





**SHIV NADAR**

Founder and Chairman - Shiv Nadar Foundation  
Founder - HCL Group

# MESSAGE FROM THE CHAIRMAN

“ The end of 2019 brought with it a time for reflection and a sense of renewal. As the previous decade drew to a close, I couldn't help but look back with a sense of accomplishment for what we have achieved. The Foundation has grown, evolved and come into its own, over the last decade, as I could have scarcely imagined. However, what I was sure of was that the institutions of the Foundation would leverage education for transformative and national growth and I am glad that the Foundation has stayed true to this mission.

As we have grown and evolved, we have come to view our strengths and our achievements in the context of our people. These are both - those who work alongside us and those whose lives we touch. It is as much the incredible work of our people as it is the hope and trust that our young beneficiaries repose in us, that has helped steer the Foundation to where it stands today.

At the Shiv Nadar University, that has over this past decade emerged as one of India's leading private universities, we see that abiding sense of collective ownership and pride reflected in the cutting-edge research that brings together both the faculty and students.

Similarly, 10 years ago, little did we realise that VidyaGyan, India's only residential school for rural leadership would attract young meritorious children from disadvantaged families from across every district of Uttar Pradesh. These children have not only gone on to graduate from VidyaGyan with spectacular grades but are now making their mark across both Indian and global institutions of higher education.


It was also 10 years ago that the Kiran Nadar Museum of Art opened its doors to the public as India's first private, modern and contemporary museum of art. Today, it has evolved to exemplify the dynamic relationship between art and culture through its various initiatives. It was at SSN College of Engineering, nestled in the outskirts of Chennai, where this transformative journey of the Shiv Nadar Foundation began. It was here that the premise of nation building powered by transformative education, central to every institution of the Foundation, went from being an inspiration to a fundamental way of life.

This is also an opportune moment for me to delve upon our youngest initiative - Shiksha. The first-of-its-kind programme leveraging audio-visual technologies to improve learning outcomes in primary school students in rural India. Early results corroborated by IIM Lucknow show that it is already driving positive results among young children in both Government and privately funded schools across select districts of Uttar Pradesh.

As I stand at the precipice of the new decade looking forward, I also see us looking around, trying to come to grips with a post COVID-19 world. This is not just a time for healing and repair but also a time for lessons to be collectively learned. Amid this chaos, I see that transformative nation building through education assumes even greater meaning. Better education rekindles curiosity in young minds and encourages problem solving - the only antidote to problems and crises. I'm proud to say that the institutions of the Shiv Nadar Foundation stand tall, not just wiser and more resilient but also optimistic and hopeful, like the rest of us, ever ready to embrace the future and help make the world a better place. ”

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## ABOUT US

The Shiv Nadar Foundation (SNF) was established in 1994 by Shiv Nadar, Founder of HCL - a USD 9.9 Billion, leading global enterprise. The Foundation is committed to the creation of a more equitable, merit-based society by empowering individuals through transformational education that bridges the socio-economic divide. To that purpose, the Foundation has established institutions and programs in the underdeveloped disciplinary areas in India related to rural and urban education and art.

SNF believes that education is the single most powerful tool that has the power to not only transform an individual but create a ripple effect which impacts an entire group, community and country at large for centuries to come.

## VISION

Nation building through transformational leadership.

## MISSION

Creating equitable opportunities for leadership, through focused philanthropy.

# SHIV NADAR FOUNDATION PILLARS



Leadership Building



Creative & Corrective



Transparency & Governance



Longevity



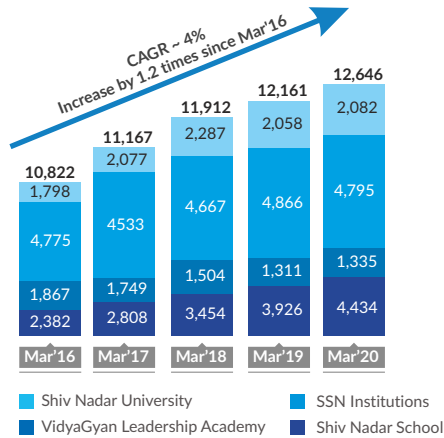
Sustainability



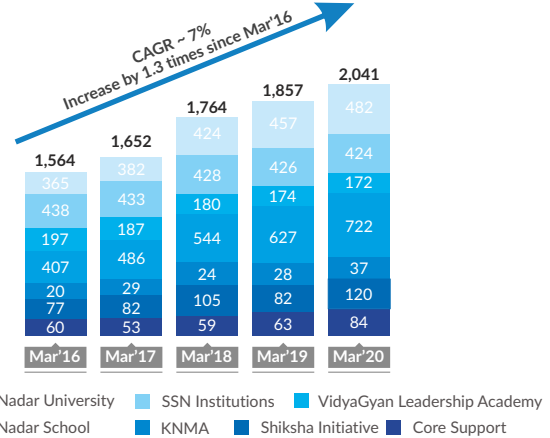
Partnerships

# SHIV NADAR FOUNDATION HIGHLIGHTS

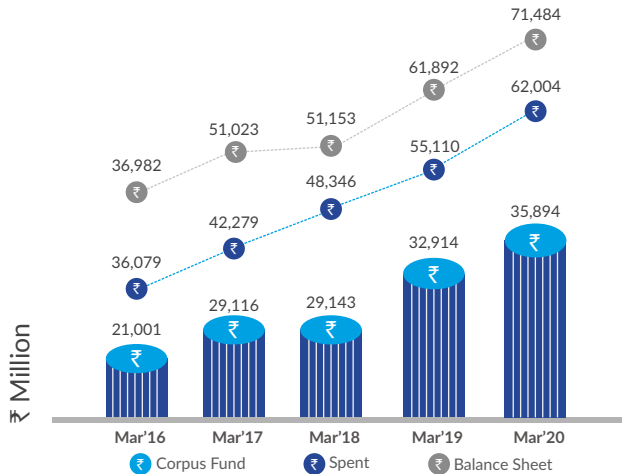
## STUDENT STRENGTH - TREND OF 5 YEARS



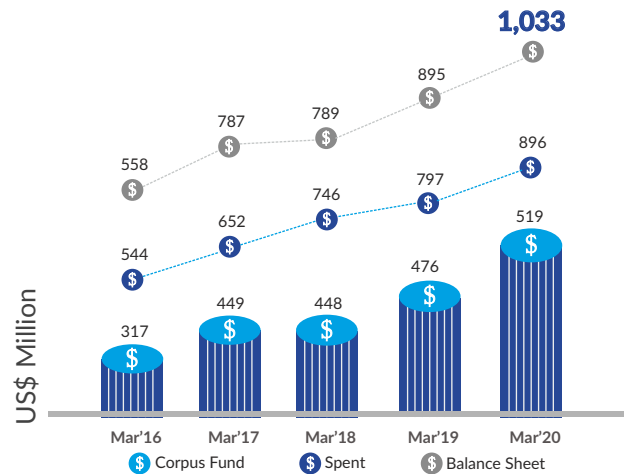
## HEADCOUNT - TREND OF 5 YEARS



## CORPUS FUND, SPENT & BALANCE SHEET TREND OF 5 YEARS



## CORPUS FUND, SPENT & BALANCE SHEET TREND OF 5 YEARS



Balance Sheet Size is > US \$ 1 Billion based on Constant Currency rate (31 Mar'19), i.e. US \$1 = ₹ 69.17.

FY 19-20 numbers based on Constant Currency Basis Rate, i.e.e. US\$1 = ₹ 69.17.

Corpus fund -US\$ 476 Million, Spent -US\$ 822 Million & Balance Sheet - US\$ 948 Million based on year end rate (31st March '20), i.e. US \$1 = ₹ 75.39

Spent is total expenditure comprises of operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.



# NEW MILESTONES IN OUR JOURNEY

## VidyaGyan

VidyaGyan completed 10 glorious years of establishment in 2019 and has renewed and reenergized its focus on creating leaders from rural India through transformative education as it enters a new decade. This year is particularly special as for the first time, a VidyaGyan student gained admission in an Ivy League college. Anurag Tiwari will be pursuing Economics at the Cornell University in the US on full scholarship.

## Shiksha Initiative

Shiksha Initiative signed a Memorandum of Understanding (MoU) with the Government of Uttar Pradesh (UP) acting through State Projector Director- Sarva Shiksha Abhiyan and the Director Basic Education, UP. The collaboration is aimed at the development and upliftment of education standards of government primary schools in identified districts of UP. In January 2020, Shiksha+ started operations in Sitapur Jail by training literate inmates to teach the illiterate ones.

## Shiv Nadar School

Shiv Nadar School Noida was certified as 'Green' in the Green School Program (GSP) Audit 2019-20. GSP is an environmental education program directed towards subtly sensitizing students to the environment through hands-on and thought-provoking activities. Shiv Nadar School was shortlisted in the Green category for the GSP Climate Change Awards from over 1700 schools and is among the top 70 schools in India.

## SSN

SSN was selected as Mentor Institute by the UGC, which means it will mentor other colleges for National Assessment and Accreditation Council (NAAC) accreditation. It was also selected by the All India Council for Technical Education (AICTE) as the AICTE Research Centre to admit research scholars under National Doctoral Fellowship scheme.

## Shiv Nadar University

Shiv Nadar University has been recognized as an 'Institution of Eminence' by the Government of India. It is the youngest and one of the only eight private institutions/universities in the country acknowledged for being on an accelerated path to emerge as a world-class research-based, multidisciplinary institution. The University has also been accredited with 'A' Grade by the National Assessment and Accreditation Council (NAAC), valid for a period of five years from 26 November 2019.

## Kiran Nadar Museum of Art

The Kiran Nadar Museum of Art (KNMA) celebrated 10 years with a special exhibition 'Narrating from the Museum archives and collection', which presented the Museum's digital archives of programs, performances and the collection to the public with touch screens. KNMA also released a new publication in 'Institutional Memory Series' showcasing 70 plus mega-exhibitions conceptualized and organized by the Museum. KNMA with the Ministry of Culture and CII presented the India Pavilion at the 58th Venice Biennale, the world's largest art extravaganza, also known as the Art Olympics.

# SHIV NADAR FOUNDATION SNAPSHOT

Shiv Nadar Foundation comprises the institutions and initiatives described here, infrastructure and asset sponsoring entities. In the financial section, it is collectively referred as Shiv Nadar Foundation Group.

12,646 Students

2,041 Faculty & Staff

18,968 Alumni

596 Campus Area (Acres)

7.0 Built-Up Area (Mn Sq. Ft.)

₹ 62,004 Mn Spent till March 2020

US\$ 822 Mn Spent till March 2020 year end rate

US\$ 896 Mn<sup>#</sup> Spent till March 2020 CCB basis

₹ 71,484 Mn Balance Sheet till March 2020

US\$ 948 Mn Balance Sheet till March 2020 year end rate

US\$ 1,003 Mn<sup>#</sup> Balance Sheet till March 2020 CCB basis

The numbers have been regrouped and reclassified for better understanding and appropriate presentation.

Spent is total expenditure comprises of operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.

