SHIV NADAR FOUNDATION

2014
ANNUAL REPORT

PRESENT
FOR
THE FUTURE

OUR VISION

Nation building through transformational leadership

OUR MISSION

Creating equitable opportunities for leadership, through focused philanthropy.

SHIV NADAR FOUNDATION

SNF is focused on creating leaders from various walks of life. All Institutions of the Foundation are therefore working towards bridging the urban-rural gap using the transformative power of education by creating an academic model that is inclusive, experiential, gender-equal and leadership-oriented.

It is our belief that, for India to have a better future, it is important to nurture the children and youth of the country, today. Thus, we commit not only significant financial resources, but also our creative talents to create iconic institutions of excellence and raise a self-reliant next generation.

Whenever a student at any of our institutions says 'Present Sir', SNF is Present for the Future.

"EDUCATION IS NOT THE FILLING OF A PAIL BUT THE LIGHTING OF A FIRE"

W. B. YEATS

Students of Shiv Nadar Foundation

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RISING ABOVE THE ORDINARY

The blooming of a lotus, untouched by the murkiness of its surroundings, is indeed a miracle. Pristine and unblemished, it embodies the ability to rise above limitations of environment and circumstance to maximize one's inner potential.

At SNF, our symbol – the lotus is an inspiration and promise to our own selves and the world. It constantly reminds us that, with the gift of today's actions, we can rise above the ordinary towards a beautiful future.

"IF WE COULD SEE THE MIRACLE OF A SINGLE FLOWER CLEARLY, OUR WHOLE LIFE WOULD CHANGE"
THE BUDDHA
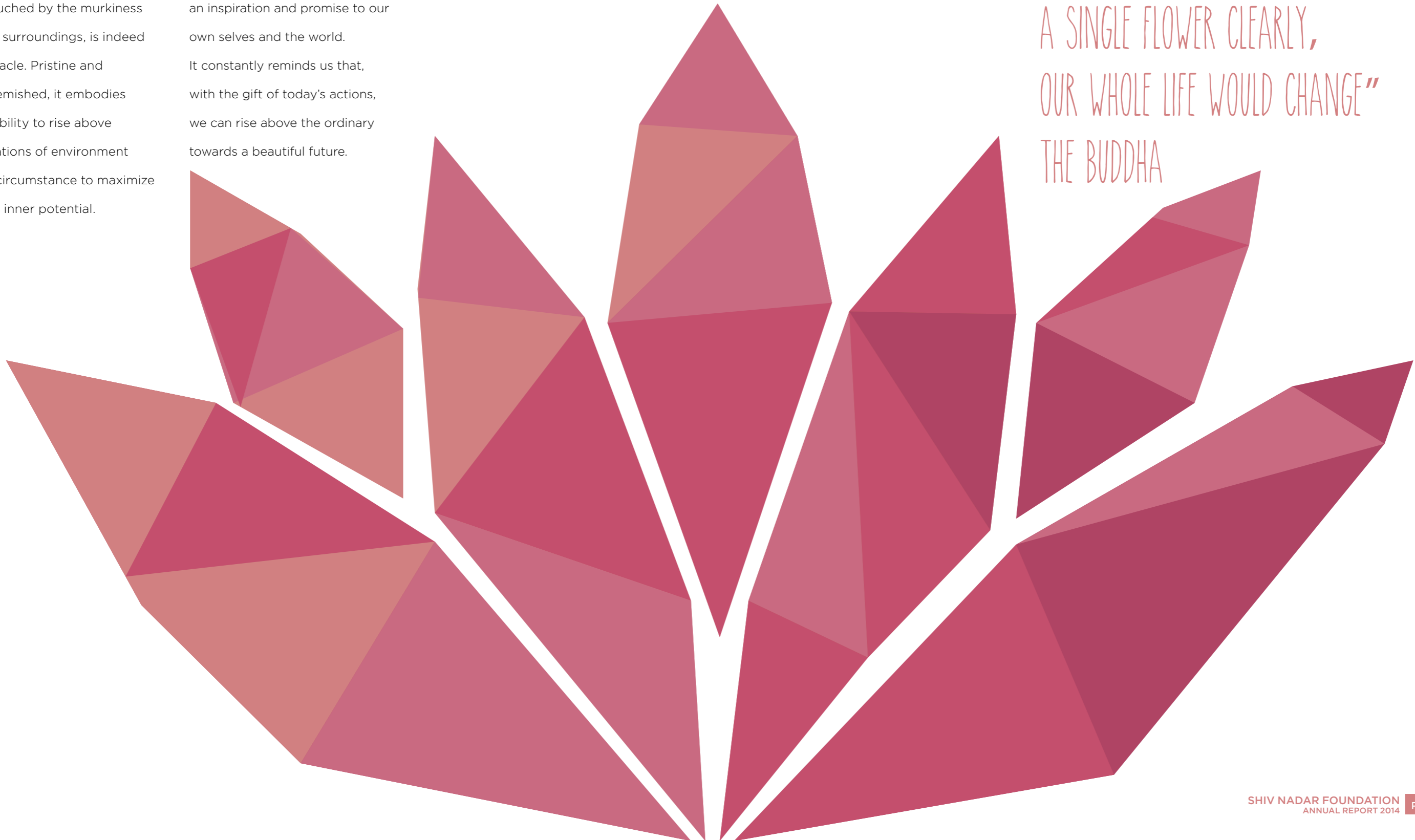
CHAIRMAN'S MESSAGE

When I see the students of Shiv Nadar Foundation, I am filled with hope for the future. They remind me of my own journey, from a small town in Tamil Nadu to the success of today. Their happy, eager faces offer constant reaffirmation of my belief in the immense power of education – the power to open minds, transform lives, and create the leaders of tomorrow.

India is a young nation and I see immense talent and potential. With equal and adequate opportunity, the youth can lead us into a more self-reliant and prosperous future. Therefore, the Foundation envisions and works towards an equitable society built on the pillars of meritocracy and transformational education.

SNF institutions are inclusive centers of learning, imparting multi-disciplinary education and developing leadership skills relevant for the 21st century. Strongly grounded in transparency and governance, the Foundation seeks to imbue its institutions with powerful self-sustaining processes, guidelines and a vision that will establish them as change agents in society.

When I started the Foundation in 1994, I committed myself to building institutions with a soul that would hand-hold India's children and youth. We have chosen to walk the path of Creative Philanthropy, by dedicating substantial financial resources as well as our time, effort and skills to bring about a positive change across generations.

2014 has marked the emergence of a new India. I see it mirrored in SNF's journey this year. The dedication, actions and vision of our youthful leadership have filled me with great satisfaction. I am certain that the Foundation's effort will have far reaching impact and would wipe out social inequalities in the long term.

Being a part of India's leading philanthropic organization, it is with pride and conviction that I say today: The Shiv Nadar Foundation is ever 'Present for the Future'.

Shiv Nadar, Founder & Chairman,
Shiv Nadar Foundation

RURAL & URBAN TRANSFORMATION

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

SSN

1996
Among India's top private engineering colleges

SHIV NADAR UNIVERSITY

2011
A multi-disciplinary research oriented university

TRANSFORMATION THROUGH ART

KIRAN NADAR MUSEUM OF ART

2010
Instilling a deeper appreciation and promoting modern Indian art

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

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.

SNF SNAPSHOT

Shiv Nadar Foundation

Investment till March 2014	₹ 29496 Mn (US$ 491 Mn)
Number of Students	7676
Faculty & Staff	1063
Campus area (acres)	589
Built up area	4.2 Mn sq. ft.

RURAL & URBAN INTERVENTION

K-12

VidyaGyan		**Shiv Nadar School**	
Number of schools	2	Number of schools	2
Number of students	1391	Number of students	982
Faculty & staff	92	Faculty & staff	209
Campus area (acres)	64	Campus area (acres)	11
Built up area	1.0 Mn sq. ft.	Built up area	0.4 Mn sq. ft.
Investment till March 2014	₹ 3426 Mn (US$ 57 Mn)	Investment till March 2014	₹ 2323 Mn (US$ 39 Mn)

Higher Education

SSN Institutions		**Shiv Nadar University**	
Number of students	4336	Number of students	967
Faculty & staff	427	Faculty & staff	269
Number of alumni	8266	Campus area (acres)	286
Campus area (acres)	228	Built up area	1.2 Mn sq. ft.
Built up area	1.6 Mn sq. ft.	Investment till March 2014	₹ 7757 Mn (US$ 129 Mn)
Investment till March 2014	₹ 3080 Mn (US$ 51 Mn)		

TRANSFORMATION THROUGH ART

Kiran Nadar Museum of Art		**Others**	
Number of Museums	2	Staff	51
Artwork	1208	Investment till March 2014	₹ 6462 Mn (US$ 108 Mn)
Staff	15		
Built up area	0.03 Mn sq. ft.		
Investment till March 2014	₹ 6448 Mn (US$ 107 Mn)		

Conversion Rate 1 US$ = ₹ 60.09 (RBI reference rate as on March 31, 2014 used for financial numbers as on March 31, 2014)

ROSHNI NADAR MALHOTRA RECEIVES THE NDTV INDIAN OF THE YEAR -

Young Philanthropist Award

Roshni Nadar Malhotra has been conferred the prestigious 'NDTV - Indian of the Year-India's Future award in philanthropy.

Roshni received the award for her focus on philanthropy and her commitment towards education initiatives of the Shiv Nadar Foundation.

An NDTV initiative - Indian of the Year – was initiated eight years ago to honour truly outstanding Indians in their areas of excellence. Some of the past recipients of this honour have been Dr Manmohan Singh, Amitabh Bachchan, Ratan Tata, Mukesh Ambani and Sachin Tendulkar.

Roshni with her father

NURTURING RURAL TALENT INTO FUTURE LEADERS

TRUE MERIT SHINES THROUGH

95% AND ABOVE : 96 STUDENTS
85% - 95% : 66 STUDENTS
76% - 85% : 28 STUDENTS

RESULT HIGHLIGHTS
Class 10

OUR VISION

TO BUILD FUTURE LEADERS FROM RURAL INDIA USING HIGH QUALITY SCHOOL EDUCATION TO BRIDGE THE RURAL-URBAN DIVIDE

UNIQUE APPROACH

INCLUSIVE
Students from families with less than ₹ 1 Lakh annual income

Gender equal

MERIT BASED
Just one out of every 500 students selected from a 3 tier examination process

WORLD CLASS
Residential school at par with the best in India

Class in progress at VidyaGyan

VIDYAGYAN

VidyaGyan (VG) is a leadership academy built on the concept of a true Indian 'gurukul' – a world-class educational institution for meritorious students from rural India. A pioneering social experiment to bridge the urban-rural divide, VidyaGyan exemplifies the Foundation's belief in the power to transform the lives of not just individuals, but whole villages and entire communities.

Unique and powerful in many ways, the VidyaGyan model could hold relevance and promise for developing countries around the world. It unshackles world-class education from its urban framework and makes it accessible to disadvantaged communities, where the impact is dramatic and exponential. It rewards the deserving and creates role-models for empowering individuals.

Process rigor, merit orientation, pedagogical approach and life-skills training come together in VidyaGyan to bring forth the true potential of the underprivileged children of rural Uttar Pradesh.

VidyaGyan searches for the best students from rural India, nurtures them over seven long years and helps them realize their true potential for both the individual and the community.

