960
Faculty & staff	95	Faculty & staff	138
Campus area (acres)	64	Campus area (acres)	11
Built up area	0.9 Mn sq. ft.	Built up area	0.3 Mn sq. ft.
Investment till March 2013	₹2480 Mn (US$ 45 Mn)	Investment till March 2013	₹1825 Mn (US$ 33 Mn)

RURAL & URBAN INTERVENTION
Higher Education

Shiv Nadar University		SSN	
Number of students	980	Number of students	4300
Faculty & staff	217	Faculty & staff	423
Campus area (acres)	288	Number of alumni	7000
Built up area	1.1 Mn sq. ft.	Campus area (acres)	228
Investment till March 2013	₹5120 Mn (US$ 94 Mn)	Built up area	1.5 Mn sq. ft.
		Investment till March 2013	₹2800 Mn (US$ 51 Mn)

TRANSFORMATION THROUGH ART

Kiran Nadar Museum of Art		OTHERS	
Number of Museums	2	Staff	64
Artwork	430	Investment till March 2013	₹310 Mn (US$ 6 Mn)
Staff	14		
Built up area	0.03 Mn sq. ft.		
Investment till March 2013	₹5480 Mn (US$ 101 Mn)		

Note: All student, faculty and staff numbers are of 31st August 2013, unless stated otherwise.
Conversion rate 1 US$ = ₹ 54.38 (RBI reference rate as on 31st March 2013) used for financial numbers.

Shiv Nadar Foundation Trustees

Shiv Nadar receiving the award from Suzanne Berger, Chair of the Jury

Shiv Nadar receives the BNP Paribas, 2013 Grand Prix

BNP Paribas Wealth Management, headquartered in Paris, has recognised Shiv Nadar as a prominent philanthropist, awarding him the 2013 Grand Prix for "Individual Philanthropy". Shiv Nadar is the first Indian to receive this honour.

This award comes as a welcome recognition for the Shiv Nadar Foundation at a time when it is set to release its first Annual Report to create new benchmarks in governance, management and transparency.

In 2008, BNP Paribas Wealth Management launched the BNP Paribas Awards for Individual Philanthropy. The winners are chosen by an independent jury, comprising leading figures from business and charitable organisations, along with experts from the arts, humanitarian and public sectors. This year the jury was chaired by Suzanne Berger, Professor of Political Science at the Massachusetts Institute of Technology in Boston. After studying the profiles of all the nominees, the jury made their decisions based on various criteria, such as the social impact of their philanthropic initiatives, the philanthropists' personal and financial investment, and the professionalism, viability and transparency of the projects.

In the past few years, BNP Paribas has also recognized Dr. Ibrahim Mo, Founder Mo Ibrahim Foundation; Odon Vallet, French scientist-millionaire for his efforts towards providing scholarships to outstanding, needy Vietnamese students; The Chagnon Family for the FondationLucie et André Chagnon; Koç Family, Turkish family of business people founded by VehbiKoç and Vivianne Senna, Founder, The InstitutoAyrtonSenna.

VIDYAGYAN
|| VIDYA PARAM AISHWARYAM ||

Vision

To build future leaders from rural India using high-quality school education as a tool to bridge the rural-urban divide. VidyaGyan (VG) selects, inducts and trains gifted children, from India's top-of-the-bottom-of-the-pyramid, who go on to become change agents, significantly contributing to the nation's transformation.

Nurturing Leadership from Rural India

A world-class leadership academy for meritorious rural underprivileged students, VidyaGyan is the most visible manifestation of the Foundation's belief to undertake creative philanthropy. By building lasting institutions of excellence that would create spirals of inspiration, VidyaGyan promises to deliver extraordinary education and create catalytic leaders.

Aims & Objectives

To identify the educational needs of meritorious rural children

To focus on providing free world-class education to children from economically disadvantaged backgrounds

To provide the best educational infrastructure

To create future leaders in every sphere

Class in progress (VidyaGyan, Grade 6)

VidyaGyan admission test, 2013 being conducted in Moradabad, UP

Vital Statistics

2 schools - Bulandshahr and Sitapur in UP

1400 students. Total future capacity: 4200

95 teachers and staff selected from
the best residential schools in India

Campus area: 64 acres

Built up area: 0.9 Mn sq. ft.

Investment till March 2013: ₹2480 Mn (US$ 45 Mn)

Infrastructure highlights

- 60 classrooms; 30 Bulandshahr; 30 Sitapur

- Hostel for 1500 students

- English language, computer and math laboratories

- Amphitheatres with a seating capacity of 1000 each

- Auditoriums, indoor sports facilities, skating rink, world-class sports complexes (comprising cricket ground, football field, athletic track and other outdoor sports facilities)

Student selection criteria

- Students from rural, low income families {parent's income less than ₹100,000 (approx. US$ 1800) per annum}. Families are required to present a valid income certificate

- Selection process is based on the results of fifth grade primary government school toppers and entrance test administered by VG

- Selection process emphasizes equal representation for either gender

- Student have to go through a preliminary and final test

- Top 400 students are inducted to VG after background verification

Selection Process

Academic Year	2012-13	2013-14
Applicants	10468	163790
Students Appeared	6854	83192
Districts Covered	54	59
Schools Covered	66862	78120
Students Selected in Preliminary Test	806	2280
Students Selected After Final Test	305	210
Students Selected	233	163

Four pillars of VidyaGyan

Meritocracy

VidyaGyan has a rigorous selection process to handpick the most meritorious students from a talent pool of the top students (a girl and a boy) from every rural primary government school from the state of Uttar Pradesh. The three-part admission process of VidyaGyan rivals those of the best leadership institutions of India. Only the top students are selected for induction to VidyaGyan post their background verification.

Excellence

Once inducted to VidyaGyan in class VI, the students undertake a rigorous training program for the next seven years. Besides academics they learn life skills, leadership, philanthropic and problem solving techniques. Every student is encouraged to take up a social entrepreneurial initiative, which can be implemented in the real world. New teaching methodologies like collaborative learning and flip models are brought into place to ensure better engagement and understanding on the part of every child. Each one is separately counselled to discover his/her area of interest and further encouraged to pursue it, thereby achieving excellence.

Spirals of Inspiration

The students of VidyaGyan are inspired to follow some of the most eminent national and international leaders of the 21st century and also lead their peers and communities in aspiration for excellence.

Raising Aspirations

The illiteracy rates in most parts of rural Uttar Pradesh are very high. Students in underdeveloped areas lag behind not only because of the lack of proper infrastructure but also the motivation of pursuing education. The launch of VidyaGyan in Uttar Pradesh has greatly helped in making people aware about the importance of education. Villages from which students have been inducted into VidyaGyan have seen a steady rise in the motivation of children to continue with their education and achieve greater heights.

'Ankit, who comes from a very small village in UP, is a class X student at VidyaGyan. Always a shy student, Ankit has consistently excelled in academics. During the Duke Talent Identification Program 2013, he was selected to attend the 21-day workshop conducted in Bangalore. He took a 3-week course in Forensic Science at the workshop and excelled at it. Today he dreams of joining the Crime Branch. His confidence levels are very high and the shy boy from the unknown village is all set to take on the larger challenges of the world.'

B Banerjee, Principal, VidyaGyan, Bulandshahr

VidyaGyan Grade 8 students playing chess

Holistic student development

VidyaGyan offers an inspiring and stimulating learning environment. Through classroom training combined with exposure to the urban schooling environment, the fully residential academy makes it possible for students to imbibe leadership qualities, resulting in holistic personality development. The schools follow the Central Board of Secondary Education curriculum.

Right from the time they begin their journey at VidyaGyan, students receive training in the following areas:

- Social responsibility

- English proficiency by the eighth grade with intensive remedial inputs to shift from Hindi to English based curriculum in the initial years

- Social and communication skills

- Leadership skills

- Proficiency in computers

- Excellence in diverse areas including sports, music, dance and art amongst others

- Competitive public examination preparedness

- Urban exposure through inter-school tours and competitions

VidyaGyan students

VidyaGyan completes 5 years

The year 2012 was a special year in many ways. The spirals of inspiration created by VidyaGyan started to spread in the rural areas of UP. During his/her summer vacation, every class 9th student took up the task of teaching at least two village adults. The students spread awareness about the importance of clean water, vaccination, literacy, hygiene, ill-effects of tobacco, social evils etc. in the neighbouring villages. They even participated and won numerous academic, art and sports competitions at district and state levels. Jitendra Singh, a student of class 10 at VidyaGyan Bulandshahr went on to win the Youth Leader Award, 2012. The highlight of the year was the Hon'ble Chief Minister of Uttar Pradesh, Shri Akhilesh Yadav's visit to VidyaGyan Leadership Academy at Bulandshahr, where he lauded the role played by the Academy in creating leaders from the heart of the country.

VidyaGyan students impacting communities

The impact that the VidyaGyan students have had on the underprivileged communities of Uttar Pradesh is clearly visible. Changes, otherwise difficult to bring about, were ushered in with surprising ease by the students, by spreading the message to their families, communities and societies at large.

Some of the fields in which a remarkable transformation has been brought about by VidyaGyan are:

Drinking Water - Students realized that drinking water should be tasteless and colourless, only after they arrived at VidyaGyan. This learning motivated them to design a low cost water filter to provide their families and societies with clean and hygienic drinking water.

Health - The students learnt that traditional cow dung/wood oven used by their mothers and sisters for cooking purposes caused severe respiratory problems. To prevent such health hazards of the open oven, the students designed a new smokeless oven, now widely used for cooking in the villages.

Adult Literacy - Special initiatives are being undertaken to spread adult literacy.

Gender Equity - Most parts of rural India are still riddled with gender bias and inequalities. Rural initiatives to generate awareness about the importance of girl child education are being regularly undertaken.

Water filter created by students of VidyaGyan, Grade 8

The smokeless oven designed by VidyaGyan students

Stories of transformation

Kanhaiya Lal
14 years, Class VIII C

After the death of his father, 14-year-old Kanhaiya and his family of seven people were left with no breadwinner. Kanhaiya's elder brother somehow took up a job and was determined on making Kanhaiya continue with his education. Kanhaiya successfully cleared the VidyaGyan entrance exam. Villagers discouraged him from joining but his elder brother supported him. Today, Kanhaiya dreams of becoming a pilot and is working very hard to achieve his goal. He is shy by nature but now speaks English with a lot of ease and confidence. He loves playing football and has a passion for computers. Not only has he become an aspiration for his siblings but also for his peers in the village.

Rameshwari Chauhan
13 years, Class VIII C

Rameshwari Chauhan is from J.P. Nagar. Her mother died when she was very young and her father, Bharat Singh, works as a field labourer. After completing class 5 she was expected to drop out of school and help her family with their daily chores. However, on the basis of merit she cleared the VidyaGyan entrance. Today, apart from being an exceptional student, she is also one of the best sports people at VidyaGyan. She has won medals in Volleyball & Athletics and wants to excel in Kho-Kho, Running and Handball. Besides, she aspires to become a professional athlete and coach other women like her to excel in the field of sports.