#FY 2019-20 numbers based on Constant Currency basis rate, i.e. US\$1 = ₹ 69.17 (as on 31 Mar'19)

**SHIV NADAR UNIVERSITY**

2,082 Students	482 Faculty & Staff	2,182 Alumni	265 Campus Area (Acres)	2.9 Built-Up Area (Mn Sq. Ft.)	₹ 19,765 Mn Spent till March 2020	US\$ 262 Mn Spent till March 2020 Year end rate	US\$ 286 Mn Spent till March 2020 CCB basis
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**ssn**

4,795 Students	424 Faculty & Staff	15,565 Alumni	228 Campus Area (Acres)	2.0 Built-Up Area (Mn Sq. Ft.)	₹ 5,185 Mn Spent till March 2020	US\$ 68 Mn Spent till March 2020 Year end rate	US\$ 75 Mn Spent till March 2020 CCB basis
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**VIDYAGYAN**  
|| VIDYA PARAM AISHWARYAM ||

1,335 Students	172 Faculty & Staff	1,137 Alumni	74 Campus Area (Acres)	1.1 Built-Up Area (Mn Sq. Ft.)	₹ 6,882 Mn Spent till March 2020	US\$ 91 Mn Spent till March 2020 Year end rate	US\$ 99 Mn Spent till March 2020 CCB basis
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**SHIV NADAR SCHOOL**  
Education for Life

4,434 Students	722 Faculty & Staff	84 Alumni	29 Campus Area (Acres)	1.0 Built-Up Area (Mn Sq. Ft.)	₹ 9,144 Mn Spent till March 2020	US\$ 121 Mn Spent till March 2020 Year end rate	US\$ 132 Mn Spent till March 2020 CCB basis
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**KIRAN NADAR MUSEUM OF ART**

37 Staff	5,370 Artworks	0.03 Built-Up Area (Mn Sq. Ft.)	₹ 19,017 Mn Spent till March 2020	US\$ 252 Mn Spent till March 2020 Year end rate	US\$ 275 Mn Spent till March 2020 CCB basis
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**SHIKSHA**  
SHIV NADAR FOUNDATION

266 Schools*	120 Staff	₹ 312 Mn Spent till March 2020	US\$ 4 Mn Spent till March 2020 Year end rate	US\$ 5 Mn Spent till March 2020 CCB basis
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**CORE SUPPORT**

84 Staff	₹ 1,698 Mn Spent till March 2020	US\$ 23 Mn Spent till March 2020 Year end rate	US\$ 25 Mn Spent till March 2020 CCB basis
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Conversion rate 1US\$ - ₹ 75.39 (RBI reference rate as on March 31, 2020) used for financial numbers as on March 31, 2020

#186 schools run by Shiksha Initiative and 80 Schools run by UP Govt (learning content provided by Shiksha Initiative)

# AWARDS & RECOGNITIONS

The trustees of SNF were  
honoured at various prestigious forums



Shiv Nadar was recognized as the 'Most Generous Indian' for the third year running by the Hurun India Philanthropy List, released by the Hurun Research Institute.



Shiv Nadar was recognized by Business Today as the BT Best CEO – Lifetime Achievement Award 2019.



Forbes India awarded Shiv Nadar the prestigious 'Leadership Awards 2019' in the Lifetime Achievement category.



Roshni Nadar Malhotra was recognized by Forbes as one of the 100 Most Powerful Women in the World.



India Today Art Awards 2020 felicitated Kiran Nadar in the 'Best Public Art Initiative' category for the Indian Pavilion at the Venice Biennale .

# SPECIAL APPRECIATION (2019-20)

SNF extends a special thanks for believing  
in our mission and being a part of our journey

★ Vahani Scholarship

★ Essar Foundation

★ Raman Kant Munjal Foundation

★ Cornell University, USA

★ Georgetown University, Qatar

★ Foundation For Excellence (FFE)

★ Aghaz Foundation

★ Mohit Satyanand

★ Krea University

★ Ashoka University

★ SRM University

★ BML Munjal

★ H T Parekh Foundation

★ SSN Alumni

★ Dr V.S. Gayathri

★ Individual Supporters

Note - Every year we acknowledge the organisations /people who have supported us over the year.  
For a full list of the supporters please go to page number 96.



## BRIDGING THE URBAN-RURAL DIVIDE

VidyaGyan is a Leadership Academy, designed for the economically underprivileged, meritorious students of rural India. Established in 2009, VidyaGyan envisions bridging the urban-rural divide by creating leaders from rural India who can act as catalysts of change for their communities, villages, and the nation. VidyaGyan selects students from some of the most underprivileged rural areas of Uttar Pradesh

and provides them world-class education and exposure in a fully residential setting. It conducts one of the largest admission processes in the country for grade V students with a three-stage selection mechanism and an acceptance rate of ~ 0.08%. Over 2,50,000 children appear for admissions annually. Beyond academics, co-curricular activities, sports, and fine-arts are given equal emphasis, providing



Darsheel Safary with students at VidyaGyan. Darsheel performed in a social awareness play at VidyaGyan.

multiple opportunities to the students to indulge in their areas of interest. VidyaGyan has two campuses, in Bulandshahr (near Delhi NCR) and Sitapur (near Lucknow), which house state-of-the-art facilities such as Computer, Math and Science laboratories,

indoor sports rooms, amphitheatre, art blocks, and outdoor sports arena including Football, Basketball and Athletics.



VidyaGyan team at the CBSE National Athletics Meet 2019.



H.E. Freddy Svane, Danish Ambassador to India interacting with a VidyaGyan student during his visit to the school along with his wife.

## VidyaGyan Highlights

The Grade XII batch graduating from the VidyaGyan Leadership Academy in 2020 achieved stellar results in their board exams. A total of 162 students across the two campuses (in Bulandshahr & Sitapur) achieved a school average of 93.7%. 140 students (86.4%) from the batch scored an aggregate of more than 90%. 35 students also scored a perfect 100 in various subjects including English, Math, Economics, History, Political Science and others.

### Score (Percentage)

90 and above  
80- 89

### Number of Students

140  
22

192 students appeared for grade X CBSE exams in 2020, out of which 170 students (88.5%) secured more than 90%. 80 students scored a perfect 100 in various subjects.

### Score (Percentage)

90 and above  
80- 89

### Number of Students

170  
22

This year, VidyaGyan students have gained admission in top-ranking colleges in India and internationally on full scholarships. This year is particularly special as for the first time, a VidyaGyan student gained admission in an Ivy League college. Anurag Tiwari will be pursuing Economics at the Cornell University in the US. Students have also gained admission at esteemed Indian institutions including Ashoka University and Delhi University. Students have been shortlisted for the prestigious Kennedy Lugar Youth Exchange program in Montana, USA on 100% scholarship. Seven students received the prestigious Vahani Scholarship for further studies.

Several distinguished personalities visited VidyaGyan this year including the Danish ambassador to India HE Freddy Svane, Dr. Christian Hirst, Head, Political Section, the Australian High Commission, film stars Rahul Bose and Darsheel Safari and Maria Romero da Silva Nunes, a "Teach





VidyaGyan team stood third overall at Chickar International Fest.



Shikoh Zaidi, a class XII student of VidyaGyan, at 'Converge' - organized by Youth ki Awaaz. She was invited to speak about her work on menstrual hygiene.

For France” initiative scholar. From directors of US universities, corporate heads and professionals from across various fields to leaders from top Indian Foundations and senior (retd) officers from the Indian army, students had the benefit of listening to a wide variety of speakers.

The VidyaGyan students made their mark and excelled at various competitions at the district, state and national level. Some of these included, Arya Bhatta Math Challenge or Intellectual Property Talent Search Examination conducted by the ASSOCHAM, Unique Quiz Contest organized by IOC (Indian Oil Corporation), the Young Technology Scholars (YTS) Programme offered by Reimagining Higher Education Foundation and the Solar Ambassadors for the Nation, organized by MNRE (Ministry of New and Renewable Energy) and IIT Bombay.

From national level athletic meets to league football,

boys and girls have been bringing home laurels. VidyaGyan Students were selected to participate at state, district and national levels and won prizes in Athletics, Football and Volleyball. The VidyaGyan Boys’ 4 x 100 relay team won the Silver medal and broke the previous CBSE national meet record. Gunjan, a budding shooter won a Gold medal at the 1st Late Smt. Kiran Chopra Memorial Shooting Championship.

Several faculty development programs and workshops were conducted over the past one year. These included a workshop on Design Thinking by Prof. William Gaudelli, Dean - College of Education at Lehigh University, USA, sessions on mindfulness, team building and communication, workshops on “whistleblower policy and prevention of sexual harassment in the workplace” and a series of Bootcamps to encourage physical well-being of teachers and staff.



**SHIKSHA**  
SHIV NADAR FOUNDATION



## ERADICATING ILLITERACY

Shiksha Initiative envisions eradicating illiteracy from India by changing the way rural education mass intervention programs are implemented in India. It follows a three-pronged methodology of 'Teaching, Querying and Augmentation' to enhance the learning levels of children and improve knowledge retention. The curriculum of the Uttar Pradesh board primary

syllabus has been converted into an interactive animated learning exercise and is imparted to students through audio-video intervention. The learning imparted to students is tested through regular assessments. The students who are found to be lagging behind are selected for special classes imparting deeper learning. Shiksha+, the adult



literacy program of the Shiksha Initiative aims to educate the illiterate adults of rural India and sensitize them about the importance and significance of education.



Students in a Shiksha Classroom.



Shiksha class inside Jail premises.

## Shiksha Initiative Highlights

Shiksha Initiative signed a Memorandum of Understanding (MoU) with the Government of Uttar Pradesh acting through State Project Director- Sarva Shiksha Abhiyan and the Director Basic Education, Uttar Pradesh. The collaboration aims at the development and upliftment in education standards of government primary schools in identified districts of UP, operating under the Department of Basic Education, Government of UP.

Shiksha Initiative developed a unique school readiness program called UMANG which includes a training module of two hours with an easy handbook for trained Shiksha teachers. This handbook is supported by digital content, curated from various sources. Basic Education Department, Lucknow, UP launched the handbook in April 2019.

Shiksha Initiative joined hands with the State Resource Centre (SRC), Lucknow to improve the adult literacy rate in the State of UP. As a part of this initiative, Shiksha+ (the adult literacy program) is providing its content license, content management, training to volunteers, master trainers, technical support, and concurrent evaluation metrics to SRC, which will operate adult literacy centres at community resource centres (CSC) of identified gram panchayats.

In December 2019, Shiksha+ signed a Letter of Intent (LoI) with the Sitapur Jail and subsequently started operations in January 2020 after training the literate inmates to teach the illiterate ones.

Shiksha Initiative also started providing support in the SAKSHAR Gonda Project by providing Shiksha+ 'Digital Content' and training the volunteers.



Shiksha+ classroom, the adult literacy program of Shiksha initiative.



Signing of Shiksha Initiative MoU with State Govt. of Uttar Pradesh.

Shiksha Initiative undertook a tree plantation drive in six blocks of Sitapur including Kasmanda, Sidhauri, Machhrehtha, Biswan, Gondlamau and Khairabad. The team distributed saplings of various species in the schools and adult literacy centres in these blocks. Students and learners also took a pledge to contribute to the conservation of the environment in their daily lives.

Over the last one year, Shiksha Initiative was invited to participate in several events and seminars

organized by the Govt. of UP to showcase its innovative learning model as well as the success it has achieved. These included the National Education Seminar & CSR Conclave at Lucknow organized by Department of Basic Education and UP Diwas (a state-level event organized by the District Administration, Sitapur).



**SHIV NADAR SCHOOL**

Education for Life



## EDUCATION FOR LIFE

Rapid and relentless change, catalyzed by technology and innovation, is the defining feature of current times. Just as the environment of today was inconceivable a decade ago, the future that the children will grow into can hardly be foreseen. Preparing them for what would probably be a very different tomorrow means that they need to be

educated differently. This is the core philosophy that drives Shiv Nadar School, the K-12 urban education initiative of SNF. Developing a student-centric world of learning is the core endeavour of Shiv Nadar School. It aims to constantly motivate the children to realize their unique interests, talents and potential. The belief is that an academic environment suited to



Shiv Nadar School became Asia Runner-up at the Asia Regional Space Settlement Design Competition held by Atlantis in cooperation with Boeing and NASA.

discover a child's natural proclivities, helps him or her evolve into an individual who is well-poised to deal with the challenges of life and become a contributing citizen for the nation.



Shiv Nadar School team won the Robocup Nationals held in January 2020.

## Shiv Nadar School- Highlights

The second batch of Shiv Nadar School comprising 107 students appeared for their grade XII Board exams in 2020 with a school average of 86.7%. A total of 58 students (54%) scored an aggregate of above 90% while 14 students scored a perfect 100 across various subjects including English, Business Studies, Math, Physics and Entrepreneurship among others.

Score (Percentage)	Number of Students
90 and above	58
80- 89	36
70-79	13

155 students appeared for grade X CBSE exams in 2020, out of which 68 students (43.8%) secured more than 90%.