Holistic excellence

VidyaGyan students undergo rigorous training in life-skills, leadership, philanthropic and problem-solving techniques. English and computer proficiency, urban exposure and active pursuance of co-curricular interests such as arts, music and sports help VidyaGyan students become balanced, well-educated individuals. Each student is encouraged to take up and implement a social entrepreneurial initiative.

Community impact

The exposure and training at VidyaGyan, combined with the instinctive understanding of own communities, make VidyaGyan students ideal change agents - inspiring and leading their villages. An indigenous low-cost water filter and a smokeless oven have been designed by VidyaGyan students, meant for distribution in their villages, to bring about a sea-change in village health. Long-seated gender biases, inequalities and adult illiteracy are also being challenged.

SELECTING THE BEST FROM

2,31,964 STUDENTS

1,16,000 GOVERNMENT AND AIDED RURAL PRIMARY SCHOOLS

75 DISTRICTS

VIDYAGYAN
LEADS AND INSPIRES

-PROVIDING THE BEST

SCHOOLS 2 IN UP

1391 STUDENTS

FUTURE CAPACITY 4200

92 FACULTY & STAFF (1:18 TEACHER-STUDENT RATIO)

64 ACRE CAMPUS, 60 CLASSROOMS

INDOOR SPORTS, SKATING RINK, CRICKET, FOOTBALL, ATHLETICS

COMPUTER AND MATH LABS, AUDITORIUMS, AMPHITHEATER

HOSTEL FOR 1500 STUDENTS

Students chosen to appear for VidyaGyan admission test

Class in progress at VidyaGyan

SHIV NADAR SCHOOL

Rapid and relentless change, catalyzed by technology and innovation, is the defining feature of our times. Just as the environment of today was inconceivable a decade ago, the future that our children will grow into can hardly be foreseen. Preparing them for what would probably be a very different tomorrow means that we educate them differently today. This is the core philosophy that drives Shiv Nadar School (SNS) – the pan-India K-12 urban education initiative of SNF.

Unique model of education

The Shiv Nadar School seeks to impart education that builds character, fosters creativity and develops life-long learners and well-adjusted, socially-aware global citizens. A better future for India and the world requires that we raise our children to be globally sensitive. Greater involvement, a creative environment, and focus on core values starts this process early at the Shiv Nadar School.

OUR VISION

TRAINING CHILDREN TO BECOME ETHICAL, RESPECTFUL, CREATIVE, PURPOSEFUL FUTURE CITIZENS OF SOCIETY

RAISING RESPONSIBLE FUTURE CITIZENS

-OUR SCHOOLS

SCHOOLS 2 IN NCR

25 SCHOOLS PLANNED

982 STUDENTS-

FUTURE CAPACITY 50,000

FACULTY & STAFF 209

CLASSES- NURSERY – 8TH -CURRENTLY-

A group of students at SNS

Five pillars

Innovative pedagogy, technology-enabled learning, high-quality teachers, a creative learning environment and a value-driven culture – these are the founding pillars of the Shiv Nadar School. The curriculum, teaching, assessment methods and mentoring philosophy of the institution are designed to deliver the school's motto 'Education for life'.

A different way to learn

The interdisciplinary AHA curriculum encourages student inquiry, creative thinking, conceptual understanding and develops confident independent learners. A structured career development program helps children discover and develop their unique aptitudes. Teaching children how to learn and think for themselves, the difference between right and wrong and igniting their emotional and social empathy for the community and world at large, is the focus at Shiv Nadar School.

Funkaar at Shiv Nadar School

'The Funkaar Week' at the Shiv Nadar School best exemplifies the school's philosophy of immersion in learning. This week-long cultural fest aims to bring out the artist or 'Funkaar' inherent in each child by exposing them to a variety of art forms and live presentations by exponents. A Chau Dance workshop, a Kathakali demonstration, practicing weaving and Madhubani paintings with skilled craftsmen are examples of the unique, experiential learning during the Funkaar week.

EDUCATION FOR LIFE

VALUE-BASED EDUCATION

INTEGRITY
PURPOSE AND RESPONSIBILITY
LIFELONG LEARNERS
OPENNESS AND TRANSPARENCY
RESPECT AND COMPASSION
COMMITMENT TO EXCELLENCE

Inspiring curiosity and learning at SNS

ENGINEERING THE FUTURE

OUR VISION

TO BE A WORLD CLASS INSTITUTION FOR TECHNICAL EDUCATION AND SCIENTIFIC RESEARCH FOR PUBLIC GOOD

228 ACRES, CAMPUS IN CHENNAI
4336 STUDENTS, 8266 ALUMNI,
427 FACULTY & STAFF

SSN COLLEGE OF ENGINEERING
SSN SCHOOL OF MANAGEMENT & COMPUTER APPLICATIONS
SSN SCHOOL OF ADVANCED SOFTWARE ENGINEERING
SSN SCHOOL OF ADVANCED CAREER EDUCATION
SSN RESEARCH CENTRE

Students engaged in research at SSN

SSN

Academic excellence

The SSN College of Engineering is one of the top-ranked private engineering colleges in India. The first initiative of SNF, it has carved a place of repute for itself in the past 18 years. Known for its merit-orientation, research-focus and inclusive scholarships, SSN has furthered the engineering and technological capabilities of India's youth.

SSN intends to create a synergy between high quality education and research. In an endeavor to provide students with the best research infrastructure, SSN has collaborated with top corporates of India.

Pioneering affiliations

The first engineering institution to earn the ISO certification and the first institution to collaborate with Carnegie Mellon University for their MSIT programme, SSN has many achievements to its credit. The students also benefit from active partnership with the National Tsing Hua University of Taiwan and the Aichi Institute of Technology, Japan. SSN alumni now work in the best of organizations around the world, and campus placements are robust.

Research orientation

SSN is a research-oriented institution and faculty members are active in research, which is often funded by the institution itself. Apart from that there is also the Research Advisory Council of SSN, led by eminent scientists from India. MOUs have been signed with Infosys Technologies, HCL Technologies and IBM for research projects. 'The World's Longest Crystal' project and 'Robotic Telepresence in Academia' researching artificial intelligence are noteworthy SSN projects.

SSN scholarships

Shiv Nadar Foundation's commitment to provide inclusive world-class education is seen in SSN's Scholarship programs that support deserving students. Till date, 4506 students have been awarded scholarships worth ₹ 412 Mn (~US$ 7 Mn). Rural scholarship for toppers from government schools in rural India, merit scholarships for the deserving students from economically challenged sections, and sports scholarships for achievers in sports are disbursed each year. Many first generation learners, who benefited from SSN scholarships are today placed across the globe and are supporting other disadvantaged students like themselves.

SSN—
POWERING THE COMMUNITY

Vidiyal

With the aim to make the benefits of higher-education available to many more, SSN drives a landmark project, known as Vidiyal, in the backward districts of Tamil Nadu. Vidiyal seeks to encourage enrolment for higher education among students of 10th, 11th and 12th standards. Since October 2012, the project has reached out to 3350 students.

Students at the SSN Laboratories

360 DEGREE DEVELOPMENT

Distinguished SSN alumni

From music to entrepreneurship, SSN alumni have established themselves at the forefront of society

A few notable SSN alumni include

•Varun Krishnan: Founder, Fonera, one of India's popular web sites for mobile enthusiasts

•Anuradha Chandrasekaran, Nivethitha Kumar, Dhivya Arasappan: Founders, The Banyan Trees, an on-demand online magazine

•Vinod Krishnan: Music composer for the short film, 'Fortune cookies'

•Ashwath: Short films director

•S S Nirmalkumar: Founder, Silence Stocks Solutions, which develops board games to teach finance interactively

SPORTS AT SSN

SSN is known for its strong focus on extra-curricular activity and participation in national and international sporting events. In addition to merit and rural scholarships, SSN disburses special sports scholarships to students, encouraging them to achieve excellence in their chosen area of interest. This has led to SSN students winning accolades in major national and international sporting events.

SSN SPORT STARS

A Anaka, world no 2. in Junior Squash

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

R Ashwin, part of the Indian Cricket Team that won the World Cup

M Ashwin, J Kaushik and R Ashwin, Ranji Trophy players for Tamil Nadu

Irfan Hussain, India's upcoming tennis star

MULTI-FACETED
LEADERS OF TOMORROW

SHIV NADAR UNIVERSITY

The world needs leaders and innovators. For this, it looks expectantly to its youth, seeking their involvement and ideation for the betterment of society. The Shiv Nadar University (SNU) is an endeavor to build a world-class multi-disciplinary institution for higher learning. Supporting research, scholarly and creative endeavors, as well as integrating research with teaching is the focus of SNU.

SNU is a 'not for profit body corporate' constituted by the Uttar Pradesh Legislature by passing "The Shiv Nadar University Uttar Pradesh Act, 2011" ("Act"). The University is being independently governed/managed by the various Governing Bodies (like Executive Council, Court, Academic Council etc.) and its officers (like Chancellor, Vice Chancellor, Director, Finance Officer etc.) deriving their management controls and powers from the Act and charter documents of the University - Statutes & Ordinances.

Unique multi-disciplinary curriculum

The multi-disciplinary curriculum approach at SNU is the first of its kind in India. It lets students specialize in a particular field and also gives them the freedom to study and experiment with a range of minor and elective subjects. The University offers undergraduate, post-graduate and doctoral programs in a range of disciplines - Engineering, Humanities, Sciences, Social Sciences, Management and Entrepreneurship. It encourages learning that is application-oriented and geared for solutions.

OUR VISION

TO BUILD A MULTI DISCIPLINARY, STUDENT CENTRIC, RESEARCH-ORIENTED INSTITUTION OF HIGHER LEARNING, FOCUSED ON PRODUCING RESPONSIBLE STUDENTS WITH THE BREADTH OF VISION, KNOWLEDGE, SKILLS AND ATTITUDE REQUIRED TO SUCCEED IN THE CAREERS OF THE 21ST CENTURY

CURRENT SCHOOLS AT SNU

SCHOOL OF NATURAL SCIENCES
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF ENGINEERING
SCHOOL OF MANAGEMENT AND ENTREPRENEURSHIP

286 ACRES, 1 CAMPUS IN GREATER NOIDA
967 STUDENTS
FUTURE CAPACITY 8000
FACULTY & STAFF 269
UGC APPROVED

SNU students at the campus

A CENTER FOR EXCELLENCE

Global links

SNU addresses a vital gap in India's higher-education infrastructure, through its research-driven, multi-disciplinary educational experience. Strategic alliances with the best universities form the basis for designing collaborative academic programs and experiential learning opportunities, suited to the needs of the faculty and students of SNU. Duke University's renowned Talent Identification Program (TIP) collaborates with SNU to develop and implement educational activities for academically talented students in India.

Research oriented

The faculty at SNU is the best in the world with international experience and keen interest in research. In addition, SNU also has five focused centers of research, where various faculty members and students coordinate to contribute to the creation of new knowledge. Currently, research is being carried out in a variety of fields at SNU - primarily geology, computational finance, mathematics education, nano science, design of organic semiconductors, social policy and development economics.