Kumari Shweta
13 years, Class VIII C

Shweta from Baghpath, is the youngest amongst her siblings. Her mother manages all the household chores and works in the field as well. Shweta, being extremely passionate about her education, always encourages her peers to continue studying as she firmly believes that education is the only way to a better life. She could not read or write in English before joining VidyaGyan, but now she speaks fluently and can even address a gathering. She aspires to become a teacher someday and go back to her village to create a school as big as VidyaGyan.

Board of Management

'VidyaGyan can be a blue-print for Indian education because of the multiplier effect it can have which will directly and indirectly impact tens of thousands of lives over the long term and successfully bridge the urban-rural divide.'

Akhilesh Yadav, Hon'ble CM, Uttar Pradesh

SHIV NADAR SCHOOL

Education for Life

Vision

The Shiv Nadar Schools intend on training children to become ethical, respectful, creative, innovative, happy and well-adjusted citizens of society.

Education for Life

Shiv Nadar Schools (SNS) is a pan-India, K-12 education initiative of the Shiv Nadar Foundation with an intention to create a community of independent, lifelong learners. The schools aim at providing children with education for life, to help them excel in the fast-changing environment of modern times. Envisioned to be the alma mater of future leaders, the schools will nurture the academically talented early blooms by using innovative pedagogy and technology-enabled learning tools in a value-driven culture. The first two schools launched in 2012 in Noida and Gurgaon have already started creating fruitful spirals of inspiration in the neighboring communities. The Foundation is looking at establishing 25 schools across the country in the decade to come.

SNS student playing a Sitar

Vital Statistics

2 Schools: Noida and Gurgaon; 25 planned

Students: 960 (Total future capacity: 50,000)

Faculty & Staff: 138

Classes: Nursery to 7th (currently)

Total area: 11 acres

Built-up area: 0.3 Mn sq. ft.

Investment till March 2013:
₹1825 Mn (US$ 33 Mn)

A unique model in education

Shiv Nadar Schools seek academically talented students from diverse cultural, religious and economic backgrounds. The schools offer a rich and rigorous interdisciplinary curriculum, designed specifically to inspire critical and creative inquiry. SNS is built on a unique model, imbibing a strong value system through effective pedagogy. With a focus on overall student development, we intend to use cutting-edge technological tools to enhance the learning experience. The vision is to evolve a school system which emphasizes leadership development of its children through greater involvement.

Students at the playground, Shiv Nadar School

Values

At Shiv Nadar Schools, we believe in and abide by a set of core values that govern as well as reflect in each of our actions.

Integrity

We maintain the highest level of integrity and display it as per our commitment to our organizations.

Sense of Purpose and Responsibility

Our actions are guided by a sense of purpose and not by status quo. Be it while teaching, conferring or taking action, we completely hold ourselves responsible for what we do.

Lifelong Learners

We nurture and encourage constant learning through our activities, be it at our schools or outside them.

Openness and Transparency

Our interactions with each other are open, transparent and honest under all circumstances.

Respect and Compassion

We treat each person of the school team with respect and dignity.

Commitment to Excellence

Each of our actions strives to achieve excellence in the field of education as well as in our personal growth.

Five pillars

Value System

A value-driven culture is strongly inculcated in the staff and students and is manifested in our belief and actions.

Curriculum

The school programme encourages children to identify their unique aptitude in junior and middle school and hone them while at high school. Children are exposed to various career choices through a structured career development programme. The curriculum includes effective emotional and social learning programmes to help children develop character, ethical values and life skills to augment their academic learning. Imbibing leadership qualities is a direct consequence of this programme.

Teachers

The quality of the teachers differentiate the Shiv Nadar Schools. Activities such as selection, training, certification, professional and personal growth are given much attention.

Technology

Cutting-edge technological educational programmes, innovations and systems form an important component of the learning process, to help children and teachers learn better and stay in sync with the needs of tomorrow.

Architecture and Infrastructure

The design of the Shiv Nadar Schools captures the ambience of a great learning space that integrates natural habitats with free flow of light and air. The uniqueness of design adds to the identity of the institution.

Learning@Shiv Nadar Schools

The learning philosophy at SNS is inspired by its motto - Education for life. The innovative curriculum design employs appropriate learning contexts, tools of inquiry and multiple assessment techniques to make every child a motivated, confident and independent learner. Teaching is based on experiential learning through project-based approach. A strong belief in holistic development of children has led SNS to design a unique AHA curriculum that encourages the students to develop and pursue their interest in the fields of art and sports. The teachers also take special care of social and emotional well-being of the students so that they can become responsible and contributing members of the society.

Advisory Board Members

Gowri Ishwaran (Founder Principal, Sanskriti School and noted educationist)

AK Sharma (Former Director, NCERT)

Geeta Chandran (Padmashri and celebrated Bharatnatyam artist)

Muthusamy Varadarajan (Former IAS Officer and eminent social worker)

Students of Shiv Nadar School celebrating Sports Day

Students of Grade 5 at their music class

EDUCATION FOR LIFE

'What you have created in the Shiv Nadar School is very inspirational, visionary and game-changing.'

Sizwe Nxasana, CEO, FirstRand Group, South Africa

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SHIV NADAR UNIVERSITY

Vision

To build an enduring, multi-disciplinary, research-oriented, world-class institution of higher learning, that goes on to become a global centre for learning and higher education.

Multi-disciplinary Research Oriented Leadership

The Shiv Nadar University (SNU) is located in Greater Noida in India's National Capital Region. Established in 2011, its interdisciplinary focus prepares students not only to specialise in specific disciplinary areas but also to develop a broad-based learning foundation. This incorporates a range of academic disciplines including sciences and social sciences, humanities, communication, business, education, technology, engineering, law as well as creative and performing arts.

Supporting, fostering and encouraging a range of research, scholarship and creative expressions along with the integration of teaching and research are vital aspects of the university's mission.

The university offers a full range of academic degree programmes including undergraduate, postgraduate and professional degrees across a number of disciplines. The campus at full capacity can accommodate 8000 students, and have over 5 million sq. ft. of built-up space.

At the Shiv Nadar University, we endeavour to provide world-class education to students from all walks of life. Following the tradition of the Foundation to ensure that no deserving student is denied admission in any of the initiatives, SNU has also introduced several scholarship programmes which offer up to full waiver for the most meritorious student.

Aims & Objectives

To be an enduring, research-oriented, multi-disciplinary, world-class university

Get international recognition for high profile research and its applicability in improving the quality of life

To develop and educate globally responsible and ethical leaders of tomorrow

To create research and teaching programmes which tackle the most acute problems of the 21st century
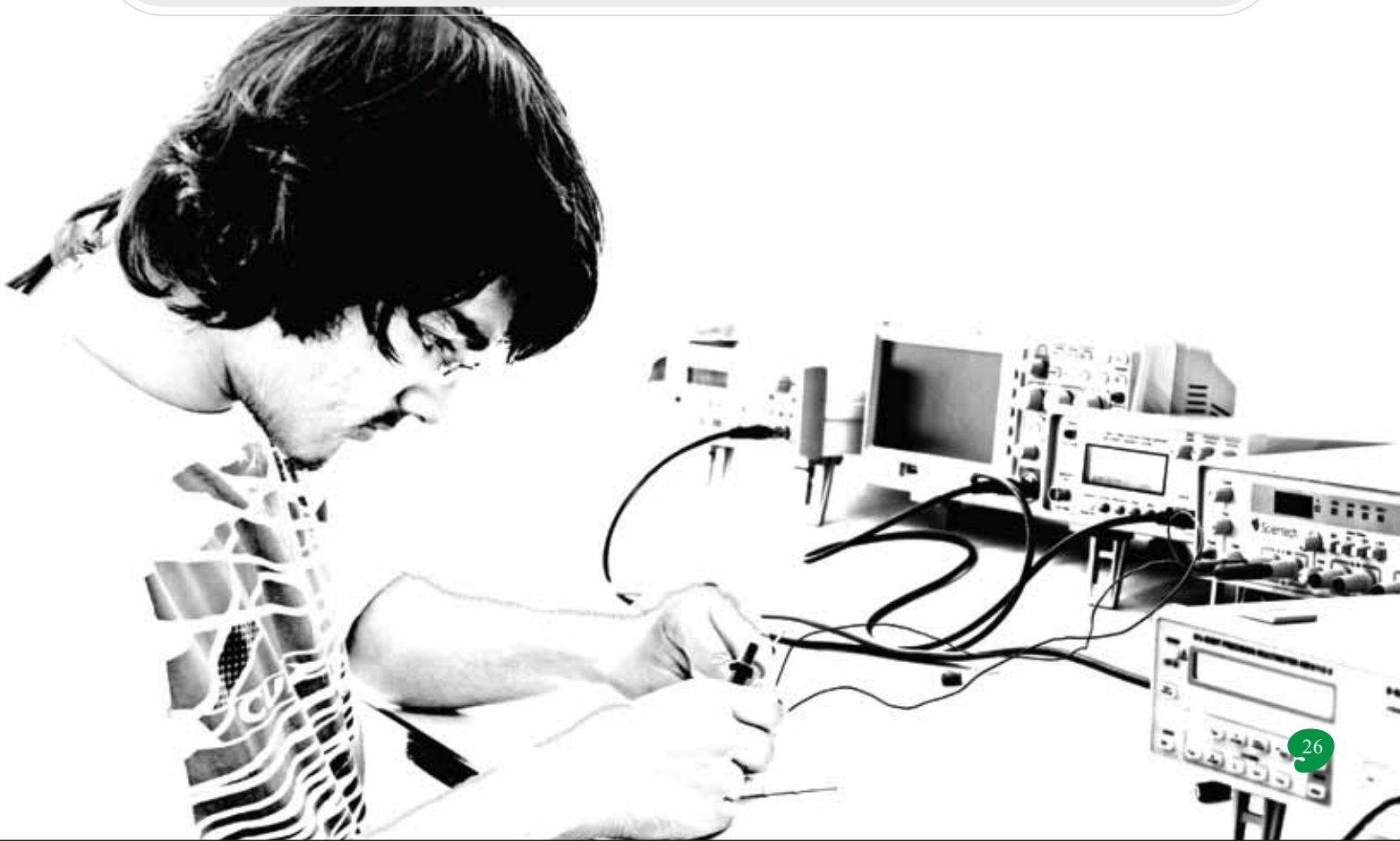
A class in progress at Shiv Nadar University

Vital Statistics

- One campus: Greater Noida
- 980 students. Total future capacity: 8000
- 217 faculty & staff
- UGC approved

- Total area: 288 acres
- Built up area: 1.1 Mn sq. ft.
- Investment till March 2013: ₹5120 Mn (US$ 94 Mn)

Schools at SNU

School of Natural Sciences

Launched in August 2011, the School of Natural Sciences (SNS) is a pioneering effort for the creation and dissemination of knowledge in the field of natural sciences. The school aims at providing an international ambience in a local setting with innovative and engaging teaching methods, a globally benchmarked curriculum, world-class faculty, and key partnerships in research. The institute encourages group learning and provides value-added hard and soft skills, summer workshops along with key internships. Undergraduate and Postgraduate programmes offered have been designed on the basis of SNU's underlying philosophy of interdisciplinary and research-led learning. The school also provides meritorious applicants with scholarships, internships and other opportunities to enable them to get the finest education. It currently offers 4 undergraduate, 2 postgraduate and 4 doctoral programmes.