Score (Percentage)	Number of Students
90 and above	68
80- 89	50
Below 80	37

Shiv Nadar School-Noida has been certified as 'Green' in the Green School Program (GSP) Audit 2019-20. GSP is an environmental education program directed towards subtly sensitizing students to the environment through hands-on and thought-provoking activities. The School was also a recipient of the 'Jury Appreciation Award' at the inaugural edition of the Bandana Sen Library Awards. It was recognized for the learning, discovery and collaboration that its library space has to offer.

Over the past year, several distinguished speakers and visitors graced the halls of the School. These included inspirational personalities like Dr. Archana Sharma, Principal Scientist at CERN; Dr. Mick Storr, Scientist at ATLAS, CERN; Quinton Fortune, football star and former Manchester United F.C. player and ambassador, eminent journalist Zakka Jacob and Rajeew Makhni, Managing Editor, Technology, NDTV. Acclaimed artists like Shubha Mudgal, Ustad Shujaat Khan, Ustad Rashid Khan, Kaushiki Chakraborty, Purbayan Chatterjee etc.





Shafali Verma, a grade 11 student of Shiv Nadar School, selected for the Indian cricket team for the Women's T20 World Cup.



Shiv Nadar School Noida certified as 'Green' in the GSP Audit 2019-20.

performed at the School campuses in Noida, Gurugram and Faridabad.

Shiv Nadar School teachers were consistently recognized for their capabilities by various agencies and spoke at several conferences and discussion platforms. Mrs. Banerjee (Principal, Noida School) was selected as one of the six principals from India for the prestigious Women in School Leadership (WISL) Program for a bilateral exchange and blended model of onshore and offshore professional learning for female principals in Victoria and India. Mr. Sumit Mandhwani (Teaching Faculty – Global Politics, Economics & IBDP) was ranked 2nd in India for his Teaching Quotient in Senior Secondary School Economics by (CENTA) Teaching Professionals' Olympiad held in December 2019.

Shiv Nadar School students brought several laurels to the School. Teams from the School won the Nationals of the RoboCup Robotics Championship 2020, for the

second time in a row. Two student teams secured 2nd and 10th positions in the RoboCup Asia Pacific in Moscow. Students also became the Asia level runner-up in the Asia Regional Space Settlement Design Competition (ARSSDC). Shafali Verma from grade 11 was selected for the Indian Cricket Team for the Women's T20 World Cup and is the youngest ever cricketer to play in the World Cup Final. Child Prodigy Grade 3 student Tashna Aggarwal represented India at the Western Asian Chess Championship and secured Bronze and Gold Medal. Grade 11 student Shaily Upadhyay was selected for the 3rd NBA India Women's Camp and continues to earn accolades. Students also proved their mettle across various other sports including golf, shooting, tennis, gymnastics and swimming among others.



**SSN**



## PURSUING EXCELLENCE IN EDUCATION & RESEARCH

Established in 1996, SSN Institutions (SSN) is a premier centre of learning in India, with the mission of pursuing excellence in higher education and research. Located in Chennai, SSN offers a distinct combination of some of the finest graduate, undergraduate and research programs to its students. Accomplished faculty, world-class facilities and a residential campus set on sprawling 228 acres of sylvan surroundings have enabled SSN to be

regularly ranked among the leading engineering colleges in India. SSN has established affiliations with global universities such as Carnegie Mellon University (US), National Tsing Hua University (Taiwan), and Aichi Institute of Technology (Japan) to provide its students and faculty with opportunities to engage with the best minds from other cultures and nations.



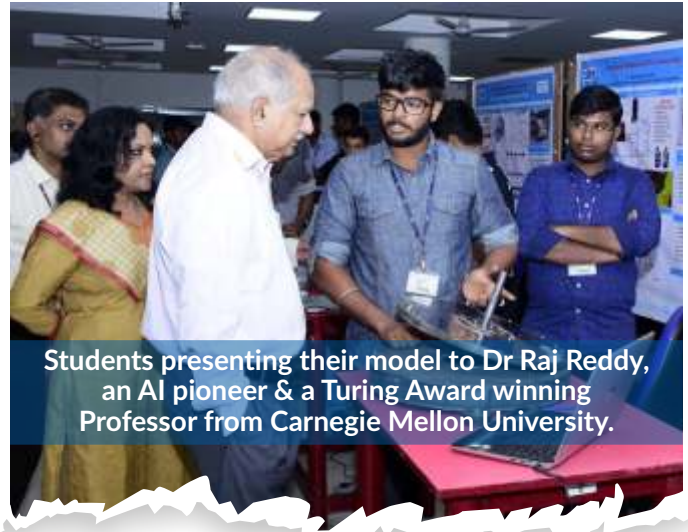
SSN Institutions won the ThinkEdu Award 2020 in the honourable presence of Shri Edappadi K. Palaniswami, Chief Minister of Tamil Nadu and Smt. Smriti Irani, Union Cabinet Minister for Textiles and Women & Child Development.

#### Schools at SSN Institutions

- SSN College of Engineering
- SSN School of Management
- SSN School of Advanced Software Engineering
- SSN School of Advanced Career Education
- SSN Research Centre
- SSN Incubation and Innovation Center



Scholarship distribution at SSN Institutions.



Students presenting their model to Dr Raj Reddy, an AI pioneer & a Turing Award winning Professor from Carnegie Mellon University.

## SSN Institutions- Highlights

This year, SSN gained many laurels. It was selected as Mentor Institute by the UGC, which means it will mentor other colleges for the National Assessment and Accreditation Council (NAAC) accreditation. It was also selected by the All India Council for Technical Education (AICTE) as the AICTE Research Centre to admit research scholars under National Doctoral Fellowship scheme.

In the India Rankings 2020 by the NIRF (National Institutional Ranking Framework) of the Ministry of Human Resource Development, SSN secured 83rd rank overall among all educational institutions in the country. It was also ranked 44th among all engineering institutions in the country.

The faculty of SSN published 514 papers in refereed journals in 2019. Together in the last three years, 1500 papers have been published by them, justifying the institution's position as a top institute in research. The prolific student body was not far behind. Students

published 285 papers in refereed journals and applied for 47 patents, out of which 10 patents were awarded.

SSN was the proud host of the first SSN Innovation Day which witnessed participation from representatives from over 60 leading organizations. More than 50 innovative student projects were showcased during the event and expressions of interest were received for many projects from the industry for collaboration and commercialization.

In the Smart India Hardware and Software Hackathons 2019, among 22000+ ideas from 5250 institutes, 14 winning teams were from SSN. Students also won at other national-level prestigious hackathons including first prize at the Tamil Nadu Police Hackathon jointly hosted by IIT M, 24-hour Coding Marathon by Ramco Systems, Cognizant Big Idea Challenge trophy 2019 and Inter Collegiate Hackathon 2020 by Infosys.



Vishnu A Sujeesh won the bronze medal at the J80 World Sailing Championship 2019, organized by Real Club Maritimo del Abra, Spain.



Alumni at the annual SSN Alumni meet, Tribute.

20% of the graduates of the 2019 batch secured admission at renowned international universities including Stanford University, Carnegie Mellon University, Purdue University, Cornell University, Arizona State University, among several others. Students received offers from leading organizations including Google, Microsoft, Adobe and more.

SSN Institutions distributed scholarships worth Rs 48.7mn (645,000 USD) to 569 students in the year 2019. The SSN scholarship scheme was launched in 1999 with an aim to ensure access to high quality education to all strata of society. This brings the total number of students benefitted by the scheme to close to 7900 students, and the amount disbursed by the institution under various categories like merit scholarships, sports scholarships, rural scholarships and PG scholarships to a grand total of Rs 718mn (~USD 9.5 Million).

In sports, SSN students soared high and brought home a total of 83 international, national, state level and Anna University level trophies. K.S. Murugappa Vishnu won a gold medal at the President Cup Nepal Junior International Badminton Series in mixed double event. A. Sujeesh won the bronze at the mixed category of J80 World Sailing Championship 2019, organized by Real Club Maritimo del Abra, Spain.



SHIV NADAR UNIVERSITY



## DEVELOPING THE LEADERS OF TOMMOROW

Shiv Nadar University is a comprehensive, multidisciplinary, research university offering the full range of academic programs at the undergraduate, graduate and doctoral levels. The University's approach towards undergraduate education is to expose students to an integrated multi-disciplinary curriculum. This enables the students to not only gain mastery in the subject of their choice but also makes them well-rounded professionals with a strong

foundation in areas as diverse as humanities and social sciences, natural sciences, technology and engineering studies, arts, communication and management. Nestled in a fully residential campus near Delhi-NCR, Shiv Nadar University lays equal emphasis on developing and inculcating leadership values, social responsibility and a deep commitment to serving the community among its students to create responsible professionals of tomorrow.



Shiv Nadar University hosted its first Alumni Meet in April 2019.

#### Schools at Shiv Nadar University:

- School of Engineering
- School of Management and Entrepreneurship
- School of Humanities and Social Sciences
- School of Natural Sciences
- School of Extended Education and Professional Development



Arun Sarin and Dr Isher Ahluwalia at the fifth Convocation ceremony of Shiv Nadar University.



Deepika Kannan, a doctoral student at the University, receiving the prestigious BIRAC-SRISTI: GYTI 2019 Award from Sri Venkaiah Naidu, Vice President of India in the presence of Dr Harsh Vardhan, Minister of Science and Technology, Minister of Health and Family Welfare and Minister of Earth Sciences.

## Shiv Nadar University- Highlights

As the University inches closer to completing its first decade, it has received several recognitions and accolades for the work it is doing to transform higher education in India. The most notable of these is being chosen as an **'Institution of Eminence'** by the Government of India. It is the youngest and one of the only eight private institutions/universities in the country acknowledged for being on an accelerated path to emerge as a world-class research-based, multi-disciplinary institution. The University has been accredited with 'A' Grade by the National Assessment and Accreditation Council (NAAC), valid for a period of five years from 26th November 2019.

Continuing the University's dedicated focus on research, the extramural research funding increased to Rs 281.5 million (~USD 3.7 Million). Research is proceeding at a galloping pace with 13 patents filed, 176 books and chapters; 850 journal articles; and 955 conference papers and presentations to date.

The researchers at Shiv Nadar University worked on research projects tackling issues of global importance. Some of these included discovering two strains of bacteria that have the potential to decompose polystyrene, a key component of single-use plastic items and developing a new anti-corrosive coating using rice husk which not only eliminates discolouration of the surface, physical damage or corrosion on a long-term basis, but also has the potential to offer an alternative to crop residue burning by farmers, a major cause for air pollution in northern India. Another group has developed a low-cost invisible security ink that may help in data storage and protection. A professor at the University is documenting and preserving over 300 folk songs from a village in Uttar Pradesh.

The University celebrated its fifth Convocation Ceremony on 18th May, 2019 and more than 580 graduating students, including 20 Ph.D.s received their degrees at the ceremony. (Sir) Arun Sarin KBE, former





CEO of Vodafone, and current board member of Cisco, Accenture and Charles Schwab & a Silicon Valley investor, and Dr. Isher Ahluwalia, Padma Bhushan, a distinguished economist, & Chairperson, Board of Governors, the Indian Council for Research on International Economic Relations (ICRIER), attended the Convocation as the Guests of Honour and addressed the gathering.

Shiv Nadar University hosted its first Alumni Meet on 5th-6th April, 2019; and welcomed over 150 alumni from across the country for a two-day trip down the memory lane.

Among several other noteworthy achievements, a student team of Shiv Nadar University, The Moonshot, won the Smart India Hackathon 2019 in the Hardware Category at IISER, Pune. The University-India Team won silver medal at the 2019 International Genetically Engineered Machine (iGEM) competition held in Boston, USA. Deepika Kannan, a doctoral student at Department of Life Sciences; and Nisha Yadav, doctoral

student at Department of Chemistry received the prestigious BIRAC-SRISTI: GYTI 2019 (Gandhian Young Technological Innovation) Award from Shri Venkaiah Naidu, Vice President of India.

Campus recruitments resulted in several leading companies hiring Shiv Nadar University students this year. These include Goldman Sachs, Dell, TCS, WNS, Cognizant, Daikin, Honda, HP, Ashok Leyland, and Schindler, etc. Many students opted for higher education and secured admission at some of the top universities in the world like New York University, Bocconi University, Technical University of Munich, TU Delft, among others.