SNU RESEARCH CENTERS
BIG DATA ANALYTICS CENTER
CENTER FOR EMERGING SOCIETIES
CENTER FOR INFORMATICS
CENTER FOR PUBLIC AFFAIRS AND CRITICAL THEORY
INSTITUTION FOR INNOVATION AND INVENTIONS WITH MATHEMATICS & IT

SNU'S ACADEMIC PARTNERS
DUKE UNIVERSITY, DURHAM
BABSON COLLEGE, WELLESLEY
UNIVERSITY OF ESSEX, COLCHESTER
ANNENBERG SCHOOL OF COMMUNICATION, UNIVERSITY OF PENNSYLVANIA
CARNEGIE MELLON UNIVERSITY, PITTSBURG

Students at Shiv Nadar University

THE FUTURE OF ART

A school group visiting KNMA

KNMA

The art of a nation is the signature of its soul, reflective of its history, evolution, culture and times. The Kiran Nadar Museum of Art (KNMA) is a pioneering enterprise, in sync with SNF's ideals of transforming India through creative action and education. A one of its kind philanthropic museum, KNMA envisions itself as a confluence zone for artists and the public.

Art for everyone

KNMA is a democratic, educative art zone, engaging in the display of art for public awareness and preservation of cultural heritage. Originating from the personal collection of Kiran Nadar, an avid art collector, KNMA today showcases India's most celebrated artists. KNMA owns more than 1200 pieces of work and new displays are planned every 6 months.

Like all other SNF initiatives, KNMA is a unique transformative force, working today to create a deeper connect of the masses with art in India.

OUR VISION

TO MAKE CONTEMPORARY ART VISIBLE AND ACCESSIBLE TO THE PUBLIC– BOTH WITHIN INDIA AND GLOBALLY

"ART CAN AWAKEN SENSIBILITIES AND SENSITIVITIES THAT CLASSROOM EDUCATION ALONE CAN'T STIR UP"

KIRAN NADAR
CHAIRPERSON, KNMA

A museum. Not an art gallery

Overthrowing the traditional environment of museums in the country, KNMA is a unique art museum that re-dedicates Indian art to the country and the culture that it stems from. KNMA's Delhi museum is strategically located within a mall, in the midst of high public footfalls, actively encouraging and inviting interaction.

KNMA regularly throws open its doors through numerous activities, bridging the gap between art and the masses and instilling a museum-going culture in India. From art appreciation workshops, lectures with eminent artists, seminars and educational tours for schools and colleges, KNMA is an epicenter for appreciation of art.

SHARING
ART WITH THE PUBLIC

KNMA

2 MUSEUMS IN DELHI **&** NOIDA

1208 PIECES OF ARTWORK

15,000 SQ. FT AND **35,000** SQ. FT ART SPACES

INTERNATIONAL STANDARDS OF DESIGN

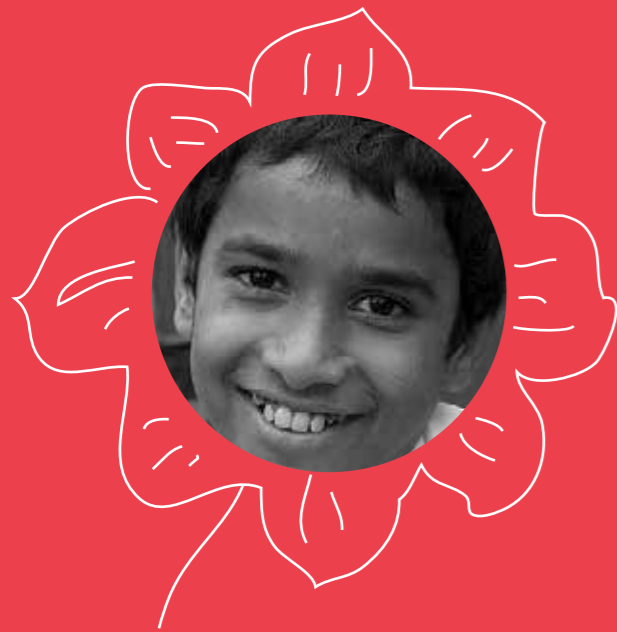NON-REFLECTIVE FLOORS, ADJUSTABLE LIGHTING, TEMPERATURE CONTROL

SELECTED ARTISTS AT KNMA

MF HUSAIN, SH RAZA, VS GAITONDE, TYEB MEHTA, AKBAR PADAMSEE, RAM KUMAR, BHUPEN KHAKHAR, SUBODH GUPTA, JOGEN CHOWDHURY, BIKASH BHATTACHARJEE, ARPITA SINGH, ANISH KAPOOR

An art exhibition at KNMA

TRANSFORMING LIVES

Children of daily wage workers and farmers in remote villages, often the first generation in some families to get educated, are now confident youngsters, looking forward to a world of opportunity and hope. A new generation of youth is being trained to serve as leaders and invent solutions for tomorrow.

Shikha's family lives in a kutcha house, and her father is a farmer in Bulandshahr. Shikha aspires to become a doctor and reform the village health system. She loves dancing, singing and volleyball. Shikha's village now enthusiastically educates its girls and treats them equally.

Shikha (11 years) is a VidyaGyan student

After the death of his father, Kanhaiya's family of seven was left without a breadwinner.
But, today Kanhaiya is working towards his dream of becoming a pilot.
He speaks English with confidence, plays football and loves computers.

Kanhaiya Lal (14 years) is a VidyaGyan student

For the son of a small farmer in a remote village, studying in a big city was a distant dream.
After a campus placement with Infosys, the dream of becoming a future entrepreneur is very close to reality.

Prabhakaran G was a Rural Scholarship Scheme Student at SSN and is currently working with an MNC
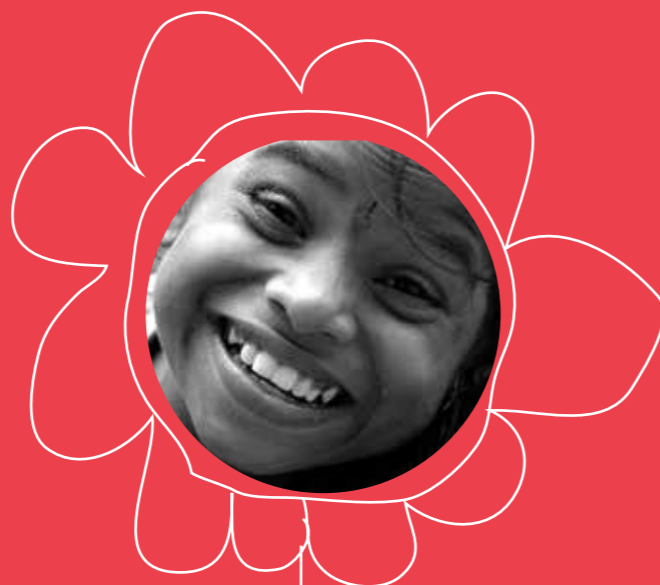
SHAPING THE FUTURE

Across SNF institutions, lives are being transformed, opportunity and hope are fresh and a better future is very much in sight.

This daughter of a daily wage earner was sure to have discontinued studies. Today, she is an aspiring IT professional with a campus placement. In just four years, a shy, timid girl has blossomed into a confident English-speaking Bio-medical graduate.

Venila is a Rural Scholarship Student at SSN

A large family of ten survives on the agricultural produce of a small tract of land, struggling to make ends meet. No wonder the parents wished to stop Sajid's primary schooling.
Shy, uncomfortable Sajid has now settled into his hostel and aspires to become a doctor and return to his village. He is a role model for his entire village.

Sajid Ali (15 years) is a VidyaGyan student

LEADERSHIP PROFILES
– SHIV NADAR
OUR LEADERS OF TODAY
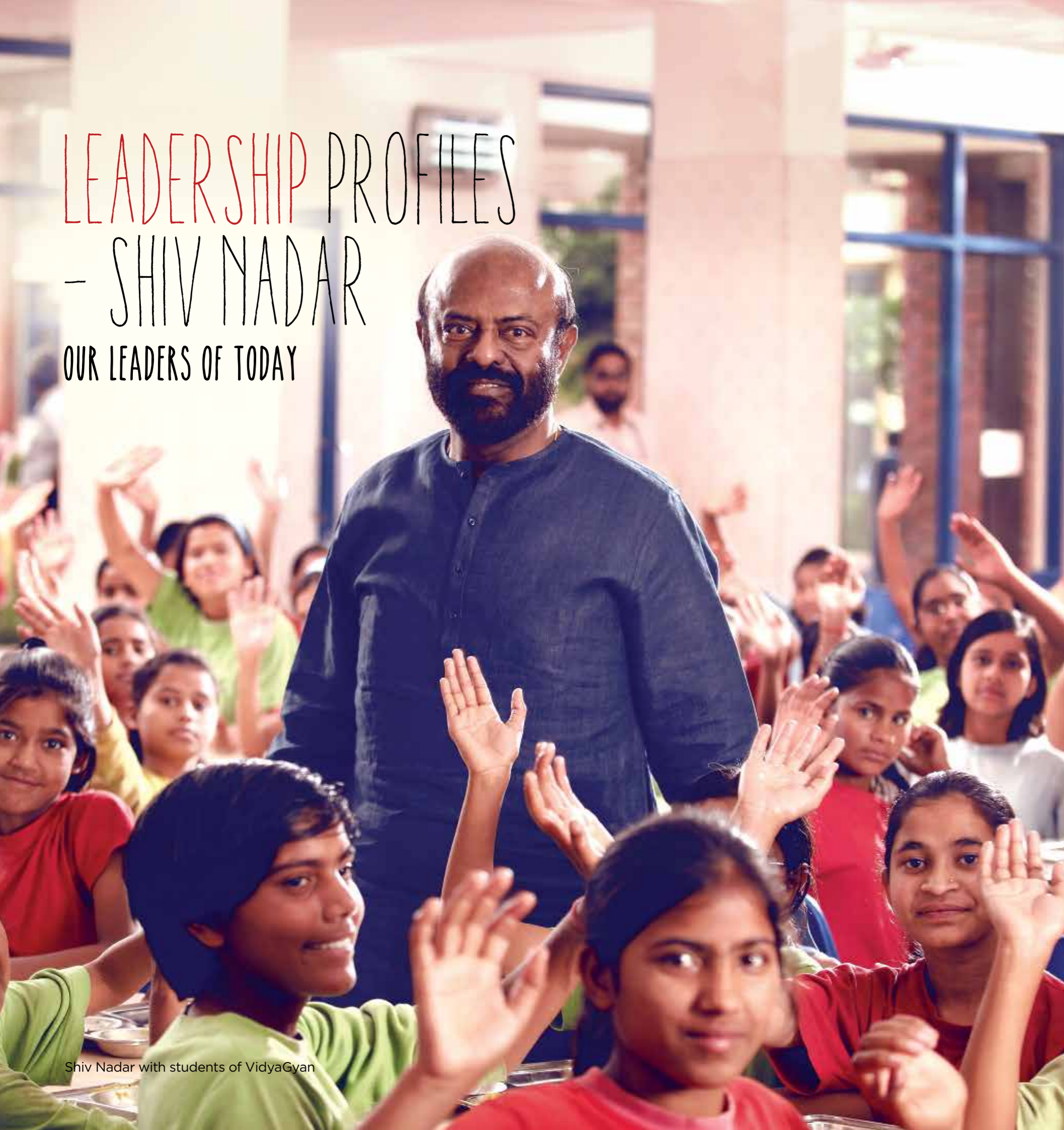
Shiv Nadar with students of VidyaGyan

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 Shiv 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.

He was part of the elite DCM management trainee system where he met several of the people with whom he was soon to impact an entire industry as a pioneer of modern computing. In 1976, eight young men left DCM to create HCL in a Delhi Barsati "akin to a garage startup" with a compelling vision – that the microprocessor would change the world.