School of Humanities and Social Sciences

In keeping with the overall objective of the Shiv Nadar University, the School of Humanities and Social Sciences not only helps students in assimilating knowledge that already exists, but also in developing new and deeper insights to add to the existing stock. The school currently offers 2 undergraduate, 2 postgraduate and 1 doctoral programmes.

School of Engineering

The School of Engineering aims at providing a global experience with innovative and engaging teaching methods, international guest speakers and key partnerships in research. The institute encourages group learning and provides value-added hard and soft skills summer workshops along with key internships.

The School of Engineering currently offers Undergraduate, Postgraduate and Doctoral programmes in five streams - Civil Engineering, Computer Science Engineering, Electrical Engineering, Electronics and Communication Engineering as well as Mechanical Engineering. The School also provides meritorious applicants with scholarships, internships and other opportunities to enable them to get the finest education.

It currently offers 5 undergraduate, 3 postgraduate and 1 doctoral programmes.

Shiv Nadar University differentiators

The overall vision

While India can be justifiably proud of having a robust education infrastructure, gaps still exist when it comes to the current Indian and global needs in higher education. The Foundation is committed to setting up an institution, benchmarked to truly global standards, which offers Indian as well as foreign students a first-class research driven and interdisciplinary educational experience. Envisioned as one of India's foremost research-oriented, multi-disciplinary universities, the Shiv Nadar University has been set up to build a landmark in higher education in India.

Multi-disciplinary approach

The University's curriculum consists of a common core of undergraduate courses along with the flexibility to allow students to choose multiple electives for enhanced learning and engagement.

Research-oriented education

A major component of the mission of the University is to create research and teaching opportunities that actively engage faculty and students in the process of creating knowledge and not just disseminating it. Research, an integral part of the pedagogy at SNU, is targeted at solving problems and challenges that are relevant to the society.

Faculty focus

The faculty aims at building capacity through research, training, knowledge creation and a commitment to academic freedom.

Global linkages

Cross learning and global exposure in a multi-cultural environment is successfully enabled by partnering with the finest institutions and schools around the world.

International tie-ups

The alliance between SNU and Duke University paves the way for establishing a broad framework for collaborative academic programmes and experiential learning opportunities for the faculty and students of both universities. Under the aegis of Duke's globally renowned Talent Identification Program (TIP), SNU further collaborates on the development and implementation of educational activities for academically talented students in India.

Shiv Nadar University's strategic alliance with Babson College, the world's no. 1 business school for entrepreneurship, brings the world's leading programmes in Entrepreneurship Education to India. The partnership includes Shiv Nadar Foundation's membership to the Global Consortium for Entrepreneurship Education (GCEE) of which Babson College is the founding member.

The Shiv Nadar University has also collaborated with The University of Essex for a joint research to create a framework for Innovative Internationally Engaged Masters Programmes. The project will investigate and recommend a regulatory, academic, developmental and support framework as well as the joint initiatives necessary to implement international Masters degrees.

Key Personnel

- TSR Subramanian (Former Cabinet Secretary, Government of India; Chancellor, SNU)

- SN Balakrishnan (Pro Chancellor, SNU)

- Nikhil Sinha (Vice Chancellor, SNU)

- Shekhar Chaudhuri (Director, School of Management and Entrepreneurship, SNU)

- M Gopal (Director, School of Engineering, SNU)

- Rupamanjari Ghosh (Director, School of Natural Sciences, SNU)

- Shubhashis Gangopadhyay (Director, School of Humanities and Social Sciences, SNU)

  Executive Council Members: SN Balakrishnan, Nikhil Sinha, Saurav Adhikari, Dilip Kumar Srivastava, Pawan K Danwar

'Institutions like the Shiv Nadar University promote innovative and free thinking, while also respecting diversity. The international partnerships of the University with institutions in the US are good examples of collaboration and can further deepen Indo-US ties in the sphere of higher education.'

Nancy Powell, US Ambassador to India at the Shiv Nadar University

Vision

To be a world-class institution for technical education and scientific research for public good.

Technology Leadership

The SSN College of Engineering was established in 1996 and is today a top-ranked private engineering college in India. The first initiative of the Shiv Nadar Foundation in the field of education, SSN has created leaders in diverse fields in the last 17 years. Established in 1996 as part of a makeshift facility, the college is one of the largest engineering campuses in India. Started with 98 students and eight faculty members, it now has more than 4000 students and 300 faculty members including 115 PhDs, perhaps the only private engineering college with a high PhD presence. Within just a decade, SSN has grown into one of the leading 20 private engineering institutions in India. It intends to create a synergy between high quality education and research, and thereby go on to emerge as a research university in future.

The year 2012 was a remarkable year for SSN. It garnered national recognition in the form of various awards, accolades and rankings of international prominence in sports. SSN students participated in major national and international sporting events and innovation challenges, achieving recognition through their outstanding performance. Vidiyal, a socially inclined initiative was also launched by SSN during this year to propagate the importance of higher education amongst rural government students.

Since inception, SSN has distributed over ₹400 million (US$ 7 Mn) in terms of scholarships. What started with 50 scholarships a year, has now reached over 500 scholarships annually.

Mission

SSN will continuously strive to:

- Make a positive difference to society through education

- Empower students from across the socio-economic strata to level the playing field

- Nurture talent and entrepreneurial skills and enable all-round personality development in students

- Build world-class research capabilities at par with the finest in the world and broaden students' horizons beyond classroom education

- Be a centre of excellence in education in emerging technologies in tandem with the industry and industry trends

Vital Statistics

One campus: Chennai
4300 students
7000 alumni
423 faculty & staff
Campus area: 228 acres
Built up area: 1.5 Mn sq. ft.
Investment till March 2013: ₹2800 Mn (US$ 51 Mn)

SSN Institutions (SSN) comprises

- SSN College of Engineering (SSN CE)
- SSN School of Management and Computer Applications (SSN SoMCA)
- SSN School of Advanced Software Engineering (SSN SASE)
- SSN Research Centre (SSN RC)

Quick facts about SSN

- One of India's top private engineering colleges; NAAC "A" accredited
- Involved in global tie-ups with Carnegie Mellon University, US; National Tsing Hua University, Taiwan and Aichi Institute of Technology, Japan
- Acclaimed Powerful Research Centre, led by eminent Advisory Council
- Highly qualified faculty

SSN Institutions - a pioneer in research

SSN College of Engineering is today amongst the top engineering colleges of India. Out of the many achievements to its name, some of them are:

- The first engineering institution to earn the ISO Certification
- The first institution in the world to have a collaboration with the renowned Carnegie Mellon University for their MSIT programme
- The first private institution to have a Research Advisory Council comprising scientists of international repute
- The first institution to design and implement a generous scholarship scheme
- The No. 1 private engineering college in Tamil Nadu
- The World Record Holder (Limca Book of Records) for running 100 line tracing robots simultaneously on a single arena

'An uplifting and exhilarating experience. An excellent institution reflecting the ideals of an entrepreneur cum philanthropist who is making a difference to many lives.'

Mr. David J Gainer, Consulate of USA, Chennai

Shiv Nadar with students of SSN

Infrastructure

The 228-acre SSN campus on the Rajiv Gandhi Salai "Cyber Corridor" in Chennai covers 1.4 million sq. ft. of area networked by optic fiber links. The following is a brief description of the facilities provided by the SSN Institutions to its students:

- An extensive library comprising 25,000 book titles and 50,000 volumes of books, several online journals and digital resources

- Two modern air-conditioned auditoriums with 1000 and 300 seats respectively

- Accommodation for SSN faculty members and their families, a guest house and fully furnished hostels for the students

- Well-maintained fields for cricket, football, tennis, basketball, volleyball and athletics

- An indoor stadium for basketball, badminton, table tennis and squash along with a gymnasium of international standard

- Free medical care facilities on campus, including a 24-hour emergency vehicle

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SSN achievements 2012

Over 200 students of SSN were successfully placed with various global organizations in 2012, with many students getting salary offers up to US$ 100,000. SSN alumni are working with top global organizations like Dolcera, Ford Motors, Microsoft, Caterpillar, Thought works, Cognizant, Indian Oil Corporation, Renault Nissan, Siemens, Amazon and HCL amongst others. With nearly 20% of alumni attending annual meets at SSN every year, the students continue to keep up a strong culture of giving back to the institute. Besides, the institution also supports toppers from host of government schools through various scholarship programmes. These very students upon completing graduation, get jobs at par with the mainstream students and earn monthly salaries which are more than the annual income of their parents.

SSN in partnership with the Carnegie Mellon University has been providing postgraduate education through the Advanced Software Engineering programme for over a decade now. This programme is designed to train software engineers in the best possible manner. Through the Practicum Project approach, the students get an opportunity to apply their knowledge and skills in real world situations. The 12th batch is currently in progress. Over 203 students have passed this programme and received an MSIT degree from the Carnegie Mellon University, Pittsburg, USA.

Scholarships@SSN

Since their inception in 1996, SSN Institutions have had a multi-pronged scholarship programme in place to support the needs of deserving students across all socio-economic segments. Till date, over ₹400 million (US$ 7 Mn) has been disbursed under various categories as scholarships to 3900 students. In 2012-13, 500 scholarships amounting to ₹37.5 million (US$ 0.7 Mn) were provided.

Scholarship programmes which have been introduced comprise the following:

Rural Scholarship - For school toppers from rural government schools

Merit Scholarship - For deserving students who meet certain eligibility criteria

Merit-cum-means Scholarship - For meritorious students from economically challenged backgrounds

Sports Scholarships - For those eminent in any field of sports

360 degree development

SSN strongly encourages the holistic development of its students. With that in mind, it goes on to provide immense support to enable students to excel in a field they are passionate about. Owing to this, several sports stars have opted to study at SSN.

Here are some of those names:

- A Anaka, world's no. 2 in Junior Squash, winner of 9 International titles and has several other world records to her name

- R Ashwin (from the 2008 Batch), member of the winning team in the 2011 Cricket World Cup

- Three Tamil Nadu Ranji Trophy players including M Ashwin, J Kaushik and R Ashwin

- Shamini Kumaresan, the silver medalist in Table Tennis at the 19th Commonwealth Games

- Irfan Hussain, one of India's upcoming Tennis star

| A Anaka | Shamini Kumaresan | Irfan Hussain | R Ashwin |

Sports leadership at SSN

Research-driven learning

SSN intends to become a technology research university in future. In the past 5 years, the college has published over 220 research papers in referred journals. The Research Centre is guided by an eminent Research Advisory Council.