KIRAN  
NADAR  
MUSEUM  
OF ART



## TAKING ART OF THE MASSES

Kiran Nadar Museum of Art is India's first private philanthropic art museum exhibiting modern and contemporary works from India and the subcontinent. Established in 2010, KNMA envisions instilling a deep appreciation and enjoyment of art, by making art visible and accessible to all strata of the society in a world-class museum. Over the last 10

years, KNMA has hosted visitors from all over the world including art patrons, foreign tourists, CXOs, school children and budding artists. Today, KNMA has more than 5000 carefully hand-picked masterpieces, accessible to the general public in two museum spaces in Saket and Noida, Delhi NCR. It has become the leading platform in India to



Art Gallery at India Pavilion at 58th Venice Biennale. KNMA with the Ministry of Culture, Govt. of India and CII presented the India Pavilion.

take art to the masses and generate sustainable dialogue, discussions and knowledge about Indian contemporary and modern art.



Glimpses of India Pavilion at Venice Biennale curated by KNMA.



A special exhibition celebrating the 10 years of KNMA.

## Kiran Nadar Museum of Art – Highlights

The Kiran Nadar Museum of Art (KNMA) celebrated 10 years with a special exhibition 'Narrating from the Museum archives and collection', which presented the Museum's digital archives of programs, performances and collection to the public with touch screens. To celebrate the past decade, KNMA also released a new publication in 'Institutional Memory Series' showcasing 70 plus mega-exhibitions conceptualized and organized by the Museum. The booklet highlights KNMA's multi-focal vision, its evolving mission, journeys undertaken and reflects on KNMA's archive and collection, gradually assembled over the course of 10 years of institution-building and exhibition-making.

KNMA with the Ministry of Culture and CII presented the India Pavilion at the 58th Venice Biennale, the world's largest art extravaganza, also known as the Art Olympics. The theme of the India Pavilion was '150 years of Mahatma Gandhi' and it revisited, through diverse art forms, the indelible memory of Mahatma Gandhi, his

philosophical ideas, and the many facets of Gandhi that continue to inspire, provoke and challenge the public, intellectuals and artists alike.

The Museum conceptualized and organized 20 exhibitions at its two branches in Saket and Noida, including seven major off-site institutional collaborations. These included a retrospective of Anupam Sud, organized in collaboration with DAG New York.

KNMA continued to enhance its engagement with young people and educational institutions. Students' visits to the museum, which included guided walkthroughs, workshops, story-telling sessions and conversation based exercises, were regularly organized. In 2019-20, the art exhibits were seen by nearly 50,000 students. The museum, both in Saket and Noida, had an enthusiastic attendance from the general public also with more than 80,000 people visiting the museum last year.



School students visiting KNMA as part of the museum's initiative to enhance engagement with young people.

As always, KNMA hosted a series of well-received talks and discussions to further the interaction between art and the public. Some of the prominent speakers and visitors were Deputy Chief Minister of New Delhi Manish Sisodia, Professor Emeritus Romila Thapar, Sir David Adjaye, and Dr. Ming Tiamp. A Musical Baithak

'Haman Hai Ishq Mastana' with Madan Gopal Singh, a collateral event of Haku Shah's exhibition on 8th January, 2020 and a special workshop on Itr-making with Imran Abbasi from Lucknow (part of exhibition 'Smell Assembly The Four Decades) were attended by several art lovers.



# LEADERSHIP PROFILES

# Shiv Nadar

Founder - HCL Group

Chief Strategy Officer - HCL Technologies

Founder and Chairman - Shiv Nadar Foundation

Shiv Nadar is the Founder of HCL Group, a \$9.9 billion global organization with over 150,000 professionals operating from 49 countries. He is also the Chief Strategy Officer of HCL Technologies, a group company and India's third largest IT services organization. Nadar is credited with being one of the pioneers of the computing and IT industry in India. Under his guidance HCL has continued to ride the waves of the changing IT landscape for over 40 years and remain at the forefront of every technological revolution since 1976. While HCL started off as a hardware organization, manufacturing the country's first indigenous computers and introducing them to the Indian consumer, it eventually evolved into a more comprehensive software services organization. HCL is in fact one of the few global IT companies founded in the 1970s that remains in existence to date.

Throughout his career, Nadar always acknowledged that successful institution building is dependent on forging result-oriented partnerships and creating new knowledge. He steered HCL to create several valuable joint ventures and alliances that aided the organization's emergence as a global technology enterprise. His pioneering spirit and belief in engineering and research shaped the course of the organization and is the reason that today HCL Technologies boasts one of the largest IT Engineering and R&D divisions in the world.

Nadar started his career as part of the elite DCM management trainee system. It was at DCM that he met the people with whom he later started HCL in a Delhi Barsati "akin to a garage startup" with a compelling vision that the microprocessor would change the world.

Nadar credits his success to the education and scholarships that he received during his early years. He has always maintained that access to quality education is the most potent tool of transformation and therefore, in 1994, he established the philanthropic - Shiv Nadar Foundation. The Foundation draws heavily on Nadar's experience of building a world-class organization like HCL. It endeavors to create institutions of transformational education that will continue to influence and nurture the country's youth for decades to come. To this effect, the Shiv Nadar Foundation has established six institutions covering the entire spectrum of education, which aim to address the issue of quality in education, create lasting partnerships and have a strong research orientation.

As of 2019, Nadar has invested over US\$ 800 million through the Foundation, impacting over 30,000 students directly. However, the Foundation's ultimate aim is to nurture the next generation of leaders in the ideologies of symbiotic growth so that each of them may in turn aspire to affect a small change, creating a large multiplier effect. The impact of the Shiv Nadar Foundation institutions is today reflected in the aspirations of meritorious students who started their journeys from humble, geographically, remote backgrounds but are today pursuing their dreams in India as well as other countries.

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 2008.

Nadar is married to Kiran, an Asian Games medalist and internationally renowned bridge player. She is also one of the largest Indian Art collectors in the world.





## Kiran Nadar

Chairperson, Kiran Nadar Museum of Art  
Trustee, Shiv Nadar Foundation

Kiran Nadar is the Chairperson of the Kiran Nadar Museum of Art and a Trustee of the Shiv Nadar Foundation. She is a patron of modern and contemporary Indian art and gave India its first philanthropic private art museum in 2010 – the Kiran Nadar Museum of Art (KNMA). Her continuously expanding, diverse art collection today comprises over 5000 artworks representative of all major phases of modern and contemporary Indian art, showcased at the two KNMA spaces with a combined display area of ~50,000 sq. ft. Kiran has not only established KNMA as an exhibition platform for new art forms, ensuring art's accessibility to people, but under her guidance KNMA also drives aggressive outreach programs to nurture a museum-going culture among Indian youth. Kiran is also passionate about Bridge and is an acclaimed international-level Bridge player. She is one of the top Indian players of competitive Bridge and has won several laurels as a member of the "Formidables" team. She led her team to victory at the Commonwealth Nations Bridge Championships 2018, bringing gold to India after 12 years. She is the driving

force behind the HCL International Bridge Championship, which has been in existence for 17 years now. Kiran is married to Shiv Nadar, Founder & Chairman, HCL & the Shiv Nadar Foundation, and shares her husband's deep commitment towards philanthropy. She has been instrumental in helping set up the Shiv Nadar Foundation which has invested close to Rs. 56,000 Mn to create institutions of transformational education, nurturing India's next-generation of leaders.

Kiran has served as the jury chairperson of The Škoda Prize for Indian contemporary art and is a President of the Rasaja Foundation, an educational, scientific and cultural institution. She is member of Moma International Council & India Vogue Art Advisory Panel and the Co-chairperson of CII Art Advisory. Kiran was voted one of the 100 most influential people in the contemporary art world on the most established ranking in contemporary art, compiled by the UK-based Art Review and was awarded 'Collector of the Year 2018" by India Today Art Awards.





## Roshni Nadar Malhotra

Executive Director & CEO, HCL Corporation  
Chairperson, HCL Technologies  
Trustee, Shiv Nadar Foundation  
Founder & Trustee, The Habitats Trust

Roshni Nadar Malhotra is the CEO and Executive Director of \$9.9 billion HCL Corporation and is responsible for providing strategic guidance to the organization. She is also the Chairperson on the Board of HCL Technologies, a leading global technology organization with a market capitalization of \$20.5 billion, and the Chairperson of its CSR Committee.

Roshni is a Trustee of the Shiv Nadar Foundation, which is committed to the process of nation building by driving transformational leadership through education. As the Chairperson and driving force behind VidyaGyan, a leadership academy for the economically underprivileged, meritorious, rural students of Uttar Pradesh, Roshni has been working towards nurturing future leaders from rural India who can act as catalysts of change for their communities, villages and the nation at large

Passionate about wildlife and conservation, Roshni established The Habitats Trust in 2018. The Foundation aims to work towards protecting India's natural habitats and its indigenous species with the core mission of creating and conserving sustainable

ecosystems through strategic partnerships and collaborations with all stakeholders, at every level.

In recognition of her outstanding work both in business and in philanthropy, Roshni has received several honours and accolades. Some of these include being featured in 'The World's 100 Most Powerful Women' list compiled and released by Forbes, in 2017, 2018 and 2019, consecutively. She was conferred with Lewis Institute Community Changemaker Award by Babson College in 2017 and was recognized by Horasis, an internationally renowned think tank, as the 'Indian Business Leader of the Year 2019'. Roshni is also an alumnus of the Forum of Young Global Leaders (YGL, 2014-19), a unique and diverse community of the world's most outstanding, next-generation leaders, an initiative of the World Economic Forum.

Roshni is married to Shikhar Malhotra and they have two sons.



## Shikhar Malhotra

Executive Director, HCL Corporation  
Vice Chairman & CEO, HCL Healthcare  
Trustee, Shiv Nadar Foundation  
Pro Chancellor, Shiv Nadar University  
Trustee, The Habitats Trust

Shikhar Malhotra is the Executive Director and Board Member of HCL Corporation, the holdco for HCL's operating companies. HCL has a distinguished lineage as one of India's original technology garage start-ups, founded by Shiv Nadar. He is also on the board of HCL Technologies, a \$9.9 Billion global technology firm with over 150,000 professionals operating from 49 countries.

Shikhar serves as the Vice Chairman & CEO of HCL Healthcare, one of India's largest corporate health solutions firms, providing end-to-end healthcare solutions with a vision to make corporate India a healthier place. Today, HCL Healthcare is delivering personalized, sustainable and managed care health solutions to organizations across sectors including technology and banking. It has eight world-class corporate health centers across the country serving over 70,000 families.

As a Trustee, Shikhar plays multiple roles at the Shiv Nadar Foundation including shaping its vision of nation building through transformational leadership. Shikhar is the founding CEO of Shiv Nadar Schools (established in 2012), having led them to become one of the most coveted schools in the National Capital Region of Delhi, and consistently recognized among the top schools in the country. The Shiv Nadar

Schools are known to push the benchmarks in education to impart critical life lessons and making students future ready for a complex global environment.

In September 2018, Shikhar took over the role of the Pro Chancellor of Shiv Nadar University, India's youngest university chosen as an Institution of Eminence by the Government of India. Today, SNU is one of the only eight private universities in the country acknowledged for being on an accelerated path to emerge as a world-class research-based, multidisciplinary institution.

Passionate about wildlife and conservation, Shikhar co-founded The Habitats Trust in 2018 with his wife Roshni Nadar Malhotra. The Trust is empowering on-ground conservationists to achieve its vision of securing India's natural habitats and their indigenous species.

Shikhar comes from an entrepreneurial family, raised in Kuwait. His early lessons as an entrepreneur were learnt at his family business and were later sharpened at Babson College in the US, with a specialization in entrepreneurship.

Shikhar is passionate about sports and football in particular. He is married to Roshni Nadar Malhotra and they have two sons.