A visionary, Shiv Nadar made HCL an engine of invention, turning dreams into reality. HCL, under his leadership, revolutionized Indian technology and product innovation with many world firsts to its credit. In the last three decades, HCL has evolved into a $6.5-billion global enterprise with over 95,000 professionals from 102 diverse nationalities, who operate from 70 countries, including over 500 points of presence in India.

After playing a key role in putting India on the global technology map, HCL in 2014 diversified and forayed into healthcare, an area of paramount national importance. HCL Healthcare aspires to be the nation's leading healthcare company by providing innovative medical services, products and training to meet the growing demand for quality healthcare. HCL AVITAS is its first subsidiary set up to provide integrated care across India.

In 1994, he established what he believed was closest to his heart - the philanthropic Shiv Nadar Foundation. 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.

In recognition of his pioneering role in business and philanthropy in India and across the globe, Shiv Nadar has received several honours and accolades, notable being the Padma Bhushan from the President of India in 2008 and the BNP Paribas Grand Prize for Individual Philanthropy in 2013.

He stays in Delhi with his wife Kiran, an internationally renowned bridge player and an avid art collector.
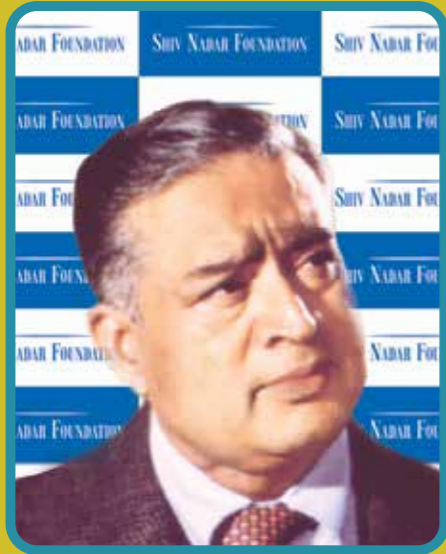
TSR Subramanian (Former Cabinet Secretary, Government of India; Trustee, Shiv Nadar Foundation)

TSR Subramanian retired from public service in India after a distinguished career spanning 37 years. He has held the highest civil service position i.e. 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 in 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.

Kiran Nadar (Trustee, Shiv Nadar Foundation; 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 private philanthropic museum.

Manmohan ('Moni') Malhoutra (Trustee, Shiv Nadar Foundation)

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.

Roshni Nadar Malhotra
(Trustee, Shiv Nadar Foundation
Chairperson, VidyaGyan Management Board
Executive Director & CEO, HCL Corporation
Director, HCL Technologies)

Roshni Nadar Malhotra is a Trustee of the Shiv Nadar Foundation and responsible for directing its overall vision and strategy. As the Chairperson of VidyaGyan Management Board, she is involved in formulating the strategic direction and providing operational oversight. Under her leadership, VidyaGyan has started showing excellence in various fields, creating spirals of inspiration, and delivering on the promise of creating catalytic leaders from rural India.

Further, Roshni is the CEO and Executive Director of HCL Corporation and a Director on the Board of HCL Technologies. At HCL, she provides guidance in key areas of governance, investments, portfolio management and business diversification.

For her inspiring work in philanthropy and education in India, Roshni has been inducted into the Forum of Young Global Leaders, a unique, multi-stakeholder World Economic Forum community of more than 900 exceptional young leaders. Also, she has been recently conferred the prestigious 'NDTV - Indian of the Year - India's Future award under the 'Philanthropic category.

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

As a Trustee of the Shiv Nadar Foundation, Shikhar Malhotra brings a global outlook, strategic vision, passion for social enterprise and institution-building to the Foundation.

Shikhar is the CEO of Shiv Nadar School. He is actively involved in developing and building the schools to help establish newer benchmarks in academics, extra-curricular development and pedagogy. The Foundation aims to establish 25 schools across India by 2020, having set up its first two schools in Noida and Gurgaon in 2012.

He is also the Director of HCL Corporation and the Vice Chairman of HCL Healthcare, a network of outpatient family clinics providing integrated specialty healthcare in affiliation with Johns Hopkins, the #1 healthcare system in US. As a founding member of HCL Healthcare, Shikhar spearheads the incubation of the healthcare business and provides strategic directions for the same.

Shikhar was born in India, raised in Kuwait and has completed his degree in entrepreneurship from Babson College, US.

He is a football aficionado and continues to play. Shikhar lives in Delhi with his wife Roshni and their son Armaan.

INITIATIVE LEADERSHIP
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 a Physics Teacher and later became the Head of the Department. He was instrumental in setting up the Career Counselling Cell in Delhi Public 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 has been 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.

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 being a Sub Divisional Magistrate, Additional District Magistrate, Chief Development Officer in various districts of Uttar Pradesh, he has served as the 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. He has also served as Joint Director in the prestigious UP Academy of Administration, Nainital for many years. As Additional Director Social Welfare, he provided successful leadership to various Social Welfare activities in Uttarakhand. He remained Additional Secretary, Secondary Education and Higher Education to the Government of Uttarakhand, before he was elevated to the posts of Secretary, School Education and Director, School Education to the Government of Uttarakhand. Associated with VidyaGyan for the last 7 years, Mr. Maheshwari has been instumental in building one of the largest search processes in the country in inclusive education.

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

Shikle John David is an effective catalyst in planning and executing multi-dimensional development of institutions. He has a vast experience in mentoring, building effective teams to bring about optimum performance, energizing and honing stakeholders' potential.

John David holds a Master's degree in Education and English from Osmania University and has over two decades of experience in teaching, administration, and training at various levels with school leaders, teachers, students and parents. He had worked in several prestigious institutions in the country. His last assignment was at RUMI Education (RF Chandler Cooperation – Singapore) as Academic Head Training and Curriculum implementation. He broke away from conventional learning structures and successfully designed and launched challenging child-centered curricula, integrating all disciplines.

A strong background in administration, people relations, coordination and counselling gives him a clear perspective in understanding the needs of the students and teachers. His expertise lies in fostering a positive environment for children and investigating causes leading to mediocre performances in students.

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.

SHIV NADAR SCHOOL

Shashi Banerjee (Principal, SNS, Noida)

Shashi Banerjee has explored curriculum and pedagogy across three continents through educational exchange programs with the United Kingdom, Norway and Singapore. In her career span of two decades, she has developed teaching-learning material, scripted directed and presented musicals for children with diverse abilities. She is empanelled with the Doordarshan and AIR for discussions on cultural integration in school education. She has also mentored learners (teachers and students) through group and individual counselling. She is also involved in training teachers of the Navodaya Vidyalayas across India, facilitating the implementation of the co-scholastic domain of the Continuous Comprehensive Evaluation since 2009. She also conducts training for NGOs on Volunteerism and Leadership Skills.

She is a postgraduate in Education, English and Sanskrit and holds a Master's degree in Indian Classical music and dance.

Monica Sagar (Principal, SNS, Gurgaon)

Monica Sagar was formerly the Vice Principal at The Shri Ram School, Gurgaon where she had served since 1997. Before adopting the mantle of Vice Principal, she had 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.

Col. Gopal Karunakaran (Director, SNS)

Colonel Gopal Karunakaran is the Director of the Shiv Nadar School. Prior to this, Gopal was Vice President, Indus World Schools of the Career Launcher Group, where he headed the Group's K-12 schools expansion drive, having grown the schools from standard II to XI across India.

Gopal is part of the Confederation of Indian Industry's prestigious National Council on Education and in his former term was part of the team which made recommendations to the Government of India on the implementation of the Right to Education Act and Public Private Partnership (PPP) in education. Gopal's passion for education as a tool for social transformation has driven him to absorb a rich and diverse experience across all facets of school education including policy, academic leadership, operations and business, and an understanding of the key drivers of the education sector in India.

Anuradha Sen (Director, Academics and Training, SNS)

With a Masters in Political Science and Education, Ms. Sen has a teaching and administrative experience of 28 years. She held the posts of Head, Senior School, Springdales School, Dhaula Kuan, Principal; The Srijan School, Model Town and Director of Academics, Education Quality Foundation of India. She has conducted numerous workshops with teachers and principals on whole school development and teaching methodology. She has been involved with curriculum and syllabus planning as member, Syllabus Review Committee for Social Sciences, NCERT (2005) and Textbook writing Committee for Political Science. She was appointed as ideator for development of syllabus and materials for Political Science, for the CBSE International (CBSE-i) in 2010. She was member of the core group which prepared the training manual for Central Board of Secondary Education (CBSE) for Continuous and Comprehensive Evaluation in secondary school and conducting the training for principals of CBSE schools.

Passionate about creating a learning space for children and connecting learning to the students' context, she believes in an integrated approach in the teaching-learning process.

Payal Kapoor (Head, teaching & training, SNS, Gurgaon)

An alumna of Kolkata University, Payal Kapur began her teaching career at Welham Boys' School, Dehradun as a member of the English faculty. Later, she taught English at the Agha Khan Education Centre, Delhi and at The Shri Ram School, Gurgaon for over ten years where she held several positions including Head of the English Department and Academic Coordinator, Senior School. From 2003 to 2007, she served as Principal of the Senior School at The Shri Ram School, Aravali. She joined as the founding Principal of Step by Step School, Noida in 2007 and continued in that capacity till November 2012. As Principal she provided leadership and direction to ensure the smooth functioning of the schools, with specific focus on academic excellence and co-curricular programmes.

Payal is a passionate and innovative educator. She has a deep understanding of children's educational requirements and brings a wealth of experience to her role as Head of Teacher Training at the Shiv Nadar School.

SSN INSTITUTIONS

R Srinivasan (Chairman, SSN Institutions)

R. Srinivasan is the Chairman of SSN Institutions and plays a key role in managing the SSN Institutions.

He is also the Founder, Managing Director of Redington (India) Limited – a ₹ 4.2 billion Technology Products Supply Chain Solution Company operating in India, Middle East, Africa & Turkey. Prior to starting Redington in Singapore, he spent three years in Indonesia with a leading Textile Company between 1978 and 1981. Srinivasan also had significant stints with Readers Digest and The Coco-Cola Corporation in India. Srinivasan holds an Electrical Engineering degree from Madras University and an MBA degree from the Indian Institute of Management, Ahmedabad.

He sits on the Boards of Arena Bilgisayar Sanayi Ve Ticaret A.Ş (a listed company in Turkey), HCL Technologies Limited and Easyaccess Financial Services Limited. He is also a Trustee of Kidney Help Trust, Chennai and Vice President of Music Academy, Chennai.

S Salivahanan (Principal, SSN College of Engineering)

S Salivahanan is the Principal of SSN College of Engineering since July 2003. He graduated in Electronics & Communication Engineering from PSG College of Technology, Coimbatore, has completed his masters in Communication Systems from NIT, Trichy and is a Ph.D. in the area of Microwave Integrated Circuits from Madurai Kamaraj University. He has over three decades of teaching, research and industrial experience in India and abroad. He is the recipient of 'Bharatiya Vidya Bhavan' National Award for 'Best Engineering College Principal' for 2011 from ISTE and IEEE, Outstanding Student Branch Counselor & Advisor for 1996-97 in Asia-Pacific region. He is the author of 28 popular text books in the field of Electronics & Communication Engineering with one of his books also having been translated into Mandarin. He was a Syndicate Member of Anna University, the world's largest technical University from 2004 to 2007. He is the Chairman of IEEE MTT-S Madras Chapter since 2010, a Fellow of IETE, Fellow of The Institution of Engineers (India), Senior Member of IEEE, Life Member of ISTE and Life Member of Society of EMC Engineers (India).