The key research highlights of 2012 are:

> 33 research projects undertaken by SSN

> Approximately ₹70 million (US$ 1.29 Mn) received for research projects through external funding and ₹20 million (US$ 0.37 Mn) through internal funding

> 35 faculty members recognized as Research Supervisors by the Annamalai University; 120 PhD scholars registered with SSN

> Undergraduate students' papers published in international journals

> Motivated an aptitude of research amongst students by creating I-Cell, an innovation through research initiative led by the students themselves. SSN also created a unique scheme where innovative student project proposals were provided funding. Under this scheme 18 projects were granted a total of nearly ₹0.6 million (US$ 0.01 Mn).

> Initiated a research project titled "Robotic Telepresence in Academia" involving research in Artificial Intelligence, Learning Theories and the effect of technology on learning outcomes

Vidiyal: Driving inclusive education

Vidiyal is a project launched by SSN with the objective to provide awareness about the benefits of higher education to 10th, 11th, and 12th standard students of rural areas. The programme was initially launched in the educationally backward districts of Tamil Nadu where the enrolment ratio in higher studies is very low (close to 7%).

Objectives of Vidiyal

> Create awareness about the benefits of higher education amongst students of 10th, 11th and 12th standards

> Help increase the gross enrolment ratio in higher education in rural India, which currently stands at around 7%

Vidiyal progress

> Launch: October 2012 in Tamil Nadu

> Phase 1 of success: 1350 students in 10th, 11th and 12th standards from 27 schools in the educationally backward district of Tiruvannamallai approached

> Successful Phase 2: Reached out to around 2000 students in the educationally backward districts districts of Krishnagiri and Dharmapuri

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Stories of transformation at SSN

"If not for the opportunity provided to me by SSN, I would have become a saree weaver."

– A rural scholarship recipient.

"My neighbours disapproved my parents' decision to send me to SSN. But now that they've seen the transformation, they want their children to be a part of SSN as well."

– A rural scholarship recipient

"I took a loan to travel to Chennai to submit the SSN form. Today, I am the only girl in my village to be pursuing engineering."

– A first-generation learner and rural scholarship recipient

"I was attracted to SSN because of its squash court. The freedom to balance academics and sport makes SSN the ideal place."

– An international squash player and sports scholarship recipient

"I dreamt of doing an odd job to contribute to the family. Today, I live in California and I am more than just supporting my family."

– Son of a differently-abled man who ran a charity STD phone booth at Chennai Central Station

"Once I was an aid-recipient once. Today, I am an aid-provider."

– Recipient of a 60% scholarship at the SSN School of Advanced Software Engineering

"My mother used to work as a maid; she is a proud parent today."

– First full scholarship recipient at SSN, who worked as a watchman to fund his college studies

Distinguished alumni from SSN

The best parameter of success for any educational institution is the achievements of its alumni. In a short span of 10 years, the SSN alumni have left their mark in various fields including entrepreneurship, corporate life and sports along with bringing about a remarkable difference to their lives as well as the society.

Some of our renowned alumni include:

- R Ashwin (Member, 2011 ICC World Cup Winning Team)

- Shamini K (Captain, Indian Table Tennis Team, which won the silver medal at the Commonwealth Championships)

- Varun Krishnan (Founder, Fonera, one of India's most popular websites for mobile and high-tech enthusiasts, with a consumer base of more than 5 million)

- Suman Rasi Subramaniam (Founder, Behindwoods.com, a portal ranked #4846 in the world as per the one-month Alexa traffic rankings)

- Anuradha Chandrasekaran, Nivethitha Kumar and Dhivya Arasappan (Founders, The Banyan Trees, an on-demand online magazine)

- Vinod Krishnan (Music Composer of Songs for the short film "Fortune cookies"; currently working on 2 other music albums)

- P Vignesh (Founder, Swastik Technologies, an embedded systems training institute)

- Ashwath (Short film director)

- S S Nirmalkumar (Founder, Silence Stocks Solutions, an enterprise developing board games to teach Finance in an interactive manner; Teacher of Finance and Entrepreneurship)

> "I am very much delighted and impressed by the exemplary performance and activities of this esteemed institution. Institution's role in uplifting the rural and poor students is highly appreciable".

Col Dr G Thiruvasagam, Vice Chancellor, University of Madras

The SSN Leadership with the winning athletic team

Board of Management

R Srinivasan (Founder & Managing Director, Redington, India)

Roshni Nadar Malhotra (Executive Director & CEO, HCL Corporation)

TS Krishnamurthy (Former Chief Election Commissioner)

MS Ananth (Former Director, IIT Madras)

P Sivaprasad (Advocate, High Court, Chennai)

Kala Vijayakumar (President SSN Institutions)

SSN Research Advisory Council

Shiv Nadar (Trustee, Shiv Nadar Foundation)

Raj Reddy (Professor, Carnegie Mellon University)

R Natarajan (Former Director, IIT Madras, Former Chairman, AICTE)

N Balakrishnan (Associate Director, Indian Institute of Science)

SP Sukhatme (Former Director, IIT Bombay)

Damodar Acharya (Former Director, IIT Kharagpur)

Vision

To instill a deep appreciation and enjoyment of modern and contemporary art, making it visible and accessible to the global public in a world-class facility.
To that purpose, be dedicated to provide a definitive platform for archival use, display, nurturance and promotion of contemporary Indian art all across the world.

Taking Art to the Masses

KNMA is India's first philanthropic museum and aims to create a site for not just a collection of art but a confluence of it. The museum exhibits pieces which highlight the visual trajectories of modern and Indian art. Located in Noida and New Delhi, KNMA is an extension of the Foundation's philanthropic activities.

It showcases the work of eminent artists to promote national heritage and map the journey of modernism in India. It intends to bridge the disconnect between art and the community at large.

Aims & Objectives

Initiated by the avid collector Kiran Nadar, the Museum aims at exemplifying the dynamic relationship between art and culture through research, exhibitions, publications, educational and public programmes.

Kiran Nadar Museum of Art is not just a gallery; it is a museum. It is meant to share art with the public at large.

The Foundation aims at developing a museum-going culture amongst a diverse group, while also creating public awareness about India's artistic and cultural heritage.

The aim is to build the most extraordinary collection of modern and contemporary Indian art.

The gallery at KNMA, Saket

Kiran Nadar, Chairperson, Kiran Nadar Museum of Art

Collection

The Kiran Nadar Museum of Art houses diverse expressions of modern Indian art belonging to the 20th and 21st centuries. These rare pieces have been handpicked from the personal collection of Kiran Nadar, an avid art collector, with the objective to initiate a dialogue and debate as well as promote a better understanding of it. The trust owns about 430 pieces of work, the art collection in the museum being rotated every 6 months.

The museum showcases the work of the following celebrated artists:

VFN Souza, MF Husain, SH Raza, VS Gaitonde, Tyeb Mehta, Akbar Padamsee, Ram Kumar, KG Subramanyan, Gulammohammed Sheikh, J Swaminathan, Bhupen Khakhar, A Ramachandran, Jogen Chowdhury, Bikash Bhattacharjee, Arpita Singh, Subodh Gupta, Surendran Nair, Atul Dodiya, Jagannath Panda, TV Santhosh, Anish Kapoor and Raqib Shaw.

Infrastructure

The 15,000 sq. ft. Kiran Nadar Museum of Art was inaugurated in Noida in January 2010 and within just a year it has expanded its ambit by opening a new space in the heart of the city in Saket (New Delhi), spread over a floor area of 35,000 sq. ft. The museum has taken into consideration international standards for various aspects like non-reflective floor, superior acoustics, appropriate and adjustable lighting as well as temperature control, which are necessary for the preservation of the pieces of art.

Various measures are taken to enhance awareness

- Updating the collection with seminal works
- Conducting talks and workshops related to art
- Inviting eminent artists to conduct illustrated lectures and participate in seminars
- Encouraging the corporate sector to invest in and showcase art
- Conducting educational tours for schools, colleges and cultural institutions

- Collaborating responsibly with the government to waive the import duty on art pieces, thereby encouraging Indian art to return to its people
- Highlighting prospects of careers in art for students
- Locating our presence in high footfall areas and strategising ways of engaging with the masses

Vital Statistics

2 museums: Delhi and Noida

Built up area: 0.03 Mn sq. ft.

Investment till March 2013: ₹5480 Mn (US$ 101 Mn)

A museum. Not an art gallery.

A museum is a not-for-profit place, whereas an art gallery is a commercial location where works of art are displayed and transacted. A museum is a democratic and educative place, whereas a gallery engages in commercial transactions to remain viable. A museum works mainly with public service in mind resulting in awareness building, a gallery though may not share such an objective.

Exhibition on women empowerment at KNMA, Noida

Exhibitions, 2013

Difficult Loves: The Kiran Nadar Museum of Art (KNMA) in Saket New Delhi, announced the launch of a mega three part exhibition 'Difficult Loves' in January, 2013. As part of this exhibition, cutting-edge installation works of seven contemporary artists along with the creations of National Art Treasure artist Amrita Sher-Gil and the world's most acclaimed Indian artists Nasreen Mohamedi, were brought to the fore. The exhibition focused on the themes of adventures, misadventures, complex relationships with objects, subjects, desires and life itself, as well as the trials and errors in the individual artistic journeys of these nine participating artists.

Zones of Contact: KNMA, Noida announced the exhibition 'Zones of Contact' in January, 2013. This exhibition, with 14 artists and 4 projects, presented the museum as a site under construction, introspecting on its contours in the contemporary context of India and the subcontinent.

Children participating in a drawing competition at KNMA

Thank You

Donors 2012-13

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Shiv Nadar Foundation Leadership Profiles

Shiv Nadar
(Founder & Chairman - HCL and Shiv Nadar Foundation)

Shiv Nadar was born and raised in mofussil Tamil Nadu, in an India awakening to its first Prime Minister, Jawaharlal Nehru's "Tryst with Destiny". Studying his way through the Indian schooling and graduate system, a scholastically-gifted Nadar confronted both the harsh realities and the opportunities of a struggling Indian state before he saw his first big town, Chennai, at the age of 21. His story is both a reflection of the times he lived in as well as the future that he always dreamt of shaping.

Nadar established HCL with eight other young men in a Delhi Barsati "akin to a garage startup" with a compelling vision-that the microprocessor would change the world. A visionary, Nadar made HCL an engine of invention turning dreams into reality. In the last three decades, HCL has evolved into a $6.3-billion global enterprise with over 90,000 professionals from 102 diverse nationalities, and addresses customers in 70 countries, including over 500 points of presence in India.

In 1994, Nadar established what he believed was closest to his heart - the philanthropic Shiv Nadar Foundation and created its first initiative in Chennai. Today the Foundation is a significant driver of social change and transformational education through its landmark institutions spanning the entire education spectrum from schools to universities.

Since 2007 he has been supporting the Rajiv Gandhi Foundation in its mission of establishing a future for Muslim and SC/ST girl children, a cause that is very close to his heart.