## Atul Gupta

Former Chief Secretary,  
Government of Uttar Pradesh  
Member, Board of Management,  
VidyaGyan

Atul Gupta had served as the Chief Secretary to the Government of Uttar Pradesh from May, 2008 till superannuation on 31st March 2011. As head of the state administration he was instrumental in several policy, legal and procedural innovations bringing about a paradigm shift in the role of the private sector in State's development and governance.

After superannuation, he chaired the 4th State Finance Commission of Uttar Pradesh, a Commission set up under the Constitution of India, from Dec 2011 to Dec 2014, which made several path breaking recommendations to make local bodies vibrant entities. Recently he chaired a committee set up by the Government of U.P. to recommend a policy framework for HR reforms in the Urban Municipal Administration.

He is married to Usha Gupta who was an officer of Indian Revenue Service (Income Tax).



## Gowri Ishwaran

Former CEO, The Global Education & Leadership Foundation (tGELF)  
Former Principal, Sanskriti School  
Member, Board of Management,  
VidyaGyan

Recipient of the coveted Padma shri Award from the Govt. of India in 2004, Gowri Ishwaran is an innovative educationist with over 30 years of experience in leading schools of India. With a very clear vision of the type of educational experience and nurturing that children deserve, she has brought a paradigm shift in how education needs to be imparted to young children. She has been the Founder Principal of Sanskriti School, New Delhi, which has become a leading school in India in a short span.

She is currently the Vice Chairman of The Global Education and Leadership Foundation, where the mission is to mentor and nurture young people to evolve into ethical leaders of tomorrow, and be the change makers that the world so desperately needs. She also works closely with the Shiv Nadar Foundation.



## Bishwajit Banerjee

Principal,  
VidyaGyan, Bulandshahr

A postgraduate in Physics, Bishwajit Banerjee 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.

He joined the Shiv Nadar Foundation in 2008 and is the founding Principal of the first VidyaGyan Leadership Academy in Bulandshahr.

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.



## Nutan Singh

Principal,  
VidyaGyan, Sitapur

Mrs. Nutan Singh has over 28+ years of teaching and administrative experience in reputed residential and non-residential schools in India covering ICSE, CBSE and IGCSE curriculum.

In addition to her proven teaching abilities, her core competencies include communication skills, creative thinking and administrative capabilities.

Her teaching career started in City Montessori School, Lucknow as a Senior English Teacher. Before joining VidyaGyan, Sitapur in 2013 as Vice Principal she was with Birla Education Trust, Pilani working in CBSE and IGCSE affiliated, fully residential schools in various

capacities as an English HOD, House Mother, Administrative Officer and Headmistress where her key activities included establishing processes and systems for gearing up the children to meet international standards, pastoral care, Estate Supervision, Mess and Accounts. She was also the Secretary of the Birla Academic Council, Birla Education Trust. As Round Square Co-ordinator, she was actively engaged in conducting the South East Asia Sr. Round Conference wherein various women oriented programmes were taken up in nearby rural region of Bhorugram.



## S.K. Maheshwari

Project Director &  
Chief Admission Officer,  
VidyaGyan

SK Maheshwari retired from Public Service as Regulatory, Social Welfare and Developmental Civil Servant after a distinguished career spanning 34 years of service. After various stints as Sub Divisional Magistrate, Additional District Magistrate and Chief Development Officer in different districts of Uttar Pradesh in addition to being District Magistrate of Champawat, Uttar Kashi and Haridwar in the state of Uttarakhand. SK Maheshwari was awarded the international license for "Training of Trainers" by Thames Valley University, London in 1992. He was appointed Joint Director (Training) in the prestigious U.P. Academy of Administration, Nainital. 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 elevation to the posts of Secretary, School Education and Director, School Education to the Government of Uttarakhand.

He has been associated with VidyaGyan Leadership Academy for more than Twelve years. Mr. Maheshwari has been instrumental in creating VidyaGyan admission selection process which in magnitude and scale is the largest admission process at school level in the country encompassing public and private partnership. Mr. Maheshwari has played a pivotal role in Digitization of examination format. Through fruitful interactions with State administration and educational institutions, Mr. Maheshwari has successfully nurtured a spirit of healthy competition amongst rural talented students competing for admission in coveted VidyaGyan schools.



## Col. (Retd.) Gopal Karunakaran

Chief Executive Officer,  
Shiv Nadar School  
President, Shiv Nadar University

Col. Gopal Karunakaran is the CEO of Shiv Nadar School and the President of Shiv Nadar University. His belief in education being 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 has helped him gain important perspectives on the key drivers of the education sector in India. He has been a member of the National Committee of Education of the Confederation of Indian Industries since 2008 and was also a part of the team which formulated draft proposals to the Government on the Right to Education Act.

A graduate of the National Defence Academy, Col. Karunakaran spent thirty years in the Indian Army – ten of which were in the insurgency region of Kashmir, including the Siachen Glacier. While with the Army, he was chosen for the United Nations Mission in Kuwait in a multilateral and multicultural environment.

He is an M.Phil. and an M.A. from the University of Madras, and began his civilian journey in the Education space in 2008 as Vice-President, Indus World Schools of the Career Launcher Group, where he headed the group's K-12 school expansion drive. He joined Shiv Nadar School as Director in 2011 and played a pivotal role in laying down a firm foundation for the institution

Along with an obsessive compulsion to read and write, he is a prolific public speaker. Fanatical about sport, he still wistfully believes he can play competitively at 60.





## Rupamanjari Ghosh

Vice-Chancellor,  
Shiv Nadar University

Professor Rupamanjari Ghosh is a researcher, teacher, orator and an academic administrator par excellence. Professor Ghosh has B.Sc.(Physics honors) and M.Sc.(Physics) degrees from the University of Calcutta, and a very well-recognized Ph.D. from the University of Rochester, NY, where she worked as a Rush Rhees Fellow, chosen for "outstanding scholarly ability and the promise of exceptional contributions to scholarship and teaching." Her research interests are in Experimental and Theoretical Quantum Optics, Laser Physics, Nonlinear Optics, and Quantum Information. Her pioneering work with Prof. L. Mandel on two-photon interference (using the nonlinear optical process of spontaneous parametric down-conversion) has yielded a new direction in quantum optics and quantum information, in the creation and use of a source of entangled photon pairs, and of single photons, at the forefront of research today.

Professor Ghosh is a former Dean, School of Physical Sciences at Jawaharlal Nehru University-New Delhi, where she held many other important academic and administrative positions. She has held several Visiting Faculty / Scientist positions on foreign invitations, and delivered numerous invited research seminars in India and abroad. Recipient of the Stree Shakti Science Samman for her "original contribution to Science", she serves as an expert in crucial DST (Government of

India) committees in Physical Sciences, and in many Central and State universities and institutes. She has also served as the Chief Advisor for the National

Council of Educational Research and Training (NCERT) Science textbooks for Classes IX and X, developed afresh under the National Curriculum Framework-2005. Professor Ghosh received the DAE (Department of Atomic Energy, Government of India) CV Raman Lecture award (in Physics) in 2018-19. She Co-Chairs the FICCI Higher Education Committee. She is currently a member of the Council of the Inter-University Centre for Astronomy & Astrophysics (IUCAA), Pune.

Besides her contribution to science, research and training from the university to the school level, she is also well known for her stand and efforts to bring in gender justice and environment consciousness in the higher education system.

She joined the Shiv Nadar University in 2012 as the Founding Director of the School of Natural Sciences, with a glowing reference from a Nobel Laureate, and she shaped the vision and mission of the School, which has started drawing attention of the world community in this very short period of time. She also took charge as the Dean of Research & Graduate Studies, the Head of the Faculty Development Center, and later, as the Director of the School of Engineering. She has taken over as the Vice-Chancellor of Shiv Nadar University from 1 February 2016. The University has recently been chosen as one of the select ten private "Institutions of Eminence (IoE)" by the Government of India.



## Ajay Dandekar

Director of the School of Humanities and Social Sciences (SHSS) and Center for Public Affairs and Critical Theory (C-PACT), Shiv Nadar University

Ajay Dandekar did his Ph.D. from Centre for Historical Studies, Jawaharlal Nehru University-Delhi in early nineties. Prior to joining Shiv Nadar University, he has worked as Professor at Central University of Gujarat, Gandhinagar from 2008-2013 (on lien from Institute of Rural Management Anand), Associate Professor at the Institute of Rural Management Anand from 2008 to January 2011, Visiting Faculty at Dhirubhai Ambani Institute of Information and Communication Technology, Gandhinagar from 2006 to 2007, Professor and Rural Development at Tata Institute of Social Sciences, Tuljapur from 2003-2005, along with stints at St. Xavier's College, Mumbai. He is a visiting faculty member at the National Institute of Design, Ahmedabad.

He has worked on the issue of Denotified and Nomadic Communities, and Pastoral Nomadic groups. He has done work on the agrarian crisis and farmers suicides. His recent works are in the realm of rights and governance issues in Schedule Five areas as well as in the issues of resources and conflict as well as issues of developmental trajectories. He has published widely in the arena of policy issues pertaining to Denotified and Nomadic Communities, Agrarian Crisis as well as on the issues of Tribal Areas and Governance.



## **Bibek Banerjee**

Senior Dean and Head of Strategic Initiatives  
Director, School of Management and  
Entrepreneurship (SoME),  
Shiv Nadar University

Bibek Banerjee is a widely acclaimed academician, who joined the University as the Senior Dean and Head of Strategic Initiatives; and the Director of School of Management and Entrepreneurship (SoME) in May, 2020. He, along with the leadership team, is steering strategic initiatives at Shiv Nadar University as an outstanding research-driven, multidisciplinary institution. Dr. Banerjee is also host to a world-class management school. Bibek holds Ph.D. and M.S. degrees from Purdue University, USA; and is a former Professor of Marketing and Economics, at IIM Ahmedabad. He has held visiting professor positions in several international universities, and has earlier been Director and Academic Mentor of the Institute of Management Technology (IMT) Group. Throughout his

career Bibek has worked closely with the industry, and has taught senior executives all around the world. He led the IIMA-Duke Corporate Education collaboration as its Managing Director, and over his distinguished career has successfully incubated companies in education and technology.



## Sandeep Sen

Director of School of Engineering &  
Professor, Computer Science  
and Engineering,  
Shiv Nadar University

Sandeep Sen is a well-known computer scientist and has joined Shiv Nadar University recently as Director of School of Engineering & Professor, Computer Science and Engineering, post a broad range of leadership roles in academia and experience in Industry laboratories. He holds a Ph.D. from Duke University, an M.S. in Computer Engineering from University of California, Santa Barbara and a BTech. in CSE from IIT-K. He has earlier held Chair Professor positions at IIT-D and is a fellow of the Indian Academy of Sciences and the Indian National Science Academy. Sandeep's research interest is in the areas of Algorithms and Theoretical Computer Science and several of his algorithms are among the best known in the literature for the corresponding problems.



## Suneet Tuli

Director of Research &  
Faculty Affairs,  
Shiv Nadar University

With an experience of over 34 years in the education industry, Suneet is a respected and distinguished academician and administrator. He recently joined the University as the Director of Research & Faculty Affairs, and works towards promoting inter and multidisciplinary research at the University, and manages externally-funded research, within the framework of the University's mission and strategic direction. Suneet is a Ph.D. in Electronics from IIT-D, where he was also a faculty for close to three decades. He is a widely regarded teacher and has been a visiting researcher in UK and France. His research areas include thermal-acoustic-electrical-optical interactions, non-destructive characterization – active and passive thermography, and surface acoustic wave devices and electronic systems.



## Shashi Banerjee

Principal,  
Shiv Nadar School, Noida

Banerjee has explored curriculum and pedagogy across three continents through educational exchange programmes with the United Kingdom, Norway, Australia, France, USA and Singapore. In her career span of more than three decades, she has developed teaching-learning material for learners across different age groups; scripted, directed and presented musicals for children with diverse abilities. She writes and speaks on holistic education regularly. She has been involved in conducting training workshops for teachers of the Jawahar Navodaya Vidyalayas across India, in the area of 'assessments and reportage'. As a

resource person for professional development programmes for educators across Central Board of Secondary Education Schools, she conducts workshops on Life Skills. She is an elected member of the Governing Body of Alliance Francaise de Delhi.