Kala Vijayakumar (President, SSN Institutions)

Kala plays a key role in managing the SSN Institutions. With a keen interest in inclusive education, she has made SSN an institution of international repute. She has been instrumental in setting up a special scholarship scheme for the benefit of rural students at SSN.

Kala has played a pivotal role in establishing a unique collaboration with the Carnegie Mellon University, USA, a global top 10 engineering institution, and the SSN Institutions. The SSN School of Advanced Software Engineering currently offers the MSIT (Master of Science in Information Technology) degree of Carnegie Mellon University and has successfully placed students across global organizations in the last 10 years.

Kala is a university rank holder and has a Master's degree in Mathematics from the Stella Maris College, Madras University. She has a rich mix of entrepreneurial, professional and academic management experience from having formerly worked in the software industry.

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

Shashikant Albal obtained his Master of Engineering from the University of Bombay and PhD from the 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. In addition to academics and research, he has worked in diverse roles in leading industries for twenty years where he handled responsibilities of training, technology and software project management. Besides holding the reigns as a director of SSN SASE from its inception (Nov 2001), he teaches a number of subjects including Managing Software Development, Software Process Definition, Software Measurement, and Personal Software Process. At present he is also focussing on utilization of technology advancements in innovative teaching-learning process. He is recognized as an international faculty by Institute for Software Research, Carnegie Mellon University. He works as a program committee member of International Conference on Software Engineering Education and Training (CSEET) from 2009-10 onwards.

SHIV NADAR UNIVERSITY

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

B Srinivasan, Professor & Director, SSN School of Management & Computer Applications has over three decades of experience in the Indian industry and over 7 years of experience in 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 behaviour 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.

SN Balakrishnan (Chancellor & Chairman, Executive Council, SNU)

S N Balakrishnan, former Curators' Professor of Aerospace Engineering in the Department of Mechanical and Aerospace Engineering at the Missouri University of Science and Technology, joined Shiv Nadar University as the Chairman of the Executive Council in 2013 and became the Chancellor in April, 2014. Dr. Balakrishnan also founded IST- Rolla, a firm focused on research, development and technology in the aerospace and manufacturing areas.

Dr. Balakrishnan's research interests include control of aerospace and mechanical systems, flight and orbital mechanics, optimization, identification and estimation, stochastic processes, neural networks. He has a strong research record in intelligent control and was the first to develop optimal neurocontrollers for systems modeled by partial differential equations and systems driven by impulse inputs and switched systems. He has done extensive work in missile defense, aircraft control, launch vehicle and spacecraft control areas.

Dr. Balakrishnan is associated with the American Institute of Aeronautics and Astronautics (AIAA). He has published numerous papers and guided post-doctoral and graduate students at the University.

P Ramasamy (Dean Research, SSN College of Engineering)

P Ramasamy completed his PhD 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, named Dr. P Ramasamy among the most productive scientists in India (Period 1996-2006). Dr. Ramasamy 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 including Vice President, Indian Physical Society; Vice President of Indian Chapter of International Centre for Theoretical Physics, Trieste, Italy etc.

Nikhil Sinha (Vice Chancellor, SNU)

Nikhil Sinha is the founding Vice Chancellor of Shiv Nadar University and Chairman of the Board of Directors of HCL Infosystems. He also serves as Senior Advisor to the Shiv Nadar Foundation and HCL Corporation. He is a leading international expert on the information and communication technology industries and has extensive experience as an academician and corporate executive.

Nikhil's professional career spans over 30 years during which he has held top-level positions at several organizations. Nikhil 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. He has also been a Venture Partner at Adams Capital Management and CEO of iDLX Technology Ventures. Nikhil is Director Emeritus of the US-India Business Council and a member of the Advisory Board of the Annenberg School for Communication at the University of Pennsylvania.

Rajiv Swarup (President, SNU)

Rajiv Swarup heads all support functions such as Admissions, Career Opportunities Cell, Communications, Finance, Human Relations, Information Technology, Administration, Purchase and Campus Infrastructure Development. With nearly four decades of rich & varied experience behind him in incubating, managing and developing both strategic & operational aspects of large sized businesses, Rajiv recently superannuated from HCL Technologies as Senior Corporate Vice President and Chief Customer Officer – Strategic Accounts, based out of Rochester, New York. He had a long and fruitful career with HCL spanning over 13 years, working across divisions in different senior capacities. Prior to HCL, Rajiv was the CEO of a JV company in the Modi group. Rajiv is a B.Tech in Electrical Engineering from IIT Kanpur and MBA from the University of Delhi, Rajiv is also a certified Six Sigma Green Belt holder.

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

Shubhashis joined the Indian Statistical Institute in 1983 after his PhD from Cornell University and was promoted to full professorship in 1991. In 2003 he took over as Founder-Director of India Development Foundation (IDF), an independent research organization. Shubhashis is the Chief Editor of the Journal of Emerging Market Finance (Sage Publications), and has been an associate editor of the Journal of Financial Stability (Elsevier). He has served on the Boards of IRBI and the Centre for Analytical Finance (Indian School of Business, Hyderabad). He has been a member of the Bankruptcy Task Force of IPD, Columbia University, the International Advisory Board of the Centre for Law and Economics of Financial Markets (Copenhagen Business School) and the South Asia Chief Economist's Advisory Council of the World Bank. He is the founder-President of the Society for the Promotion of Game Theory and its applications.

In 2008, he was the Advisor to the Union Finance Minister and became the youngest ever Secretary to the Government of India.

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

Dr. M. Gopal joined the Shiv Nadar University after serving in the Department of Electrical Engineering, IIT Delhi. His teaching and research stints span three decades at the IITs. 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. Some of his works have been translated into Chinese and Spanish. In India, his books have been the major source of learning for about three decades.

As a teacher, his potential is being used globally through a video course - one of the most popular courses on YouTube by the IIT faculty. Dr. Gopal is an eminent researcher in the area of Machine Learning.

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

Rupamanjari Ghosh completed her PhD from the University of Rochester, USA, where she was a Rush Rhees Fellow. 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". 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 till 2012.

KIRAN NADAR MUSEUM OF ART

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

Professor Shekhar Chaudhuri, the Founding Director of the School of Management and Entrepreneurship at the Shiv Nadar University earned his B.tech (Hons.) degree in Mechanical Engineering from IIT Kharagpur and the title of Fellow (Doctorate) in Business Policy from IIM Ahmedabad. Prior to joining SNU he was the Director of IIM Calcutta from November 2002 till April 2012, during which period the Institute went through transformational changes resulting in significant improvement in all round performance. He was a faculty member at IIM Ahmedabad from March 1981 till January 2008, visiting Professor in the College of Business and Administration, Southern Illinois University at Carbondale (August 1989 to July 1991), visiting Professor ESCP (Paris School of Management) and Dean, Vinod Gupta School of Management, IIT Kharagpur. His teaching and research interests are in the areas of Strategic Management, Management of Technology and Innovation and International Management. He received the MITSOG's Bharat Asmita Acharya Shreshtha Award 2009 (Best Teacher in Management) from the Hon'ble Vice President of India and the Ravi J. Mathai National Fellow Award from the Association of Indian Management Schools in 2012. He has been a member of several high powered committees of the Government of India and industry associations and sits on the boards of several public sector and private corporations.

Roobina Karode (Director, KNMA)

Roobina Karode has the rare combination of two distinct post-graduate specializations in Fine Arts (Art History) and Education. She taught Western and Indian Art History for over fifteen years at various universities/institutions. An educator, art critic and curator, she has an integrated approach towards the Arts and envisions immense possibility for evolving a distinct model for KNMA.

Since KNMA opened its doors in 2010, Roobina has been steering the activities of the Museum and working to make it a people-friendly place. The major exhibitions that she has curated at KNMA include OPEN DOORS, CROSSINGS, DIFFICULT LOVES, an all women artists three part exhibition, YOU CAN'T KEEP ACID IN A PAPER BAG, IS IT WHAT YOU THINK? etc. She has recently curated an off-site exhibition titled ONEIRIC HOUSE showcasing videos, sound and text-based works by Sonia Khurana.

Roobina was awarded the Fulbright Fellowship in 2000 and was placed as a Visiting Scholar at Mills College in California. She was also awarded a Ford Foundation Teaching Fellowship at JNU for two years in 2006 and 2007.

SNF-KEY GOVERNING BODIES

SHIV NADAR FOUNDATION TRUSTEES

Shiv Nadar	Founder & Chairman – HCL and Shiv Nadar Foundation
TSR Subramanian	Former Cabinet Secretary – Government of India
Manmohan Malhoutra	Former IAS & Former Secretary General – Rajiv Gandhi Foundation
Kiran Nadar	Chairperson – Kiran Nadar Museum of Art
Roshni Nadar Malhotra	Executive Director & CEO – HCL Corporation, Director - HCL Technologies
Shikhar Neelkamal Malhotra	CEO – Shiv Nadar School, Vice-Chairman – HCL Healthcare, Director – HCL Corporation

VIDYAGYAN MANAGEMENT BOARD

Roshni Nadar Malhotra (Chairperson)	Executive Director & CEO – HCL Corporation, Trustee - SNF, Director - HCL Technologies
Gowri Ishwaran	Founder Principal, Sanskriti School and renowned educationist
Kiran Nadar	Chairperson – Kiran Nadar Museum of Art, Trustee - SNF
Kiran Datar	Advisor, National Knowledge Commission, Former Vice Chancellor, Delhi University and leading educationist
Surendre Maheshwari (Member Secretary)	IAS, Retd.

SHIV NADAR SCHOOL ADVISORY BOARD

Gowri Ishwaran	Founder Principal, Sanskriti School and renowned educationist
Prof. A. K. Sharma	Former Director, NCERT
Geeta Chandran	Padmashri and celebrated Bharatnatyam artist
Muthusamy Varadarajan	Former IAS Officer and eminent social worker

SSN INSTITUTIONS

Management Board

R. Srinivasan (Chairman)	Founder and Managing Director of Redington (India) Ltd and Global Management and Business Leader
Roshni Nadar Malhotra	Executive Director & CEO - HCL Corporation, Trustee - SNF, Director - HCL Technologies
Siva Prasad	Advocate, High Court, Chennai
T. S. Krishnamurthy	Former Chief Election Commissioner, Government of India
Dr. M. S. Ananth	Former Director, IIT Madras
Kala Vijayakumar	President, SSN Institutions

Research Advisory Council

Shiv Nadar	Founder & Chairman – HCL and Shiv Nadar Foundation
Dr. Raj Reddy	Professor – Carnegie Mellon University
Dr. R Natarajan	Former Director – IIT Madras, Former Chairman – AICTE
Dr. N Balakrishnan	Associate Director – Indian Institute of Science
Dr. Damodar Acharya	Former Director – IIT Kharagpur

SHIV NADAR UNIVERSITY

Executive Council (EC)

Dr. SN Balakrishnan (Chairman)	Chancellor – SNU
Dr. Nikhil Sinha	Vice Chancellor - SNU
Dilip Kumar Srivastava	President HR – HCL Corporation & SNF
Pawan K. Danwar	Chief Finance Officer - HCL Corporation & SNF
Sundararajan Mahalingam	Chief Marketing Officer – HCL Corporation, Advisor – SNF