In recognition of his pioneering role in business and philanthropy in India and across the globe, Nadar has received several honours and accolades, notable being the Padma Bhushan from the President of India. In 2011, he received the Leadership in Philanthropy award from the American India Foundation, where former US President Bill Clinton serves as the honorary Chairman. The same year Forbes Magazine featured him in its list of 48 Heroes of Philanthropy in the Asia Pacific region. In recognition of his contribution to philanthropy in India, Shiv Nadar was honoured with the BNP Paribas Prize for Individual Philanthropy in 2013.

TSR Subramanian (Former Cabinet Secretary, Government of India; Trustee, Shiv Nadar Foundation; Chancellor, SNU)

TSR Subramanian retired from public service in India after a distinguished career spanning 37 years. He has held the highest civil service position viz the Cabinet Secretary to the Government of India, and also the position of Chief Secretary in Uttar Pradesh, the largest state of India. His other civil service posts in the government of India include Secretary in the Ministry of Textiles and Joint Secretary to the Ministry of Commerce. He has been the Agriculture Production Commissioner as well as the Director of Industries in the State Government of Uttar Pradesh.

Moni Malhoutra (Trustee, Shiv Nadar Foundation)

Manmohan ('Moni') Malhoutra is a former officer of the Indian Administrative Service (1961, UP cadre). He served in the Secretariat of Prime Minister, Indira Gandhi, from 1966 to 1973 before joining the Commonwealth Secretariat in London in 1974 as the head of its International Affairs Division. He was Assistant Secretary-General of the Commonwealth from 1981 to 1993, a member of the Board of Directors of the International Institute for Democracy and Electoral Assistance, Stockholm from 1996 to 2005 and Secretary-General of the Rajiv Gandhi Foundation, New Delhi from 2001 to 2007.

In addition to the Shiv Nadar Foundation, he is a Trustee of the Indira Gandhi Memorial Trust, the Jawaharlal Nehru Memorial Fund and a number of other charitable organizations.

Kiran Nadar (Chairperson, KNMA)

Kiran Nadar is a Trustee of the Shiv Nadar Foundation and Chairperson, Kiran Nadar Museum of Art. She is also an acclaimed international bridge player, a philanthropist and an avid art collector.

She has been acknowledged as a 'hero of philanthropy' by Forbes Asia Magazine in 2010 for launching India's first philanthropic private museum.

Roshni Nadar Malhotra (Executive Director and CEO HCL Corporation)

Roshni Nadar Malhotra brings a global outlook, strategic vision and passion for social enterprise and institution building, to her varied roles at HCL Corporation and the Shiv Nadar Foundation. As CEO and Executive Director of the HCL Corporation, she is responsible for strategic decisions regarding the overall direction of the corporation. The vision and strategy for HCL, Shiv Nadar Foundation and its related brands are closely guided by her as well.

Roshni is a Trustee of the Shiv Nadar Foundation and a member of the SSN Institutions and Shiv Nadar University Boards of Management. She is actively involved in developing the strategic roadmap of these institutions to maintain and progressively improve the benchmarks set in academics, extra-curricular development and pedagogy. She is the driving force behind the VidyaGyan Schools initiative in Uttar Pradesh, a radical idea to induct and transform meritorious rural children from economically challenged backgrounds.

Shikhar Malhotra (Director, HCL Corporation; Vice Chairman, HCL Healthcare; Trustee, Shiv Nadar Foundation; CEO, Shiv Nadar School)

Shikhar Malhotra is Director & Board Member of HCL Corporation, the holding company for the $6.3 billion HCL Enterprise. In his role as Director, Shikhar is responsible for strategic decisions regarding the overall direction of the Corporation.

He is the Vice Chairman of HCL Healthcare, an HCL Corporation company in healthcare, and is involved in providing strategic direction to the business. He is also a Trustee of the Shiv Nadar Foundation, which is focused on creating leaders of tomorrow through transformational education, creativity and art. Shikhar brings a global outlook, strategic vision and passion for social enterprise and institution-building to the Foundation and drives its strategic initiatives and future roadmap.

As the CEO of Shiv Nadar School he spearheads the development and building of the schools and help establish newer benchmarks in academics, extra-curricular development and pedagogy.

Initiative Profiles

VidyaGyan

B Banerjee (Principal, VG, Bulandshahr, UP)

A postgraduate in Physics, he started his professional career as a teacher in 1988. In 1992 he joined Delhi Public School, Noida as Physics Teacher and went on to be promoted to become the Head of Department. During this period he was given various responsibilities such as Hostel House Warden, Subject Coordinator, Class Coordinator, Staff Representative in the Management Committee of the school etc. He was instrumental in setting up the Career Counselling Cell in the school and also prepared Test Material for Aptitude Test used in Career Counselling Workshops. He has conducted many workshops on Career Counselling, Setting a Question Paper, How to prepare for Exams, Time Management, and Motivation etc. In 2002 he took over as Principal of DPS, Lucknow, served for three years and then joined DPS Jalandhar as Principal. He was recognized for his social work by NGOs like HelpAge India, CRY, Cancer Aid Society etc. For his contribution in the field of education he was felicitated with Dr Radhakrishnan Samman.

Shikle John David (Principal, VG, Sitapur, UP)

Shikle John David is an academic planner, teacher educator and administrator. He brings over two decades of experience with him. Before joining VidyaGyan, John David was associated with Rumi Education Pvt. Ltd (RF Chandler Corporation - Singapore) as Regional Head - ACADEMIC. Prior to Rumi he was Principal for Aga Khan School (Aga Khan Education Services, India). He has extensive experience in mentoring, building effective teams to bring about optimum performance, energizing and honing the stake holders' potential for self-discovery, promoting professional development and successfully driving strategies on empowering systems and individuals with senior management. His areas of expertise are administration, people relations, coordination and counselling that gives him a clear perspective in understanding the needs of the students and teachers. John David earned his Master's degree in Education (1997) and in English (2001) from Osmania University.

SK Maheshwari (Project Director & Chief Admission Officer, VG)

SK Maheshwari retired from Public Service as Regulatory, Social Welfare and Developmental Civil Servant after a distinguished career spanning 34 Years.

Apart from Sub Divisional Magistrate, Additional District Magistrate, Chief Development Officer in various district of Uttar Pradesh, he served as District Magistrate of Champawat, Uttar Kashi and Haridwar in the state of Uttarakhand. He was awarded International license for "Training of Trainers" by Thames Valley University, London and served as Joint Director in the prestigious U.P. Academy of Administration, Nainital for many years.

He remained Additional Secretary, Secondary Education and Higher Education to the Government of Uttarakhand, before elevation to the posts of Secretary School Education and Director School Education to the Government of Uttarakhand.

Komal Sood (Curriculum and Training Director, VG)

Komal held the position of Principal at The Shri Ram School, Delhi/Gurgaon before joining the VidyaGyan School. She is an academician with over two decades of experience in the field of education and school administration. Komal completed her schooling from Sardar Patel Vidyalaya (Delhi) and went on to pursue her higher education (M.Sc.) in Biochemistry from Delhi University, where she received the University Gold Medal. Komal was on the board of NCERT and a part of the inspection team for the Indian School Certificate Affiliation (ICSE and ISC). She was also a member of the Haryana Education Department and was involved in the recruitment of teachers for Haryana Government Schools. Komal has conducted several workshops on Classroom Management, Formative and Summative Assessment, Innovative Science Teaching Methodologies and Leadership Styles in Education. She believes in making education 'fun' and relevant for the children.

Board of Management

Gowri Ishwaran (Former Principal, Sanskriti School and renowned educationist)

Kiran Datar (Advisor, National Knowledge Commission, Former Vice Chancellor, Delhi University and leading educationist)

Shiv Nadar School

Shashi Banerjee (Principal, Shiv Nadar School - Noida)

Shashi Banerjee is a postgraduate in Education, English and Sanskrit and holds a Master's degree in Indian Classical Music and dance. She has been associated as the Principal of prestigious K-12 institutions in the National Capital Region and the state of Rajasthan for over two decades.

She has also explored curriculum and pedagogy across three continents through educational exchange programmes with the United Kingdom, Norway and Singapore. In her career spanning two decades, she has developed teaching learning material, scripted directed and presented musicals for children with diverse abilities.

Monica Sagar (Principal, Shiv Nadar School - Gurgaon)

Monica Sagar was formerly Vice Principal at The Shri Ram School, Gurgaon where she had served since 1997. Before adopting the mantle of Vice Principal she served as the Head of Department for IBDP and ISC/ICSE Economics; a subject she has been passionate about since her days as a student at Punjab University where she pursued her Bachelors and Masters degree in Economics, achieving a first division in both. Ms. Sagar has touched the lives of a number of students who remember her fondly and are still in touch with her after years of leaving school. She enjoys reading, being in touch with the latest educational practices and working with children of all ages.

Senior Management

Anuradha Sen (Director, Academics and Training)

Col. Gopal Karunakaran (Director, Shiv Nadar School)

Shiv Nadar University

SN Balakrishnan (Pro Chancellor & Chairman, Executive Council, Shiv Nadar University)

S N Balakrishnan, Curators' Professor of Aerospace Engineering in the Department of Mechanical, Aerospace and Engineering Mechanics at the Missouri University of Science and Technology, has joined Shiv Nadar University as the chairman of the Executive Council. Dr. Balakrishnan also founded IST- Rolla, an engineering firm focused on research, development and technology work in aerospace and manufacturing areas.

Dr Balakrishnan's research interests include control of aerospace and mechanical systems, flight and orbital mechanics, optimization, identification and estimation, numerical methods, stochastic processes, neural networks, wavelets. His major technical contributions include the development of a new closed form suboptimal control for non-linear systems called the theta-D control which approximates solutions to the Hamilton-Jacobi-Bellman equations. He has a strong research record in intelligent control and was the first to develop optimal neurocontrollers for systems modelled by partial differential equations and for systems driven by impulse inputs. He has developed optimal control and filters solutions to spacecraft, helicopter, missile, aircraft, manufacturing and MEMs problems using neural networks. He has also developed and implemented optimal temperature profile control, vibration control and aircraft control using neural networks. Dr Balakrishnan has also formulated a new approach to guidance and control called the Integrated Guidance and Control (IGC) and has shown its success in missile interception problems. He is the lead editor of the book "Advances in Missile Guidance, Control, and Estimation" which is a collaborative effort by scientists and engineers from the U.S., Canada, Britain, France, Korea and Israel.

Dr Balakrishnan is associated with the American Institute of Aeronautics and Astronautics (AIAA) and Sigma Gamma Tau. He has published numerous papers and guided post-doctoral and post graduate students at the University. Dr Balakrishnan holds a Ph.D. in Aerospace Engineering from the University of Texas at Austin.

Nikhil Sihna (Vice Chancellor, Shiv Nadar University)

Nikhil Sinha is Vice Chancellor of SNU and Senior Advisor to the Shiv Nadar Foundation and HCL Corporation. He is a leading international expert on ICT and has extensive experience as an academician and consultant. During his professional career of over 28 years, he has held top positions in several organisations. He also served as Associate Dean for Academic Affairs in the College of Communication at the University of Texas from 2002 to 2005 and as a faculty member at the University from 1991 to 1999.