A postgraduate in Education, English and Sanskrit, she holds a Master's degree in Indian Classical Music and Dance. A practitioner of yoga and meditation, she enables and encourages the practice of 'mindfulness' in education.



## Monica Sagar

Principal,  
Shiv Nadar School, Gurugram

Having accidentally got into education in 1995 at the Springdales School-Dhaura Kuan, Mrs. Monica Sagar knew after the first week that it was for keeps! It was the discovery of a hidden passion to kindle the fire of learning in a student. She joined the Shiv Nadar School Gurugram campus after a 16-year long stint at the Shri Ram School Mousari Campus which ended as a Vice Principal.

She believes that Kaizen should be practiced by leaders and they should be lifelong learners themselves if they want their students and teams to be change makers. She characterises her leadership style in the last few years as 'enabling', 'participatory' and 'decentralised'. Whilst she does not shirk from

tough conversations she is equally comfortable with speaking about her own vulnerabilities and encourages the same in her team through shared circle-times.

In the last six years as Principal of the Shiv Nadar School Gurugram, she has led her team with passion and a principled approach and has seen the leap of faith each team member has taken with her to create a lasting legacy. The principles critical to her are Creating a Secular, Patriotic and Inclusive environment; Commitment to Excellence; Responsibility and Sense of Purpose; Integrity; Transparency and Openness; Compassion and Empathy; Lifelong Learning as well as Creating a Progressive Cultural Identity.



## Anju Wal

Principal,  
Shiv Nadar School, Faridabad

Anju Wal, the founding Principal of Shiv Nadar School Faridabad, is an educator of 27 years standing. A passionate teacher, she started her career in Study Hall School-Lucknow, where she spent 10 years as a founding teacher, touching a wide spectrum of grades from KG to grade XI. She introduced innovative pedagogy for teaching of English. She later moved to City Montessori School, Department of English, teaching grades XI and XII.

In 2006, she became the Principal of Riverside School, where she worked for four years. In her last assignment, she was the Principal of a reputed educational institution, the Jaipuria School-Lucknow, for five years, 2010-15. The Board results and SAT

scores went up appreciably in her tenure and some of her students' attained 100% scholarship to Harvard for under graduate studies and other universities abroad.

Anju Wal studied at Mater Dei School-Delhi. A postgraduate in English Literature, she studied at Lady Shri Ram College-Delhi and dabbled in theatre, debating, and writing. She plunged into advertising and journalism right after college and worked in different cities with Business India Magazine, before finding her calling in education. Her intrinsic love for children is the pivotal reason for her continued engagement in school.





## Raymond Fernandes

Director of Education,  
Shiv Nadar School

Mr. Raymond Fernandes is the Director of Education at Shiv Nadar School. A firm believer that the singular purpose of education is to make better human beings of us all, he has always placed honesty, integrity and empathy at the pinnacle of values to be imbibed in order to bring about a progressive change in the world.

Prior to joining Shiv Nadar School, Mr Fernandes served as Deputy Vice President and Academic Head at Euro School International, Mumbai, for all their 10 schools across India. He has also been the Vice-Principal at JBCN International School, Mumbai and has worked at EcoleMondiale World School, Mumbai, in various leadership roles. He began his career as a teacher in Champion School, Mumbai.

A graduate in Chemistry from St Xavier's College, Mumbai, Raymond did his Bachelor's in Education (Mathematics & Science) from the same institute. He earned his Master's in Education from Institute of Chartered Financial Analysts of India, Hyderabad and Master of Arts in Education from BATH University, U.K.

Raymond's defining values are personal integrity, mutual respect and tolerance. His hobbies include an interesting mix of activities, ranging from reading to listening to music to dabbling in sketching. He also enjoys his adventures in the kitchen, when time permits.



## R. Srinivasan

Chairman, SSN  
Chancellor, Shiv Nadar University South

R. Srinivasan is the Chairman of SSN Institutions and plays a key role in managing the SSN Institutions. He is the Co-Founder of Redington (India) Limited, USD 6.7 billion Technology Products Supply Chain Solution Company operating in India, Middle East, Africa & Turkey. The Company is listed in the National Stock Exchange in India. Prior to starting Redington in Singapore, he spent three years in Indonesia with a leading Textile Company in the years 1978 to 1981. Srinivasan's experience also includes a number of years with Readers Digest and The Coco-Cola Corporation in India. Srinivasan holds an Electrical

Engineering Degree from Madras University in India and an MBA degree from the Indian Institute of Management, Ahmedabad.

He sits on the Boards of HCL Technologies Limited & Easyaccess Financial Services Limited (a Non-Banking Finance Company in India).

He is a Vice President of Music Academy, Chennai and Member of Management Committee of Vidya Mandir Sr. Secondary School-Chennai.



## Kala Vijayakumar

President, SSN  
Pro-Chancellor, Shiv Nadar University South

Kala plays a key role in managing the SSN Institutions (SSN). She has made SSN an institution of international repute, with a focus on cutting-edge research. She has been instrumental in encouraging the holistic development of the students of SSN. With a keen interest in inclusive education, she has played a pivotal role in setting up a special scholarship scheme at SSN for the benefit of underprivileged students from rural government schools. The Tamil Nadu government has nominated her as a Member of the

Apex Curriculum Development Committee for the State Board. Kala has established a unique collaboration between Carnegie Mellon University-USA, a global top 10 engineering institution, and the SSN Institutions.

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 blend of entrepreneurial, professional and academic management experience.



## V.E. Annamalai

Principal,  
SSN College of Engineering

Dr. V.E. Annamalai, is a Ph.D. in cutting tools from IIT Madras, with a background in Mechanical Engineering. His total experience spans thirty two years – sixteen years in industry and sixteen years in teaching. He has around 55 international journal publications, 30 conference presentations and 8 patents to his credit. He established the Industry Institute Partnership Cell at SSN College of Engineering (SSN CE), sponsored by AICTE.

Prior to joining academics, Dr. V.E. Annamalai was Vice President Technology at Carborundum Universal Ltd, Thiruvottiyur, a unit of Murugappa Group. During his sixteen years as Head of R&D in industry, he handled product development and process management. During this period, he practiced TRIZ (Innovative Problem Solving).

As part of technology transfer assignments, he has travelled to countries like USA, UK, China, Russia, South Africa and Singapore.

He was the Chairman of Abrasives Sectional Committee of the Bureau of Indian Standards, for two terms. He has also been on the Syllabus Committee of Anna University, Anna University of Technology and Annamalai University. He has been with the Department of Mechanical Engineering at SSN CE since 2009, heading it since 2010.

Currently Dr. V.E. Annamalai is

A member of the Manufacturing Panel of CII Chennai Region, for the past four years.

A Corporate Trainer on Creativity, Innovation and TRIZ, Product development etc.

A Certified Trainer on Corporate Social Responsibility (certified by Indian Institute of Corporate Affairs, MHRD)



## Shashikant Albal

Director, SSN School of Advanced Software Engineering & SSN School of Advanced Career Education

Shashikant Albal obtained his Master of Engineering from the University of Bombay and Ph.D. from IIT-B in the field of Computer Aided Design using finite element technique. Prior to SSN, he 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 20 years where he handled responsibilities of training, technology and software project management. He is the director of SSN SASE from its inception (Nov 2001) and the director of SSN SACE since its inception in 2014. He teaches a number of subjects including Managing Software

Development, Software Process Definition, Software Measurement, and Personal Software Process. At present he is also focusing 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. In March 2015, Dr. Albal received award from CMU on behalf of SSN for longest International partnership.



## B. Srinivasan

Professor & Director,  
SSN School of Management

B. Srinivasan, Professor & Director, SSN School of Management has over three decades of experience in the Indian industry and over 11 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 an 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, International Business Management 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 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, 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 got 72 projects from various funding agencies with the total budget of Rs. 15.70 crore. 83 research scholars have completed Ph.D. under his guidance and 8 research scholars are currently working. More than 500 research scholars have so far taken Ph.D. research through Prof. P. Ramasamy and his earlier students. He has published 875 papers in International Peer Reviewed Journals and presented more than 1500 papers in International/National Conferences/Workshops/Seminars.



## **Robin Sarkar**

**Project Director,  
Shiksha Initiative**

Robin has been associated with the Shiv Nadar Foundation for over 13 years. He has been an integral part of Shiksha Initiative from the conceptualization stage and has successfully led it from the initial pilot stage to the current hyper-scaling stage. He has been involved with all Shiv Nadar Foundation institutions and initiatives providing him a unique and deep understanding of the Foundation's philosophy, which he has channeled towards developing the Shiksha Initiative. His innovative ideas coupled with strong focus on execution have helped Shiksha expand and achieve desired results within a short period of time. Robin graduated with Honors in Physics and has an MBA in advertising. He has worked in advertising and branding roles with HCL and advertising agencies.





## Roobina Karode

Director & Chief-Curator,  
KNMA

Roobina Karode is the Director and Chief Curator of the Kiran Nadar Museum of Art (KNMA). Since KNMA opened its doors in 2010, Roobina has been steering the activities of the museum, working to make it a people-friendly place with a sustained and expansive viewership. She has curated more than twenty-five landmark exhibitions at the museum that include retrospectives of artists such as Nasreen Mohamedi, Jeram Patel, Himmat Shah, Rameshwar Broota, Nalini Malani, Vivan Sundaram and Arpita Singh, as well as thematic exhibitions such as 'Is it what you think?' 'Ruminations on Time, Memory and History', 'Constructs|Constructions, Stretched Terrains, Working Spaces and Delirium-Equilibrium.' She has been the curator to exhibitions on Indian artists at the Reina Sofia Museum in Madrid, Musee Guimet in Paris, and co-curated at the Met Breuer in New York. Roobina is the recipient of 'Curator of the Year 2016' Award by India Today Art Awards, and a part of the Advisory Council of Vancouver Art Gallery. Roobina was also a part of the Center for Curatorial Leadership organized by the Museum of Modern Art (MoMA), New York. She has represented KNMA at major

international conferences and platforms, including Dhaka Art Summit, Art Basel, Hong Kong and Dubai Art Fair, among many others. Her focus in the coming years at KNMA is to generate ways of bringing art, education, and people together through forms of sustained engagement.

Roobina has a double Master's degree, one in Fine Arts (Art History) and the other in Education. Roobina has taught modern Western and Indian Art History for over two decades at various universities/institutions including College of Art, the National Museum Institute, Jamia Millia Islamia University and the School of Art and Aesthetics at the Jawaharlal Nehru University in New Delhi. She was awarded a Fulbright Fellowship in 2000 and a Ford Foundation Teaching Fellowship in 2006. An educator, art critic and curator, she envisions immense potential for evolving a distinct model for KNMA, the first private museum initiative for Modern & Contemporary Art in India. Roobina was recently invited to curate the India Pavilion at the Venice Biennale.

# KEY GOVERNING BODIES

## Shiv Nadar Foundation Trustees

Mr. Shiv Nadar, Managing Trustee (Founder & Chairman, HCL)

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Ms. Kiran Nadar, Trustee (Chairperson, Kiran Nadar Museum of Art)

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Ms. Roshni Nadar Malhotra, Trustee (Whole-time Director & CEO, HCL Corporation; Trustee, The Habitats Trust)

---

Mr. Shikhar Malhotra, Trustee (Vice-Chairman, HCL Healthcare; Executive Director, HCL Corporation)

## Board of Management – VidyaGyan

Ms. Roshni Nadar Malhotra, Chairperson (Whole-time Director & CEO, HCL Corporation, and Trustee, Shiv Nadar Foundation & The Habitats Trust)

---

Mr. Shikhar Malhotra, Member (Vice-Chairman, HCL Healthcare; Executive Director, HCL Corporation; Trustee, Shiv Nadar Foundation)

---

Ms. Gowri Ishwaran, Member (Former CEO, The Global Education & Leadership Foundation (tGELF); Former Principal, Sanskriti School and renowned educationist)

---

Ms. Kiran Nadar, Member (Trustee, Shiv Nadar Foundation; Chairperson, Kiran Nadar Museum of Art)

---

Mr. Atul Gupta, Member (Former Chief Secretary, UP)

---

Mr. Surendre Maheshwari, Member Secretary (IAS, Retd.)