Court

Dr. SN Balakrishnan (Chairman)	Chancellor – SNU
Dr. Nikhil Sinha	Vice Chancellor - SNU
Dr. Pradeep Khosla	Chancellor - University of California, San Diego
B.S. Baswan	Former Director, Indian Institute of Planning & Administration and Secretary, Department of Secondary and Higher Education, MHRD
Sushil Tripathi	Former Secretary, Ministry of Petroleum and Natural Gas
Dr. Richard Lariviere	President and CEO of the Field Museum, Chicago, Illinois
Dr. Srikant M Datar	Arthur Lowes Dickinson Professorship at Harvard University
Dr. S. Sankar Sastry	Dean of Engineering at University of California, Berkeley
R. Srinivasan	Founder and Managing Director of Redington (India) Ltd & Chairman – SSN Institutions Management Board

Shiv Nadar Foundation family, 2013

SHIV NADAR FOUNDATION FAMILY

Strategy team
- Bhaswati Chakravorty
- Harsh Karunakaran
- Harpreet Singh
- Jijo Jose
- Navpreet Kaur
- Nidhi Bajra
- Pamela Srivastava
- Priy Pandit
- Robin Sarkar
- Satyandre Yadav
- Shruti Roy
- Sundararajan Mahalingam

Finance team
- Anurag Arora
- Himanshu Bansal
- Jagat B. Singh
- Manoj Chaube
- Manish Gaur
- Neelesh Agarwal
- Radhika Agarwal
- Ravi Mohan
- Ravi Tiwari
- Rita Gupta
- Pawan K. Danwar
- Sashi Shekhar Mishra
- Shikha Vaish
- Somveer Singh
- Sunil K. Shrivastava
- Sushil Kumar
- Vipin Gupta
- Vikas Agarwal

HR team
- Apurva Kackar Singh
- D K Srivastava
- Kopal Khanna
- Parveen Juneja
- Ruchi Nair
- Ruchika Sharma
- Ruchira Sarkar
- Shorbani Banerjee
- Swarita Sharma
- S. Suri

Infrastructure team
- Bharat Soni
- Charanjeet Singh
- Deepak Shrivastava
- Lakshmi Narasimhan
- Tapas Kumar Ghosh

Administration
- Angelina Gabriel
- Deependra R Pandey
- Debendra Mohan Dash
- Neelam Sharma

Thank you to every single unique member in the SNF and HCL families.

IN MEMORIAM
Tejendra Gwala

I first met Tej in 2009 when he joined Sundar's expanded team working on the Foundation. I remember him as being shy, somewhat nervous and very deferential, at least towards me. Much of this was to change over the years as I got to know Tej better, and he got to know me.

I learnt from Sundar that Tej was a bright engineering student (a Rajasthan board topper) who later went and did his MBA along with Dhawal Geed, another high-energy team member. He wore his intelligence rather lightly, masking it often under the guard of a quiet demeanour. Of course over time I got to know him better. An extroverted, fun loving individual, his spirited side came to the fore. That is what I will fondly remember - how easy it was for him to laugh, share his uninhibited joy with others, take responsibility for things, make them happen, and most importantly, to reach out and touch people.

When I worked with Tej, I remember being harsh with him, only to raise his standards. Rather than take it badly, he came back to me several times saying that how much he appreciated my pushing him. I also remember fondly the fact that he would work very hard at creating powerful high impact and well-articulated communication. He did this progressively, as he imbibed this from others as an eager student.

I cannot turn the clock back but I wish I had spent more time on Tej. He reached out to me often, I remember how much he appreciated that initially, as a willing pupil, and later, as a contributing equal.

My final memory is of the night of 6 February during the HCL Healthcare launch at the Oberoi. I had no idea that Tej was not well, since his usual positive and smiling demeanour was all I saw. He got me some cheese toast to eat prior to the launch since I was starving. When I left at mid night he waved goodbye. I had no idea that it would be the final time.

Saurav Adhikari
President, Corporate Strategy, HCL Corporation
Senior Advisor, Shiv Nadar Foundation

GOVERNANCE

Shiv Nadar Foundation ('Foundation') is a registered public charitable trust. Governance and Ethics are core pillars on which the Foundation has been built with a focus on exemplary standards and well-defined processes, systems and controls. Good governance practices and strong ethics provide a structure that meets the aspirations of all stakeholders which includes students, employees, executive management, Board of Trustees, society, alliance partners, funding agencies and the Government. The Foundation and its various associated entities (together 'SNF Group') are engaged in philanthropic initiatives (education, art and culture).

SNF Group Governance Philosophy

The SNF Group has always invested in a culture which emanates from the philosophy and rich legacy of ethical and transparent governance practices. The focus has been since the beginning to foster a culture which would stay with the best standards of professionalism, honesty, integrity and ethical behavior as the foundation grows. SNF Group believes that all domains of philanthropic initiatives irrespective of their size, growth and maturity curve would stay compatible with international standards and best practices.

The Board along with its committees undertakes its fiduciary responsibility to all its stakeholders by ensuring transparency, fair play and independence in its decision making. From a consistency perspective, focus is on the philosophy to drive excellence as SNF Group has adopted various internal tools and methodologies for tracking progress of its long term strategy and objectives. SNF Group's Code of Ethics serves as a guide to foster the values, ethics and principles. An escalation mechanism has been established and channelized for employees and other stakeholders to bring forward any concerns pertaining to non-adherence to the said Code, principles and practices directly to the Management Board and Trustees
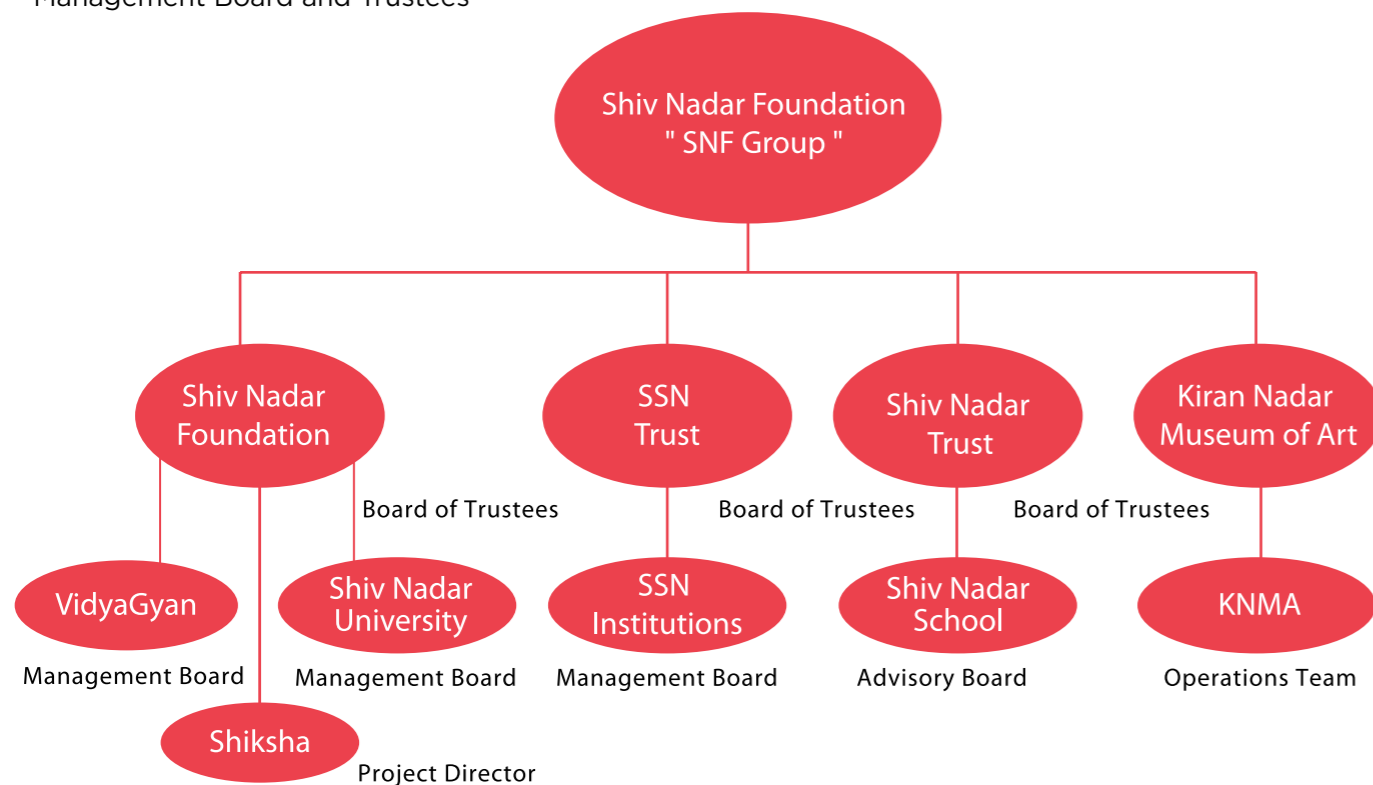
Commitment to values

The Trustees, members of the Management Boards and various Committees and all employees are expected to conduct themselves with integrity, impartiality and honesty at all times, and maintains high standards of propriety and professionalism. The commitment of the SNF Group is to demonstrate excellence in all spheres of work and in its interactions with stakeholders.

SNF Group is committed to providing timely, consistent, and accurate information to its stakeholders within transparency framework. It ensures consistent disclosure practices are applied and all the stakeholders have prompt and simultaneous access to the disclosed information. Several accountability policies including the Code of Ethics, Conflict of Interest, Conflict Resolution, Risk Management, Whistleblower, Compensation and Record Retention and Destruction have been formulated to ensure adherence.

SNF Group always believes in investing in people and considers them as an integral asset. SNF Group follows best-in-class HR practices in its area of operation. Uniform Human Resource policies have been developed and these are reviewed on a regular basis to align them to new benchmarks and practices.

Societal impact

The face of philanthropy is changing. During the past, the emphasis was on donations and giving money for religious and social purposes. Now a more powerful trend is taking shape where people are investing in initiatives that bring about large sustained impact on society.

SNF Group believes in Creative Philanthropy and this type of philanthropy has the power to drive long term, sustainable, catalytic and multiplier impact for socio-economic transformation and change the future. SNF Group in its continuous effort to achieve the maximum impact on targeted beneficiaries, has initiated steps to measure the impact through innovative tools and measurement techniques, on the society taking benefits of philanthropy initiatives driven by SNF Group. This will help in understanding the social benefits derived by various initiatives undertaken by SNF Group.

Compilation of the Annual Report

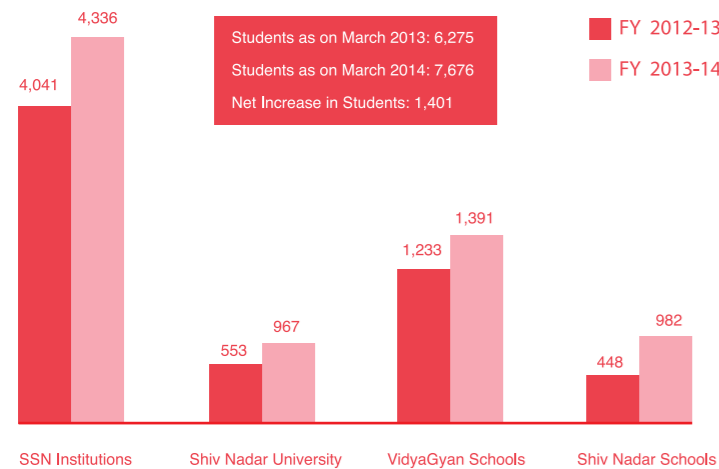To ensure the credibility, reliability, high quality standard and independence of this Annual Report, all philanthropic units and related transactions are independently audited by Price Waterhouse Coopers. Post this, Grant Thornton reviews and conducts agreed-upon procedures on consolidated financials of the SNF Group to ensure accuracy, disclosure and transparency yet remaining easy to understand.