M. Gopal (Director, School of Engineering, Shiv Nadar University)

M. Gopal is the Director of the School of Engineering, SNU and has joined the Shiv Nadar University from the Department of Electrical Engineering, IIT Delhi. His teaching and research stints span three decades at IIT. He is a globally known academician with excellent credentials as author, teacher, researcher and administrator. Dr. Gopal is the author/co-author of six books on Control Engineering. In India, his books have been serving as the major source of learning for engineering students for about three decades now.

Shubhashis Gangopadhyay (Director, School of Social Science and Humanities, SNU)

Shubhashis Gangopadhyay is the Director, School of Social Sciences and Humanities, SNU. He is a PhD in Economics from Cornell University, USA. After completing his PhD in 1983, he joined the Indian Statistical Institute as a lecturer. In 2002, he took over as Founder-Director of India Development Foundation (IDF), an independent research organisation. Shubhashis is the Chief Editor of the Journal of Emerging Market Finance (Sage Publications). He is a member of the Board of the Centre for Analytical Finance (Indian School of Business, Hyderabad).

Rupamanjari Ghosh (Director, School of Natural Sciences and Dean of Research & Graduate Studies, Shiv Nadar University)

Rupamanjari Ghosh completed her PhD from University of Rochester, USA, where she was a Rush Rhees Fellow in recognition of "outstanding scholarly ability and the promise of exceptional contributions to scholarship and teaching". She has held several Visiting Faculty/Scientist positions on invitation abroad, and delivered numerous invited research seminars in India and abroad. In December 2009 she received the Stree Shakti Science Samman, which is "an award to honour a woman scientist who has provided an original contribution to Science in India, with research of high quality, which is relevant and beneficial to society". She is well known for her stand and efforts to bring in gender-justice and environment-consciousness. Other than teaching, research and administration at the University level, she has served as the Chief Advisor for the new NCERT Science textbooks for Class IX and Class X in 2005 and 2006. She is also well known for her role as an expert/Delhi Coordinator in the interviews for selection of students under the Kishore Vaigyanik Protsahan Yojana (KVPY), DST since its initiation in 1999 till 2012.

Shekhar Chaudhuri (Director, School of Management and Entrepreneurship, Shiv Nadar University)

Shekhar Chaudhuri has held faculty and administrative positions in management institutions of repute in his long career including Director at IIM Kolkata, faculty at IIM Ahmedabad, visiting faculty at College of Business and Administration, Southern Illinois University at Carbondale, Illinois, USA, and Dean at Vinod Gupta School of Management at IIT Kharagpur.

Professor Chaudhuri's teaching and research interests are in the areas of strategic management, management of technology and innovation and international management. He has received many awards for his contribution to management education including the "Bharat Asmita Acharya Shrestha Award 2009" and the Ravi J Mathai National Fellow Award by the Association of Indian Management Schools in August 2012. Dr Chaudhuri holds a Doctorate in Management (Fellow Programme) from Indian Institute of Management (IIM), Ahmedabad, with specialization in Business Policy and a B.Tech (Hons) degree in Mechanical Engineering from IIT Kharagpur.

SSN Institutions

R Srinivasan (Chairman, SSN Institutions)

R Srinivasan is the Chairman, SSN Institutions, Chennai. He plays a key role in managing the SSN Institutions, which comprises the SSN College of Engineering, SSN School of Management & Computer Applications, SSN School of Advanced Software Engineering and SSN Research Centre.

He is also the Founder, Managing Director of Redington (India) Limited, a US$ 3.6-billion technology products supply chain solution company operating in India, Middle East, Africa and Turkey.

Kala Vijayakumar (President, SSN Institutions)

Kala Vijayakumar is the President of SSN Institutions. Kala has been associated with the SSN Institutions since inception. She has been instrumental in the exponential growth of SSN Institutions which has, within 17 years of existence, ranked among the top private engineering schools in India. SSN has received the national award for the 'Engineering College with the Best Overall Performance' from the Indian Society for Technical Education (ISTE). Kala has spearheaded the launch of the unique rural scholarship initiative at SSN to drive inclusive education for rural meritorious students.

B Srinivasan (Professor & Director, SSN School of Management & Computer Applications)

B Srinivasan, Professor & Director, SSN School of Management & Computer Applications has over 29 years of experience in the Indian industry and over 7 years of teaching marketing elective courses. He holds a B.Tech degree from Regional Engineering College, Trichy and a PGDM from the IIM, Kolkata where he was placed in the Roll of Honour.

B Srinivasan has extensive experience in the industry primarily in the FMCG sector. He has handled several roles in sales management, product & brand management, advertising and sales promotion at various levels in FMCG companies. He was also into strategic marketing consulting for major companies in the country.

He has taught elective courses in sales & distribution management, consumer behavior and brand management for full-time MBA students of Madras University, Anna University and post-graduate program in Management offered by Indo German Chamber of Commerce, Chennai.

P Ramasamy (Dean Research, SSN College of Engineering)

P Ramasamy, is Dean Research at SSN College of Engineering. He completed his Ph.D in Physics in 1967 from the University of Madras and won the Governor-Chancellor's Gold medal for best thesis of the year. He is a former Vice Chancellor of Alagappa University and Founder & Director of Crystal Growth centre, Anna University. Dr Ramasamy is a recipient of UNESCO instituted Neil Bohr's Gold Medal in the year 1998 and has received the Kharazmi International Festival Award 1998 by the President of Islamic Republic of Iran. A study undertaken by National Institute of Science and Technology & Council of Scientific and Industrial Research (CSIR), India, names Dr P Ramasamy among the most productive scientists in India (Period 1996-2006). A new method of crystal growth has been named after Ramasamy and his student known as Shankarnarayanan-Ramasamy (SR) method. Indian Association of Crystal Growth has instituted the "Prof. P Ramasamy crystal growth award." Dr. Ramasamy has to his credit 630 publications in international journals and has attended over 1000 national and international conferences. 70 research scholars have completed their Ph.Ds under him and over 300 research scholars have taken up Ph.D research through him and his students. He has been awarded more than 40 international fellowships and has written 7 books and edited 15. He has held memberships in more than 30 professional bodies (both past & present) including Vice President, Indian Physical Society; Fellow, National Academy of Sciences, India; Vice President of Indian Chapter of International Centre for Theoretical Physics, Trieste, Italy among others.

S Salivahanan (Principal, SSN College of Engineering)

S Salivahanan is the Principal of SSN College of Engineering, Chennai since July 2003. He obtained his B.E. degree in Electronics and Communication Engineering from PSG College of Technology, Coimbatore, M.E. degree in Communication Systems from NIT, Trichy and PhD in the area of Microwave Integrated Circuits from Madurai Kamaraj University.

He has three decades of teaching, research and industrial experience both in India and abroad. Dr. Salivahanan is the recipient of 'Bharatiya Vidya Bhavan National Award for Best Engineering College Principal' for the year 2011 from Indian Society for Technical Education (ISTE).

Shashikant Albal (Director, SSN School of Advanced Software Engineering)

Shashikant Albal is the Director, SSN School of Advanced Software Engineering in Chennai. He obtained his Master of Engineering from University of Bombay and Ph.D. from Indian Institute of Technology, Bombay in the field of Computer Aided Design using finite element technique. Prior to SSN, he has worked in Bombay University (VJTI) for 12 years and taught a variety of subjects like Computer Aided Design, Numerical Analysis and Programming, Finite Element techniques, and Machine Design.

In addition to academics and research, he has worked in diverse roles in leading industries like Tata Consultancy Services (TCS), Mahindra British Telecom (MBT) and Syntel for twenty years where he handled responsibilities of training, technology and software project management. He also played a critical role in propagating technology and software engineering practices in the organisations. Dr Albal organised an International Conference on Emerging Trends in High-Performance Architecture, Algorithms, and Computing, held in July, 2007 where he edited the proceedings of the conference. He worked as a program committee member in International Conference on Software Engineering Education and Training (CSEET) from 2009-10 onwards. He is also Member of IEEE since 2002.

Kiran Nadar Museum of Art

Roobina Karode (Director, KNMA)

Roobina Karode is the Director of the Kiran Nadar Museum of Art, one of India's first philanthropic museums established to acquaint India with its rich cultural heritage, bringing visibility and appreciation for modern and contemporary Indian art. Roobina curated 'Open Doors' at the launch of KNMA-Noida in 2010 and 'Time Unfolded' at the opening of KNMA Delhi in 2011.

An educator, critic and curator with postgraduate specialisations in art, history and education, Roobina has been involved with the teaching of Western and Indian Art History since 1990 at various institutions, including the School of Arts & Aesthetics, Jawaharlal Nehru University, The National Museum Institute, College of Art and the Jamia Millia Islamia University in New Delhi.

Shiv Nadar Foundation (SNF)

Saurav Adhikari (President, Corporate Strategy, HCL & Senior Advisor SNF)

DK Srivastava (Head & Chief, HR, HCL & SNF)

Pawan K Danwar (Chief Financial Officer HCL & SNF)

Rita Gupta (Senior VP, Finance, HCL & SNF)

Neelesh Agarwal (Senior VP, Finance, HCL & SNF)

Mahalingam Sundararajan (Chief Marketing Officer, HCL & SNF)

Pamela Srivastava (Head Sustainability, Corporate Strategy team, HCL & SNF)

Bhaswati Chakravorty (Head Strategic Communication, Corporate Strategy team, HCL & SNF)

Thank you to every single unique member in the SNF and HCL families
who work tirelessly to transform our nation.

Governance, Management Analysis & Financials

Governance

Shiv Nadar Foundation ("Foundation") is a registered public charitable Trust. The Foundation has been built on high standards of governance and ethics with well-defined controls and processes and is committed to creating a conducive environment for all stakeholders - students, employees, Government, society, alliance partners, funding agencies and trustees. The Foundation and its various associated entities (together "SNF Group") are engaged in philanthropic initiatives (education, art and culture).

SNF Group Philosophy

SNF Group philosophy is based on a rich legacy of fair, ethical and transparent governance practices, many of which are focused by adopting highest standards of professionalism, honesty, integrity and ethical behavior. The governance practices followed by SNF Group are compatible with international standards and best practices. The Board along with its committees undertakes its fiduciary responsibilities to all its stakeholders by ensuring transparency, fair play and independence in its decision making. The philosophy is further strengthened with consistent efforts to drive excellence where SNF Group has adopted various methodologies for tracking progress of its long-term strategy and objectives. SNF Group's Code of Ethics serves as a guide to articulate the values, ethics and principles. The trustees and employees are supplemented with an appropriate mechanism to report any concerns pertaining to non-adherence to the said Code, principles and practices.

LEADERSHIP & MANAGEMENT

Board composition

The Board of SNF Group has a mix of Executive and Non-Executive trustees, who adhere to the highest standards to maintain the independence of the Board. The independent trustees are highly reputed retired officers of the Indian Administrative Service and possess the expertise, skills and experience required to manage and guide the activities of SNF Group.

The Board periodically evaluates the need for change in its composition and size based on growth & requirements.