# KEY GOVERNING BODIES

## Advisory Board Members – Shiv Nadar School

Ms. Gowri Ishwaran (Former CEO, The Global Education & Leadership Foundation (tGELF) and former Principal, Sanskriti School)

---

Ms. Geeta Chandran (Padmashri and celebrated Bharatnatyam artist)

---

Mr. Jonathan Anthony Mason (Former Headmaster, Doon School)

---

Dr. Meenakshi Gopinath (Former Principal, Lady Shri Ram College, University of Delhi)

## Board of Management – SSN Institutions

Mr. R. Srinivasan, Chairman (Founder, Redington Ltd and Global Management & Business Leader)

---

Ms. Roshni Nadar Malhotra, Member (Executive Director & CEO, HCL Corporation; Trustee, Shiv Nadar Foundation; Trustee, The Habitats Trust)

---

Mr. T. S. Krishnamurthy, Member (Former Chief Election Commissioner, Government of India)

---

Dr. M. S. Ananth, Member (Former Director, IIT Madras)

---

Mr. SriramRajagopal, Member (Founder & CEO, DiamondPick Pvt. Ltd.)

---

Mr. Subbiah Nagarajan, Member, (Senior Adviser, Daimler India Commercial Vehicle)

---

Mr. P. Siva Prasad, Member (Advocate, High Court, Chennai)

---

Ms. Kala Vijayakumar, Member & Ex-Officio Secretary (President, SSN Institutions)

# KEY GOVERNING BODIES

## Research Advisory Council - SSN Institutions

Mr. Shiv Nadar, Chairman (Founder & Chairman, HCL; Managing Trustee, Shiv Nadar Foundation)

Dr. Raj Reddy, Member (MozaBint Nasser University Professor, Carnegie Mellon University)

Dr. R Natarajan, Member (Former Chairman, AICTE)

Dr. N Balakrishnan, Member (Former Associate Director, Indian Institute of Science)

Dr. Damodar Acharya, Member (Former Director, IIT Kharagpur)

Ms. Kala Vijayakumar, Member (President, SSN Institutions)

Dr. V.A, Annamalai, Member (Principal, SSN CE)

Dr. P. Ramasamy, Member Secretary (Dean, Research, SSN Institutions)

Dr. Kota Harinarayana, Member (Former Vice-Chancellor, University of Hyderabad)

## Shiv Nadar University (SNU) - Executive Council

Mr. Shiv Nadar, Chairman, (Chancellor, Shiv Nadar University; Founder & Chairman, HCL; Managing Trustee, Shiv Nadar Foundation)

Mr. Shikhar Malhotra, Member, (Vice-Chairman, Pro Chancellor, Shiv Nadar University HCL Healthcare; Executive Director, HCL Corporation)

Dr. Rupamanjari Ghosh, Member, (Vice-Chancellor, Shiv Nadar University)

Mr. Dilip Kumar Srivastava, Member (Ex President HR, HCL Corporation & Shiv Nadar Foundation)

Mr. Saurav Adhikari, Member (Ex-President, Corporate Strategy, HCL Corporation)

Mr. Pawan K. Danwar, Member (Chief Finance Officer, HCL Corporation & Shiv Nadar Foundation)

# KEY GOVERNING BODIES

## Shiv Nadar University (SNU) - Key Officials

Mr. Shiv Nadar, Chancellor and Chairperson - Executive Council

Mr. Shikhar Malhotra - Pro-Chancellor

Dr. Rupamanjari Ghosh, Vice-Chancellor, Dean of Research,  
Director - School of Natural Science (SNS)

Col Gopal Karunakaran, President

Dr. Bibek Banarjee - Senior Dean & Head of Strategic Initiatives Director,  
School of Management and Entrepreneurship University Professor of Marketing,  
Strategy and Economics

Dr. Ajay Dandekar, Interim Director, School of Humanities and Social Science (SoHSS)

Dr. Sandeep Sen, Director, School of Engineering

Dr. J.P. Gupta, Distinguished Professor, Head Chemical Engineering

Dr. Suneet Tuli, Director Research and Faculty Affairs, Dean Graduate Studies

Dr. Dinkar Prasad - Associate Director (Academics), School of Engineering

Dr. Amber Habib - Dean, Undergraduate Studies, And  
Head of Department of Mathematics and Computer Science

Maj.Gen. G. Jaishankar (retd.) - Dean, Student's Welfare. (with effect from 04th March 2019)

Mr. Sudhir Naudiyal, Register

# KEY GOVERNING BODIES

## Shiv Nadar University (SNU) - Court

Mr. Shiv Nadar, Chairman, (Chancellor and Chairperson Executive Council, Shiv Nadar University)

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Mr. Shikhar Malhotra, Member (Pro-Chancellor, Shiv Nadar University)

---

Dr. Rupamanjari Ghosh, Member, (Vice-Chancellor & Dean of Research, Shiv Nadar University)

---

Mr. Alok Ranjan, Member (Ex-Chief Secretary, Govt. of Uttar Pradesh)

---

Dr. Ashok Mishra, Member (Distinguished Professor, IISc;  
Former Director – IIT Mumbai; Faculty & Dean – IIT Delhi)

---

Dr. N. Balakrishnan, Member (Aerospace & Computer Scientist;  
Former Associate Director – IISc Bangalore)

---

Dr. S. Shankar Sastry, Member (Former Dean, University of Berkley, California)

---

Dr. Srikant M. Datar, Member (Professor of Business Administration, Harvard Business School)

---

Dr. Nikhil Sinha, Member (CEO – GSV Labs; Founding Vice-Chancellor, Shiv Nadar University)

# SHIV NADAR FOUNDATION FAMILY



## ADMINISTRATION

Deependra Raja Pandey  
Neelam Sharma  
Rakesh Kalra



## FINANCE & LEGAL

Anil Kumar Suman  
Jagat B. Singh  
Kamal Kant Sharma  
Manoj Saha  
Neelesh Agarwal  
Pawan Kumar Danwar  
Ravi Mohan  
Rajesh Chand Pandey  
Rita Gupta  
Samrat Adlakha  
Sashi Sekhar Mishra  
Sunil Kumar Srivastava  
Vikas Agarwal  
Vipin Gupta



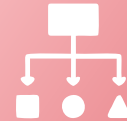
## HUMAN RESOURCES

Apurva Kackar  
Parveen Juneja  
Ruchi Nair  
Shorbani Banerjee  
Swarita Sharma  
Ruchira Sarkar



## IT

Ashish Kumar Dey  
Kanad Chatterjee  
Naveen Tyagi  
Pranav Dubey  
Tushar Kanti Behra  
Upma Yadav  
Vinit Kishnatrey  
Vipin Kumar



## STRATEGY

Aarushi Nanda  
Arun Prakash  
Narender Singh  
Nidhi Mehra  
Nikhil Soni  
Pamela Srivastava  
Pooja Sikka  
Prateek Bhandula  
Rohit Kaul  
Sadaf Khan  
Sundar Mahalingam



# MANAGEMENT DISCUSSION & ANALYSIS

FY19-20 witnessed the Shiv Nadar Foundation institutions and trustees being recognized for their efforts towards nurturing and transforming tomorrow's leaders as well as institutionalizing frameworks to drive deep impact in a sustained manner. Some of these recognitions included the Shiv Nadar University being chosen as an 'Institution of Eminence' by the Government of India. It is the youngest and one of the only eight private institutions/universities in the country acknowledged for being on an accelerated path to emerge as a world-class research-based, multidisciplinary institution. SSN was selected by the All India Council for Technical Education (AICTE) as the AICTE Research Centre to admit research scholars under National Doctoral Fellowship scheme. Shiv Nadar School Noida was certified as 'Green' in the Green School Program (GSP) Audit 2019-20. GSP is an environmental education program directed towards subtly sensitizing students to the environment through hands-on and thought-provoking activities. The Kiran Nadar Museum of Art (KNMA) celebrated 10 years of bringing art closer to the public with a special exhibition. Additionally, the trustees of SNF were also recognized at reputed industry forums by Forbes India, Business Today, India today and Horasis (an internationally renowned think tank) for their efforts and contributions towards philanthropy. These and other notable operational achievements have been covered in the earlier sections. Some key metrics (including Financials) for the institutions are as laid out below.

**Total Balance Sheet Size of the Foundation Exceeded US \$1 Billion based on Constant currency rate.**

## KEY METRICS

Particulars	Shiv Nadar University	SSN Institutions	VidyaGyan Leadership Academy	Shiv Nadar School	Kiran Nadar Museum of Art	Shiksha Initiative	Core Support	Total March'20	Total March'19	% Increase
Students	2,082	4,795	1,335	4,434	NA	NA	NA	12,646	12,161	4.0%
Headcount	482	424	172	722	37	120	84	2,041	1,857	9.9%
Student Teacher Ratio	9	15	10	8	NA	NA	NA	10	11	NA
Alumni	2,182	15,565	1,137	84	NA	NA	NA	18,968	17,263	9.9%
Campus Area (acres)	265	228	74	28	NA	NA	NA	596	596	-
Built Up Area (Million sq ft)	2.9	2.0	1.1	1.0	0.03	NA	NA	7.0	6.9	2.0%
Total Spent (₹Million) as on Mar'20	19,765	5,185	6,882	9,144	19,017	312	1,698	62,004	55,110	12.5%
Total Spent (₹Million) as on Mar'19	18,140	4,591	6,379	8,305	15,946	246	1,502	-	55,110	-
Total Spent (US\$ Million)* Year end rate	262	68	91	121	252	4	23	822	797	3.2%
#Total Spent (US\$ Million)* CCB Basis	286	75	99	132	275	5	25	896	797	12.5%

\*Conversion rate 1US\$ - Rs 75.39 (RBI reference rate as on March 31, 2020) used for financial numbers as on March 2020 and ₹ 69.17 used for financial numbers as on March 31, 2019

# FY 2019-20 numbers based on Constant Currency basis rate, i.e. US\$1 = ₹ 69.17 (as on 31 Mar'19)

The numbers have been regrouped and reclassified for better understanding and appropriate presentation.

Spent is total expenditure comprises of operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.

Spent numbers for previous years have been captured accordingly.

# MANAGEMENT DISCUSSION & ANALYSIS

## STUDENT STRENGTH

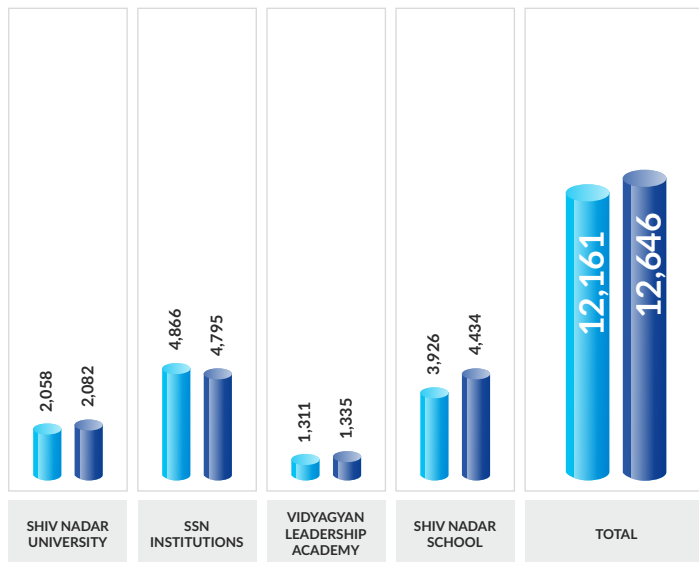
Student Strength as on Mar'20 is 12,646 as compared to 12,161 in Mar'19 (Growth of 4% equivalent to 485 students).

An Increase of 508 students (13%) in Shiv Nadar Schools, 24 students (2%) in VidyaGyan Leadership Academy, 24 students (1%) in Shiv Nadar University and decrease of 71 Students (1.5%) in SSN Institutions.

Major increase is ascribed to Shiv Nadar School (13%).