MANAGEMENT DISCUSSION & ANALYSIS

In Year 2013-14, the SNF Group has continued its journey in building leadership institutions of excellence. The SNF Group is in the process of creating awareness about strategic Creative Philanthropy among Corporate, Government Bodies, PSUs, Foundations and Individuals whom they see as key partners for sustainable long-term high impact change. The key operational highlights of the philanthropic initiatives are covered in the earlier sections, mentioned below are the key metrics (including financials) for the initiatives undertaken.

Key Metrics

Particulars	SSN Institutions	Shiv Nadar University	VidyaGyan Schools	Shiv Nadar Schools	Kiran Nadar Museum of Art	Other Initiatives	Total Mar-14	Total Mar-13
Students	4,336	967	1,391	982	NA	NA	7,676	6,275
Faculty & Staff (Head Count)	427	269	92	209	15	51	1063	848
Total Investments (₹ Mn)	3,080	7,757	3,426	2,323	6,448	6,462	29,496	18,015
Total Investments (US$ Mn)	51	129	57	39	107	108	491	331
Land Area (Acres)	228	286	64	11	NA	NA	589	589
Built-up Area (Mn sq ft.)	1.6	1.2	1.0	0.4	0.03	NA	4.2	3.8

Student Strength

Students as on March 2013: 6,275
Students as on March 2014: 7,676
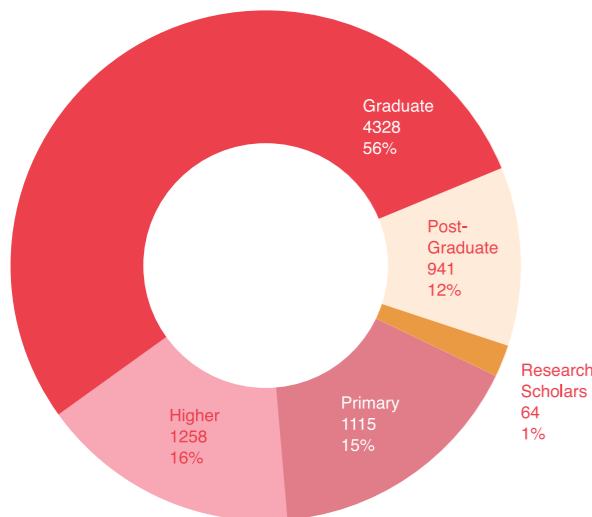Net Increase in Students: 1,401

FY 2012-13
FY 2013-14

The SNF Group added 1,401 new students to their campuses during FY 2013-14, increasing the total student count to 7,676 as on March 31, 2014.

Out of the total students, 2,373 students are under the primary and higher education systems at the Shiv Nadar Schools and VidyaGyan Schools while 5,303 students are Graduates and Post-Graduates at SSN Institutions and Shiv Nadar University (including 34 Research Scholars at Shiv Nadar University).

Mix Of Students

Graduate 4328 56%
Post-Graduate 941 12%
Research Scholars 64 1%
Primary 1115 15%
Higher 1258 16%
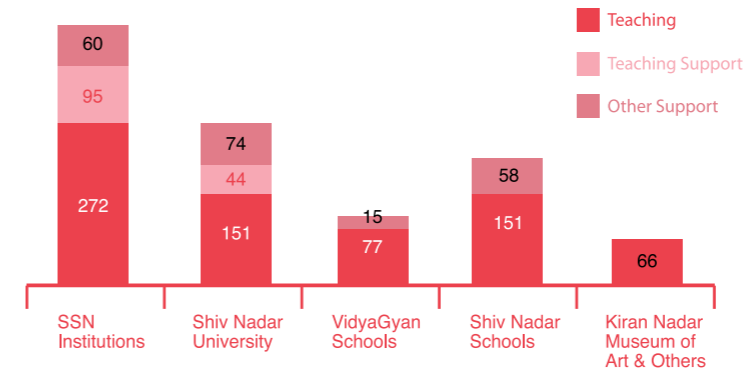
Education level wise classification

45% of the total students comprise of female students and 55% are male students which represents a healthy mix of students on the basis of gender.

Research Scholars includes 30 students of SSN Institutions which are not included in the total students' strength of 7,676 as shown above.
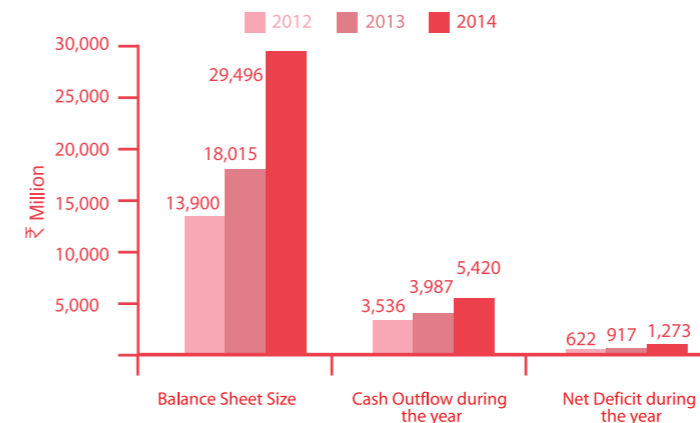

4190   3486

Gender wise classification

Faculty & Staff (Head Count)

Teaching
Teaching Support
Other Support

	SSN Institutions	Shiv Nadar University	VidyaGyan Schools	Shiv Nadar Schools	Kiran Nadar Museum of Art & Others
Other Support	60	74	15	58	66
Teaching Support	95	44	77	151	
Teaching	272	151			

Out of the total head count of 1,063; 651 (61%) represent teaching faculty, 139 (13%) represent teaching support and the remaining 273 (26%) comprise other support staff like HR, finance, admin and others.

The overall student-teacher ratio for schools is ~ 10:1 while for graduate, post-graduate and research studies collectively is ~ 13:1

Financial Overview

2012   2013   2014

₹ Million

	Balance Sheet Size	Cash Outflow during the year	Net Deficit during the year
2012	13,900	3,536	622
2013	18,015	3,987	917
2014	29,496	5,420	1,273

Balance Sheet

Total Investments (as on March 2013)
₹ 18,015 Mn (~ US$ 331 Mn)@

Increase of ₹ 11,481 Mn (US$ 160 Mn)*

Total Investments (as on March 2014)
₹ 29,496 Mn (~ US$ 491Mn)#
Key Increases -
- ₹ 6,160 Mn investment in shares of a listed company (received as corpus donation)
- ₹ 2,920 Mn investment in infrastructure (including work of art ₹ 761 Mn)
- ₹ 1,273 Mn increase in accumulated deficit,
- ₹ 1,000 Mn investment in mutual funds.

@ Converted at a rate of 1 USD = INR 54.38 (RBI reference rate as on March 31, 2013)

Converted at a rate of 1 USD = INR 60.09 (RBI reference rate as on March 31, 2014)

Sustainability

In the defined direction of attaining sustainability, the SNF Group received 5.6 million shares of HCL Technologies Limited at a book value of ₹ 6,160 million (market value as on March 31, 2014 ~ ₹ 7,787 million) as corpus donation from Vama Sundari Investments (Delhi) P. Ltd., a promoter company. Also, the promoter companies (HCL Corporation P. Ltd. and Vama Sundari Investments (Delhi) P. Ltd.) pledged to contribute ₹ 30,000 million through Board Resolution dated September 19, 2013 in the next five years to support the SNF Group's initiatives.
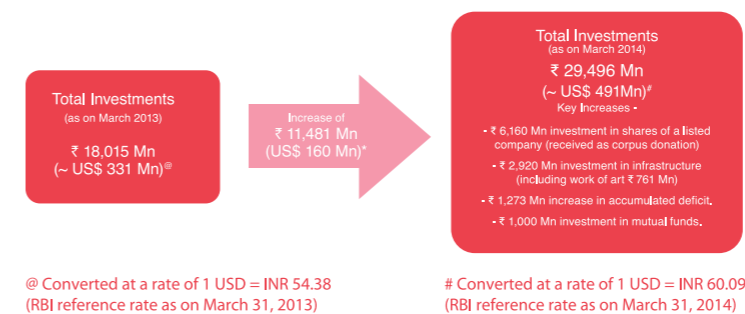
The SNF Group's total investment outlay as on March 2014 reaches close to US$ 500 million

The total balance sheet size of the SNF Group has gone up by ₹ 11,481 million (US$ 160 million) i.e. an increase of 64% as compared to last year and has reached close to ₹ 29,500 million (~ US$ 491 million) indicating the quantum of financial resources deployed upto March 2014.

The total spend in infrastructure (i.e. land, building and other assets) is ~ ₹ 12,455 million. Investment in work of art is approaching ₹ 5,180 million followed by accumulated deficits (reflecting excess of operating expenditure over income) close to ₹ 3,576 million. Other current and non-current assets of the SNF Group are close to ₹ 1,125 million majorly comprising investment in fixed deposit (close to ₹ 386 million including accrued interest), long term loans and advances exceeding ₹ 470 million and other assets including cash and bank balances.

*Foreign Exchange Impact

For an apples-to-apples comparison, if the increase in investments of ₹ 11,481 million is converted at the average foreign exchange rate for the year 2013-14 (i.e. 1 USD = INR 57.24), the increase in investments would be ~ US$ 200 million as against the US$ 160 million (based on the closing investments value)
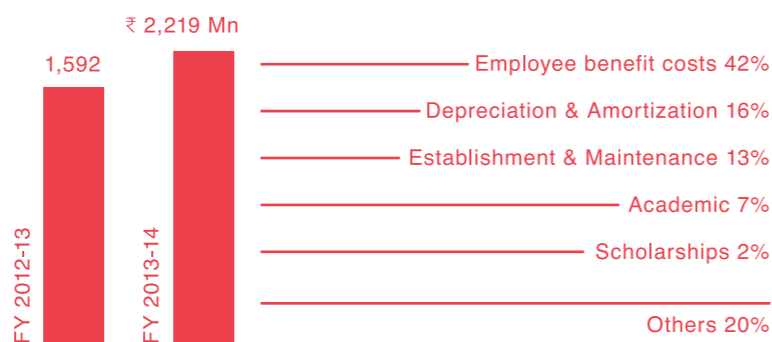
Cash Flow

The total cash outflow during FY 2013-14 is ~ ₹ 5,420 million, which mostly includes capital expenditure of ~ ₹4,416 million on infrastructure projects i.e. building for additional capacity creation, purchase of work of art; and spend towards operating expenditure (net of income) ~ ₹ 990 million.

	Year Ended March 31, 2014 ₹ Mn	Year Ended March 31, 2013 ₹ Mn
Opening Cash and Cash Equivalents	103	140
OUTFLOWS		
Net Outflow for capex and investment	4,416	3,276
Excess of Operating Cash Expenditure over income	990	695
Interest Paid	14	16
TOTAL OUTFLOWS	5,420	3,987
INFLOWS		
Corpus (contribution to "SNF Group")	699	1,329
Loan net of repayment (from HCL Corporation P. Ltd., Vama Sundari Investment (Delhi) P. Ltd. (promoter company) and others)	4,433	2,538
Working Capital / non current items movement including taxes	293	83
TOTAL INFLOWS	5,425	3,950
CLOSING CASH and CASH EQUIVALENTS	108	103

Expenditure

Total expenses for FY 2013-14 increased by ₹ 627 million (~ 39%). Almost 50% of this increase is reflected by increased cost of employee benefit expenses followed by depreciation & amortization expenses (~15%) and establishment & maintenance expenses (~ 12%).