Board responsibilities

SNF Group is guided by a Board comprising individuals with experience, qualifications, achievement and integrity. Periodic board meetings make it possible for potential impediments to be identified, discussed and mitigated. The direct involvement of the trustees make it possible for information to travel to the highest levels, leading to informed decision making and commitments.

Board committees/Advisory Board

Currently, SNF Group has various committees for delegation of work and effective implementation of the projects/tasks. The Board has clearly set-out the functions of the committees performing the tasks on behalf of the Board and monitors their performance.

The committees operate as empowered agents of the Board as per their charter/terms of reference.

Commitment to values

Integrity
Adherence to high moral and ethical principles

Disclosure and transparency
SNF Group believes that transparency enhances accountability. SNF Group maintains high level of transparency through professional audits by top notch audit firms. Externally, this means maximum appropriate disclosures without jeopardizing the SNF Group's interests and internally, this mean openness in the relationship with its employees and in the conduct of its various initiatives.

People management
SNF Group has developed uniform Human Resource policies and develops the leaders through structured training programs to create a strong backend organisation. HR policies are reviewed on a regular basis to align them to new benchmarks and practices. SNF Group follows the best-in-class HR practices in its area of operation.

Commitment to the environment
SNF Group makes its best effort to conserve the environment and reduce the carbon footprint.

Societal impact
SNF Group integrates all its brands and activities for sustained long-term societal impact.

Annual Plan

Annual Plan for each initiative and consolidation of all initiatives is prepared in a detail and comprehensive manner to ensure financial discipline and availability of the resources on time. The Board reviews and approves the Annual Plan in the beginning of each financial year which becomes a guide followed throughout the year with appropriate authorities and responsibilities.

Internal and Statutory Audit

SNF Group has established independent Internal Audit Function to ensure appropriate systems, processes and controls at all levels. There is a mechanism to identify risks and mitigate them in a time frame. The scope of the audit is at the level of the SNF Group and each of its initiatives.

The Statutory Audit of SNF Group is being carried out by the top reputed audit firms to ensure high standard of independence.

Grant Thornton has reviewed and conducted agreed-upon procedures on consolidated financials of SNF Group to ensure high standards of accuracy, disclosure and transparency.

SNF Group is in the process of implementing and ERP solution to bring key segments on the same platform to ensure transparency, accuracy, information access and internal control.

Compliance framework

SNF Group has established legal and operational compliance monitoring framework at every initiative level by adopting the best practices. This framework is being supported by respective initiatives by providing monthly/quarterly certification authorized by the concerned personnel confirming the compliance status as applicable to them. All the compliance certificates are being consolidated at the central level for reporting purposes.

Management Analysis FY 2012-13

Here is a summary of operational progress and financial analysis (including key metrics) of the SNF Group during the year 2012-13.

Overview 2012-13 and Operational Update

The SNF Group, one of India's largest philanthropic institutions, has created iconic academies of excellence across the education spectrum over a period of 18 years. The initiatives of the group are distinct as they are made specifically for the meritorious students irrespective of their social circumstances, financial backgrounds or genders. The year 2012-13 has been a remarkable year of achievements. The Shiv Nadar School was launched successfully this year.

In 2012, the SSN College of Engineering was ranked 20th (previous rating of 24) amongst the Top T-schools as per the rankings given by Dataquest. The SSN Research Centre procured a grant of US$ 0.9 Mn by the Ministry of New and Renewable Energy (MNRE). SSNI students also received various national and international recognition in the field of sports. During FY 12-13, 1,200 students were admitted in the schools, which took the total strength of students to 4,300 as on August 2013.

Masters and Doctoral programmes in Engineering, Physics, Chemistry and Economics were also launched by the Shiv Nadar University (SNU) during the year. SNU partnered with various international renowned universities like Babson, Duke and Essex. 280 students were admitted during FY 12-13, which took the total strength to 980 as on August 2013.

The VidyaGyan Schools took in 233 students, from 50 districts of Uttar Pradesh during 2012-13. By August 2013 the total number of students went up to 1,400. Various dignitaries including the Honourable Chief Minister of Uttar Pradesh, Shri Akhilesh Yadav visited the school campus. A number of cultural events were performed by the students during the event. The students who participated in sports and academic competitions were also awarded certificates of excellence.

The first session of Shiv Nadar School commenced with 475 students in Noida and Gurgaon. By August 2013, the number of students had increased to 960.

Kiran Nadar Museum of Art (KNMA) organises several events round the year which include museum exhibitions, school and college workshops, art appreciation discourses, symposiums and public programs. It is focused on bridging the disconnect between art and public and enhancing the museum-going culture in India. KNMA announced the launch of two important exhibitions during January, 2013 - Difficult Loves and Zones of Contact.

Key Metrics

Initiatives	SSN Institutions	Shiv Nadar University	VidyaGyan Schools	Shiv Nadar Schools	Kiran Nadar Museum of Art	Other Initiatives	Total
Students	4,300	980	1,400	960	NA	NA	7,640
Faculty & staff	423	217	95	138	14	64	951
Total Investments/ Spend till Mar-13 (US$ Mn)	51	94	45	33	101	6	330
Land Area (acres)	228	288	64	11	NA	NA	591
Built-up Area (Million square feet)	1.5	1.1	0.9	0.3	0.03	NA	3.8

Note: The above data is as of Aug-13 except Investment Figures

Financial Analysis

Cash flow

Total cash outflow during FY 12-13 equivalent to US$ 73 Mn as compared to US$ 65 Mn last year. The broad outline of the same is summarised below:

Snapshot
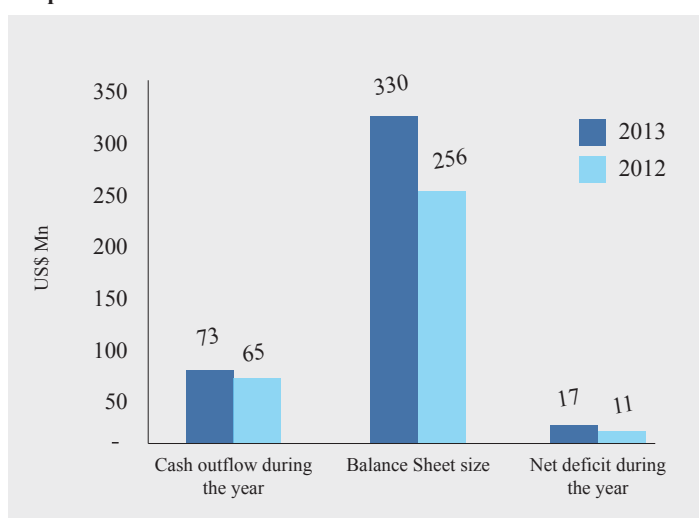
	Year Ended March 31, 2013 US$ Mn	Year Ended March 31, 2012 US$ Mn
Opening Cash and Cash Equivalents	2.58	0.91
OUTFLOWS		
Net outflow for capex and investments	60.25	56.04
Excess of Operating Cash Expenditure over Income	12.78	8.68
Interest paid	0.29	0.29
Total Outflows	**73.32**	**65.01**
INFLOWS		
Corpus (contribution from "The SNF Group")	24.44	0.27
Loan net of repayment (from HCL Corporation P. Ltd. and others)	46.68	64.21
Working Capital / non current items movement including taxes	1.52	2.20
Total Inflows	**72.64**	**66.68**
Closing Cash and Cash Equivalents	1.90	2.58

Balance Sheet

Total size of the Balance Sheet of the SNF Group as at March 31, 2013 exceeds US$ 330 Mn which indicates the quantum of the financial resources deployed till March 2013. Out of the above, total investments in infrastructure (land, building and other assets) is equivalent to US$ 190 Mn. Investments in Work of Art exceed US$ 81 Mn and accumulated deficit (excess of expenditure over income) is more than US$ 42 Mn. Fixed deposits' including accrued interest is more than US$ 6 Mn and long term loans and advances primarily comprising of capital advances amounted to US$ 7 Mn. Current assets including cash and bank balances are US$ 4 Mn.

1%
2% 2%
13%
25%
57%

- Investment in infrastructure
- Investment in work of art
- Accumulated deficits
- Fixed deposits including interest
- Long term loans and advances
- Current assets
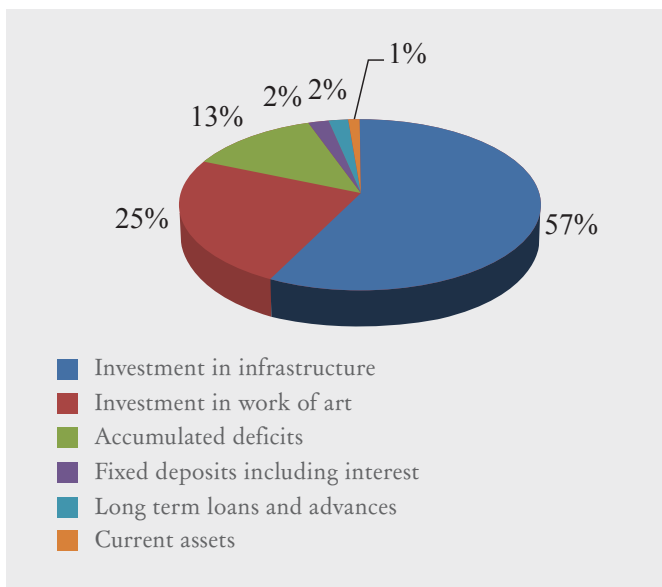
Income & Expenditure

Total expenses during the year exceed US$ 29 Mn as against income of US$ 12 Mn resulting in a net deficit of US$ 17 Mn. Out of the total expenses, employee-related expenses is equivalent to US$ 11 Mn (~38% of total spend); other expenses of US$ 13 Mn primarily comprising establishment and maintenance of US$ 4 Mn, academic expenses of US$ 2 Mn, travelling expenses of US$ 2 Mn and legal and professional expense of US$ 2 Mn. Depreciation and amortisation expense is equivalent to US$ 5 Mn.

Out of the total income, fees income of US$ 11 Mn (~88% of the total income) primarily comprising tuition and hostel fees; other income of US$ 1 Mn including interest income.

This left the expenditure excess of income equivalent to US$ 17 Mn.

US$ Mn

Net Deficit
17

Total
Expenses
29

Income
12
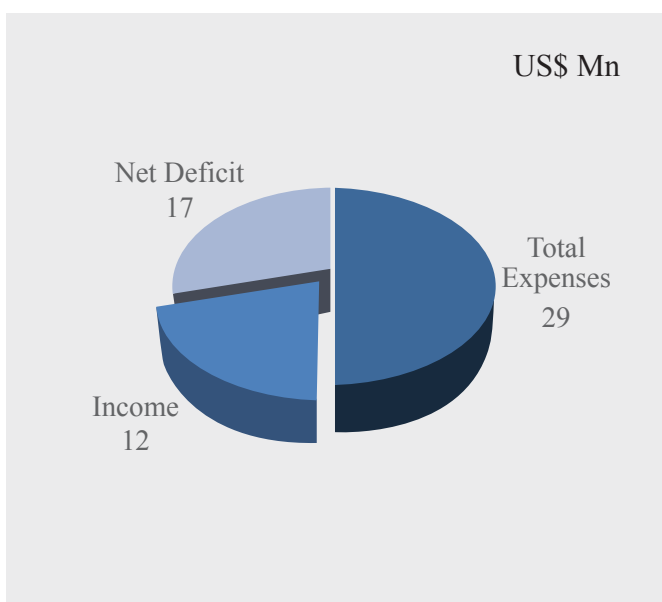
Breakdown of Major Expenditure	Amount (US$ Mn)	As a Percent of Total Expenses (%)
Employee Benefit Expenses	11	38%
Depreciation & Amortisation Expenses	5	16%
Establishment & Maintenance Expenses	4	13%
Academic Expenses	2	8%
Scholarship Expenses	1	2%

Note: Other Expenses (23%) primarily include advertising expenses, affiliation fees, rent, rates and taxes, recruitment expenses, travelling and conveyance charges, legal and professional fees and miscellaneous expenses.

Major Expenditure

Other Expenses: 23%

Scholarship Expenses: 2%

Academic Expenses: 8%

Establishment & Maintenance Expenses: 13%

Employee Benefit Expenses: 38%

Depreciation & Amortisation Expenses: 16%
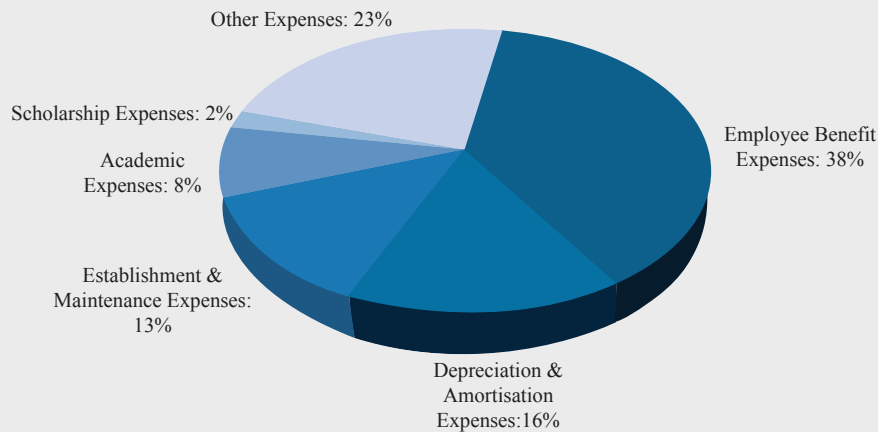
Employee Benefit Expenses

Employee expenses went up by 59% as compared to last year (an increase of US$ 4.15 Mn during 2012-13) due to increase in headcount from 631 in 2011-12 to 848 in 2012-13, (net increase of 217 employees). The increase in headcount is to support higher student enrollment. Dearness allowance is paid as per the Government notification and is fully compliant with the 6th Pay Commission. As a percentage of total income, employee expenses are 90% in 2012-13.

Depreciation & Amortisation Expenses

Depreciation & amortisation expenses went up by US$ 1.57 Mn from last year mainly due to addition in fixed assets / infrastructure.

Establishment and Maintenance Expenses

Establishment & maintenance expenses (includes housekeeping, security charges, power & fuel and repairs and maintenance expenses) went up by US$ 1.64 Mn, an increase of 79% on account of new buildings / capacity creation for all initiatives.

Academic Expenses

Academic expenses of US$ 2.24 Mn increased by US$ 0.90 Mn from last year, an increase of 68%. This includes course material and other expenses primarily on account of increase in students; increase in curriculum and consumable expenses by US$ 0.66 Mn. Events and exhibition expenses increased by US$ 0.22 Mn primarily spent for young artists and in the various workshops at Kiran Nadar Museum of Art.

Income

The SNF group collected fees of US$ 11 Mn which is higher by US$ 2.90 Mn as compared to last year primarily on account of increase in number of students. The fee is highly subsidised for various categories of students including merit, rural background and sports excellence.

Financials

	As at March 31, 2013 US$ Mn	As at March 31, 2012 US$ Mn
EQUITY		
Share capital	0.14	0.06
Corpus fund	96.27	71.90
	96.41	**71.96**
LIABILITIES		
Non-current liabilities		
Long-term borrowings	2.10	2.34
Other long term liabilities	51.90	50.73
Long-term provisions	1.10	0.64
	55.10	**53.71**
Current liabilities		
Short-term borrowings	167.06	120.16
Trade payables	2.15	2.61
Other current liabilities	10.46	7.10
Short-term provisions	0.10	0.06
	179.77	**129.93**
	331.28	**255.60**
ASSETS		
Non-current assets		
Fixed assets		
- Tangible assets	73.44	62.83
- Intangible assets	0.14	0.03
Capital work-in-progress	51.00	29.99
Non-current investments	146.80	117.18
Deferred tax assets	0.00	0.00
Long-term loans and advances	6.57	7.33
Other non-current assets	6.55	5.91
	284.50	**223.27**
Current assets		
Current investments	0.03	2.32
Cash and bank balances	2.34	2.90
Short-term loans and advances	1.48	1.57
Other current assets	0.56	0.03
	4.41	**6.82**
Excess of Expenditure Over Income	42.37	25.51
	331.28	**255.60**

The Condensed Combined Balance Sheet has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation and adopted by its Board of Trustees in their meeting held on October 4, 2013. It has also been converted at a translation rate of 1 USD = INR 54.38 equivalent to the reference rate of Reserve Bank of India as on March 31, 2013.

This is the condensed combined balance sheet referred to in our report as on even date on agreed upon procedures related to the combined financial information.

For and on behalf of Shiv Nadar Foundation and Group

Grant Thornton India LLP	Shiv Nadar	TSR Subramanian	Roshni Nadar Malhotra
	Managing Trustee	Trustee	Trustee

	Pawan K Danwar		
Place: New Delhi	**Pawan K Danwar**		**Place:** Noida
Date: October 4, 2013	Chief Financial Officer		**Date:** October 4, 2013

Shiv Nadar Foundation and Group
Condensed Combined Statement of Income and Expenditure for the years ended March 31, 2013 and March 31, 2012

	For the year ended March 31, 2013 US$ Mn	For the year ended March 31, 2012 US$ Mn
Expenditure		
Employee benefit expenses	11.19	7.04
Finance cost	0.29	0.37
Depreciation and amortisation expense	4.77	3.20
Other expenses	12.34	9.82
Scholarship	0.69	0.63
	29.28	**21.06**
Income		
Fees	10.99	8.09
Donations received	0.01	0.02
Other income	1.43	1.52
	12.43	**9.63**
Excess of expenditure over income	**16.85**	**11.43**
Adjustment for tax expense		
Current tax	0.01	-
Deferred tax	0.00	(0.00)
Excess of expenditure over income	**16.86**	**11.43**

The Condensed Combined Statement of Income and Expenditure has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation and adopted by its Board of Trustees in their meeting held on October 4, 2013. It has also been converted at a translation rate of 1 USD = INR 54.38 equivalent to the reference rate of Reserve Bank of India as on March 31, 2013.

This is the condensed combined statement of income and expenditure referred to in our report as on even date on agreed upon procedures related to the combined financial information

For and on behalf of Shiv Nadar Foundation and Group

Grant Thornton India LLP	**Shiv Nadar** Managing Trustee	**TSR Subramanian** Trustee	**Roshni Nadar Malhotra** Trustee

Place: New Delhi **Date:** October 4, 2013	**Pawan K Danwar** Chief Financial Officer	**Place:** Noida **Date:** October 4, 2013

Shiv Nadar Foundation and Group
Cash Flow Statement for the year ended March 31, 2013 and March 31, 2012

	For the Year ended March 31, 2013 US$ Mn	For the Year ended March 31, 2012 US$ Mn
1. Cash flow from operating activities:		
Excess of expenditure over income	(16.85)	(11.43)
- Depreciation and amortisation expense/other non cash expenses written off	4.77	3.61
- Profit on sale of investments	(0.30)	(0.56)
- Profit on sale of fixed assets	(0.00)	(0.00)
- Provision for sales tax demand	0.01	-
- Net interest income	(0.41)	(0.30)
Operating deficit before working capital changes	**(12.78)**	**(8.68)**
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	2.13	3.60
- Increase in advances and other current assets	(0.50)	(1.40)
- Taxes paid	(0.11)	(0.00)
Net cash from operating activities (A)	**(11.26)**	**(6.48)**
2. Cash flow from investing activities:		
Additions to fixed assets and investment in property (net)	(15.08)	(36.69)
Increase in capital work in progress	(34.22)	(13.95)
Purchase of investments	(10.83)	(5.39)
Increase in bank deposits	(0.29)	(0.44)
Interest received	0.17	0.43
Net cash used in investing activities (B)	**(60.25)**	**(56.04)**
3. Cash flow from financing activities:		
Net receipt of loan	46.68	64.21
Interest paid	(0.29)	(0.29)
Additions to corpus fund and issue of preference share capital	24.44	0.27
Net cash from financing activities (C)	**70.83**	**64.19**
Net Decrease in Cash & Cash Equivalents (A+B+C)	**(0.68)**	**1.67**
Opening Balance of Cash and Cash Equivalents	**2.58**	**0.91**
Closing Balance of Cash and Cash Equivalents	**1.90**	**2.58**
Other Bank Balance	**0.44**	**0.32**
Cash and Bank Balances*	**2.34**	**2.90**

*Cash and bank balances includes cash and cash equivalents and other bank balance.

Cash and cash equivalents

Cash in hand	0.04	0.03
Stamps in hand	0.01	0.01
Balances with banks		
- on saving accounts	1.48	2.11
- on current accounts	0.37	0.43

Other bank balances

Deposits with original maturity of more than 3 months and residual maturity of less than 12 months	0.44	0.32
	2.34	**2.90**

The Cash Flow statement has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation and adopted by its Board of Trustees in their meeting held on October 4, 2013. It has also been converted at a translation rate of 1 USD = INR 54.38 equivalent to the reference rate of Reserve Bank of India as on March 31, 2013.

This is the combined cash flow statement referred to in our report as on even date on agreed upon procedures related to the combined financial information

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For and on behalf of Shiv Nadar Foundation and Group

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Grant Thornton India LLP	**Shiv Nadar**	**TSR Subramanian**	**Roshni Nadar Malhotra**
	Managing Trustee	Trustee	Trustee

Place: New Delhi	**Pawan K Danwar**	**Place:** Noida
Date: October 4, 2013	Chief Financial Officer	**Date:** October 4, 2013

VidyaGyan

Shiv Nadar School

SSN Institutions

Shiv Nadar University

Kiran Nadar Museum of Art

Students of VidyaGyan

Shiv Nadar Foundation

Email:	amy@ShivNadarFoundation.org
Tel. No. :	+91 120 6545458; +91 120 4306000
Media enquiries:	+91 120 4306109
Website:	www.ShivNadarFoundation.org
YouTube:	www.youtube.com/ShivNadarFoundation
	You can also find us on Facebook

Shiv Nadar Foundation