₹ 2,219 Mn
1,592
FY 2012-13
FY 2013-14

- Employee benefit costs 42%
- Depreciation & Amortization 16%
- Establishment & Maintenance 13%
- Academic 7%
- Scholarships 2%
- Others 20%

Breakdown of Major Expenditure (in ₹ million)	FY 2013-14	FY 2012-13
Employee Benefit Expenses	924	609
Depreciation & Amortization Expenses	352	260
Establishment & Maintenance Expenses	278	202
Academic Expenses	166	122
Scholarship Expenses	43	38

Employee Benefit Expenses

Employee expenses went up by 50% as compared to last year (an increase of ₹ 315 million during FY 2013-14) associated with following two major reasons:
- Increase in headcount from 848 to 1,063 in FY 2013-14 (net increase of 215 employees). The increase in headcount is to support higher student enrollment and new programs launched by the SNF Group.
- The other reason is increased salaries including increase in dearness allowance from 72% to 100% which is in accordance with the Government notification.

Depreciation & Amortization Expenses

Depreciation & amortization expenses (contributing nearly 16% of total expenses) went up by ₹ 92 million from last year mainly due to addition in fixed assets / infrastructure.

Establishment & Maintenance Expenses

Spending in establishment & maintenance expenses category which includes items such as housekeeping, security charges, power & fuel and repairs and maintenance expenses went up by ₹ 76 million, an increase of ~38%, so as to maintain and operate the existing campus infrastructure as well as increasing capacity creation.

Academic Expenses

Academic expenses of the SNF Group were ₹ 166 million, an increase of ₹ 44 million (36%) as compared to last year. This include course material and other expenses primarily on account of increase in students; expansion of curriculum and increase in consumable expenses by ₹ 27 million, training & development expenses by ₹ 6 million, and events & exhibition expenses by ₹ 8 million.
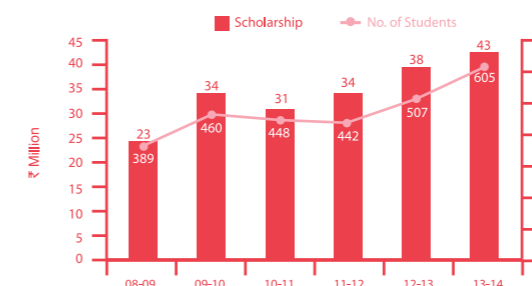
Scholarship Expenses

Total scholarship disbursed by SSN Institutions during the FY 2013-14 were ~ ₹ 43 million as against ₹ 38 million last year. Total number of students benefited were 605 as against 507 last year.
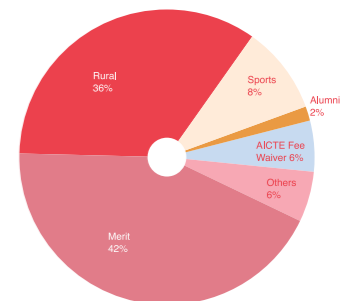
The mechanism for supporting Shiv Nadar University students is through fee subsidy, which is ~ 73% of the actual fee, instead of direct scholarship reimbursement.

Income
The SNF Group's income is less than 50% of its operating expenditure while as a percent of total cash outflow, the income is only 18%

The SNF Group's total income for FY 2013-14 grew by ₹ 282 million, or 42% from FY 2012-13. The major portion of this growth is attributable to fee income (which contributes nearly 85% of total income) as combined income from fee rose nearly 36% from the prior year to ₹ 813 million as a result of increase in number of students from 6,275 to 7,676 (i.e. 1,401).

Increase in other income from ₹ 78 million to ₹ 144 million (i.e. ₹ 66 million) is reflected primarily on account of receipt of dividend income of ₹ 56 million from the shares received by the SNF Group as corpus donation during FY 2013-14.

Income as a % of Total Cash Outflow - 18%
Income as a % of Gross Cash Operating Expenditure - 49%

6,000
5,000
4,000
3,000
2,000
1,000

₹ Million

959
Total Income
49%
1,949
Gross Cash Operating Expenditure
18%
5,420
Total Cash Outflow
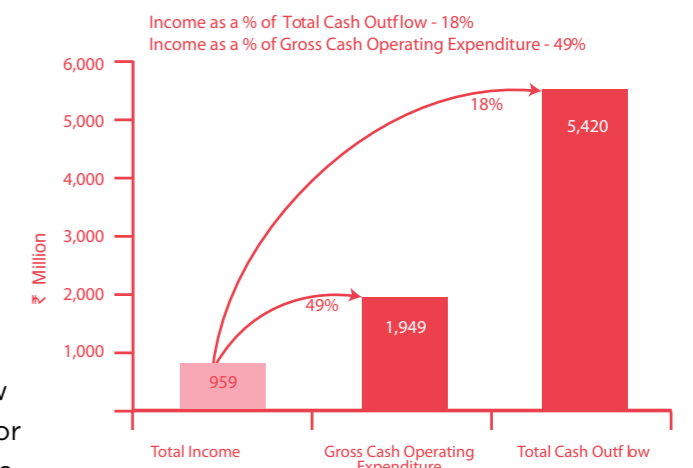
Shiv Nadar Foundation and Group
Combined Balance Sheet as at March 31, 2014 and March 31, 2013

	Notes	As at March 31, 2014 ₹ Million	As at March 31, 2013 ₹ Million
EQUITY			
Share capital	3	20.00	7.50
Corpus fund	4	12,005.33	5,234.92
		12,025.33	**5,242.42**
LIABILITIES			
Non-current liabilities			
Long-term borrowings	5	6,251.83	5,006.74
Other long-term liabilities	6	2,862.80	2,830.21
Long-term provisions	7	86.84	59.80
		9,201.47	**7,896.75**
Current liabilities			
Short-term borrowings	8	7,378.65	4,191.30
Trade payables	9	480.66	222.83
Other current liabilities	10	402.41	456.04
Short-term provisions	11	7.83	5.19
		8,269.55	**4,875.36**
		29,496.35	**18,014.53**
ASSETS			
Non-current assets			
Fixed assets			
Tangible assets	12	4,887.79	3,957.76
Intangible assets	13	16.89	9.31
Capital work-in-progress		2,326.51	2,733.66
Non-current investments	14	16,567.94	8,016.97
Deferred tax assets	15	-	0.02
Long-term loans and advances	16	470.84	390.85
Other non-current assets	17	247.04	356.30
		24,517.01	**15,464.87**
Current assets			
Current investments	18	1,010.40	1.50
Trade receivables	19	11.69	0.19
Cash and bank balances	20	247.96	127.19
Short-term loans and advances	21	103.21	86.45
Other current assets	22	29.25	30.12
		1,402.51	**245.45**
EXCESS OF EXPENDITURE OVER INCOME	23	3,576.83	2,304.21
		29,496.35	**18,014.53**

Notes 1 to 43 form an integral part of the combined financial information

This is the combined balance sheet referred to in our
report of 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

Place : San Diego, US

Place : New Delhi   **Pawan K. Danwar**   **Place** : Noida
Date : June 10, 2014   Chief Financial Officer   **Date** : June 10, 2014

Shiv Nadar Foundation and Group
Combined Statement of Income and Expenditure for the year ended March 31, 2014 and March 31, 2013

	Notes	For the year ended March 31, 2014 ₹ Million	For the year ended March 31, 2013 ₹ Million
Expenditure			
Employee benefit expenses	24	924.09	608.56
Finance cost	25	14.68	15.61
Depreciation and amortisation expense	26	352.30	259.50
Other expenses	27	884.52	670.98
Scholarship		43.47	37.54
		2,219.06	**1,592.19**
Income			
Fees	28	813.45	597.86
Donations received		0.98	0.59
Other income	29	144.23	77.75
		958.66	**676.20**
Excess of expenditure over income		**1,260.40**	**915.99**
Tax expense			
Current tax		12.20	0.74
Deferred tax	15	0.02	0.22
Excess of expenditure over income		**1,272.62**	**916.95**

Notes 1 to 43 form an integral part of the combined financial information

This is the combined statement of income and expenditure
referred to in our report of 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

Place : San Diego, US

Place : New Delhi   **Pawan K. Danwar**   **Place** : Noida
Date : June 10, 2014   Chief Financial Officer   **Date** : June 10, 2014

Shiv Nadar Foundation and Group
Combined Cash Flow Statement for the year ended March 31, 2014 and March 31, 2013

	Year Ended March 31, 2014 ₹ Million	Year Ended March 31, 2013 ₹ Million
1 Cash flow from operating activities:		
Excess of expenditure over income	(1,260.40)	(915.99)
-Depreciation and amortisation expense/ other non cash expenses written off	369.98	259.50
-Profit on sale of investments	(14.31)	(16.50)
-Profit on sale of fixed assets	(0.46)	(0.04)
-Provision for sales tax demand	-	0.61
-Dividend income	(56.00)	-
-Net interest income	(28.96)	(22.38)
Operating deficit before working capital changes	**(990.15)**	**(694.80)**
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	329.33	115.90
- Increase in advances and other current assets	(26.88)	(27.13)
- Taxes paid	(9.64)	(6.19)
Net cash used in operating activities (A)	**(697.34)**	**(612.22)**
2 Cash flow from investing activities:		
Additions to fixed assets and investment in property (net)	(1,256.22)	(819.97)
Increase in capital work in progress	(1,469.77)	(1,860.64)
Purchase of investments	(1,756.35)	(589.08)
Increase in bank deposits	(1.65)	(16.18)
Dividend received	56.00	-
Interest received	11.79	9.47
Net cash used in investing activities (B)	**(4,416.20)**	**(3,276.40)**
3 Cash flow from financing activities:		
Proceeds from borrowing (net)	4,433.58	2,538.30
Interest paid	(13.88)	(15.92)
Additions to corpus fund, issue of share capital and receipt of application money	698.76	1,329.25
Net cash from financing activities (C)	**5,118.46**	**3,851.63**
Net increase/ (decrease) in cash and cash equivalents (A+B+C)	**4.92**	**(36.99)**
Opening balance of cash and cash equivalents	103.36	140.35
Closing balance of cash and cash equivalents	**108.28**	**103.36**
Other bank balance	**139.68**	**23.83**
Cash and bank balances*	**247.96**	**127.19**

*Cash and bank balances as per note 20 includes cash and cash equivalents and other bank balance.

Notes 1 to 43 form an integral part of the combined financial information

This is the combined cash flow statement referred to in our report of 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 : San Diego, US	
Place : New Delhi	**Pawan K. Danwar**		**Place** : Noida
Date : June 10, 2014	Chief Financial Officer		**Date** : June 10, 2014

The condensed Combined Balance Sheet as on March 31, 2014, condensed Combined Income and Expenditure Account for the year ended March 31, 2014 and Combined Cash Flow Statement for the year ended March 31, 2014 have 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 June 10, 2014. Grant Thornton India LLP has performed agreed upon procedures on the aforementioned combined financial information. A copy of their report on factual findings in connection with agreed-upon procedures related to the combined financial information along with the complete set of combined financial information is available on request.

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VidyaGyan

SSN Institutions

VidyaGyan

Shiv Nadar University

SSN Institutions

Shiv Nadar School

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SHIV NADAR FOUNDATION