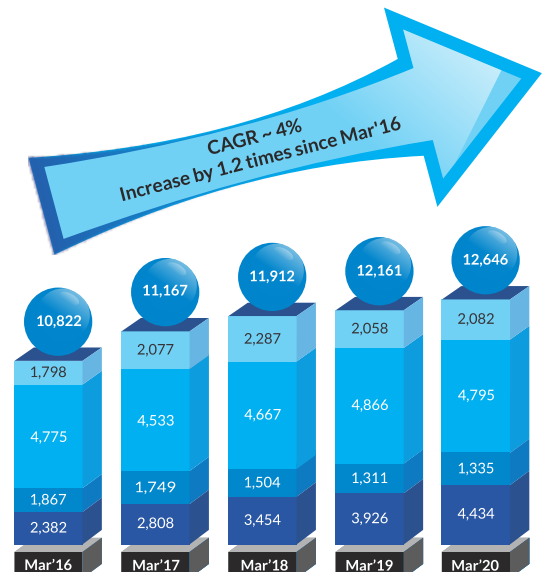
K-12 education which includes VidyaGyan Leadership Academy and Shiv Nadar School have strength of 5,769 (46%) students. Remaining 6,877 (54%) students of total numbers is attributable to Shiv Nadar University and SSN Institutions which includes Under-Graduate, Post-Graduate Students and Research Scholars.

### STUDENT STRENGTH



MAR'19 MAR'20

### STUDENT STRENGTH - TREND OF 5 YEARS

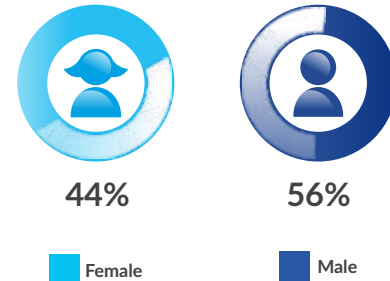
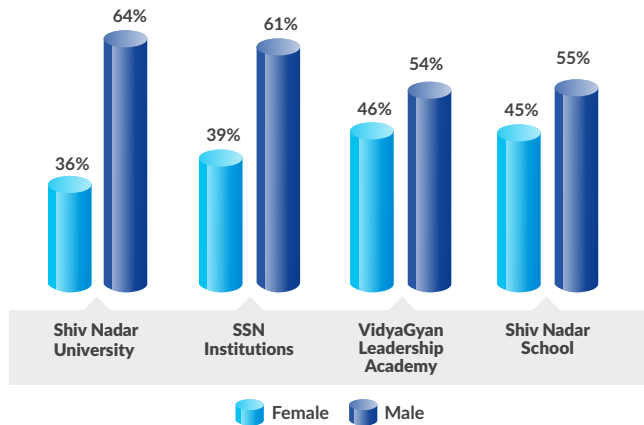


Shiv Nadar University SSN Institutions  
 VidyaGyan Leadership Academy Shiv Nadar School

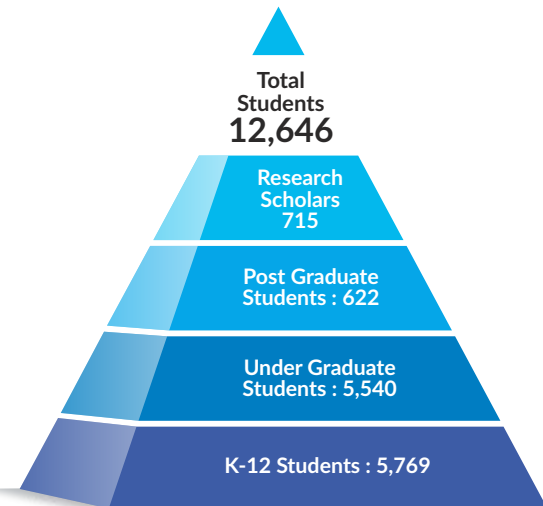
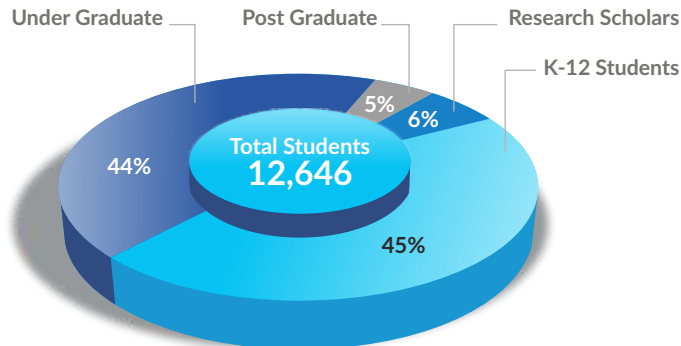
# MANAGEMENT DISCUSSION & ANALYSIS

## MIX OF STUDENTS

A glance at the statistics of the students enrolled for this year shows that 56% are male students and 44% are female students which is same as of last year. Educational entities across all SNF Initiatives maintain a good gender ratio, the female strength of Shiv Nadar Schools and Vidya Gyan Leadership Academy is however better as compared to Shiv Nadar University and SSN Institutions.



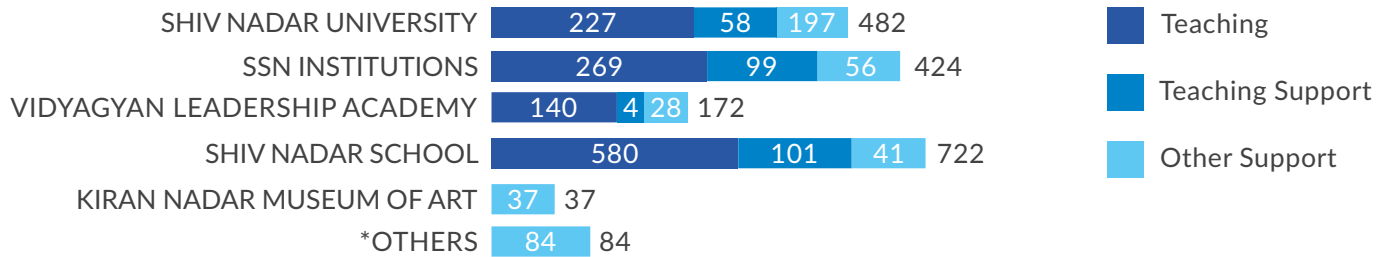
## EDUCATION LEVEL WISE CLASSIFICATION



Research Scholars include 221 students of Shiv Nadar University and 494 students of SSN Institutions.

# MANAGEMENT DISCUSSION & ANALYSIS

## FACULTY & STAFF (HEADCOUNT)

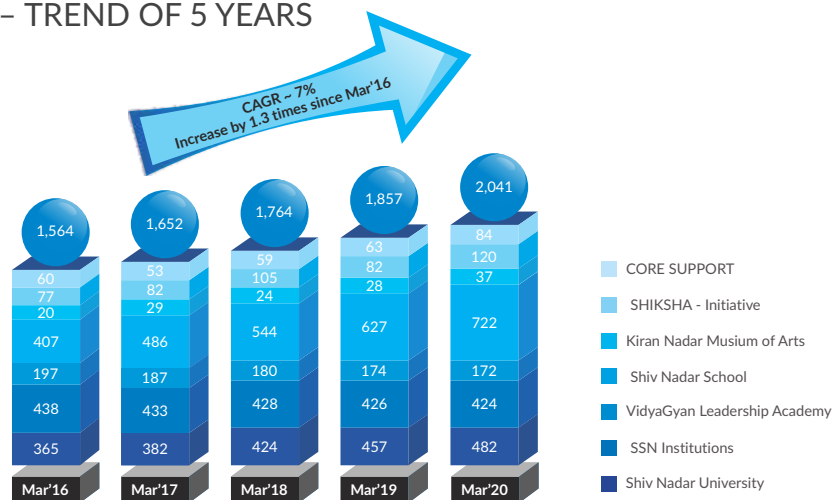


Particulars	Mar'19	Mar'20	Mar'19	Mar'20
Teaching	1,126	1,216	60%	61%
Teaching Support	270	262	13%	15%
#Other Support	461	563	27%	24%
Total	1,857	2,041	100%	100%

\*Others represent Shiksha Initiative and Core Support.

#Other support headcount includes HR, Finance, Admin and Consultants.

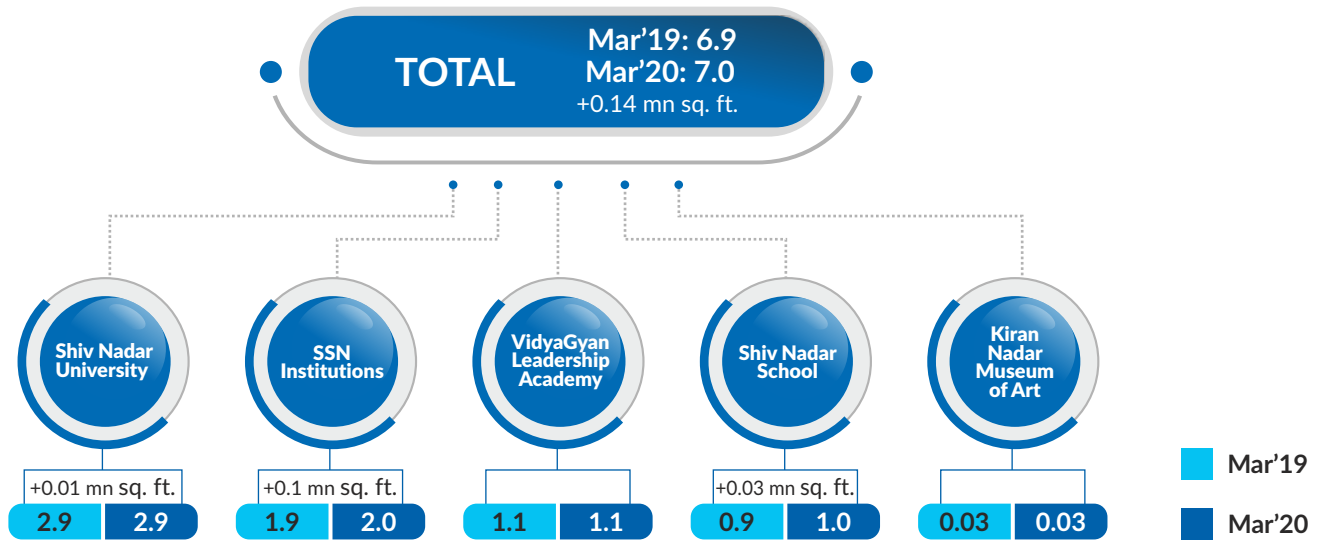
## HEADCOUNT - TREND OF 5 YEARS



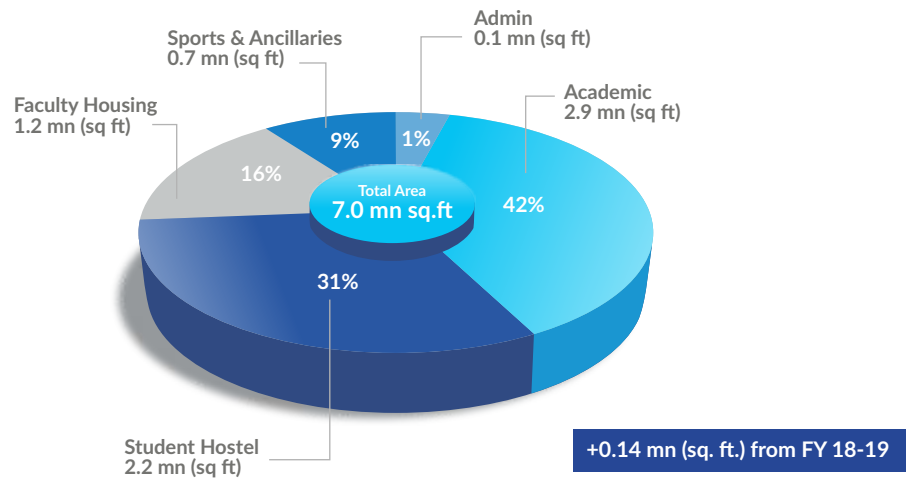
# MANAGEMENT DISCUSSION & ANALYSIS

## INFRASTRUCTURE OVERVIEW

BUILT-UP AREA (mn. sq. ft.)

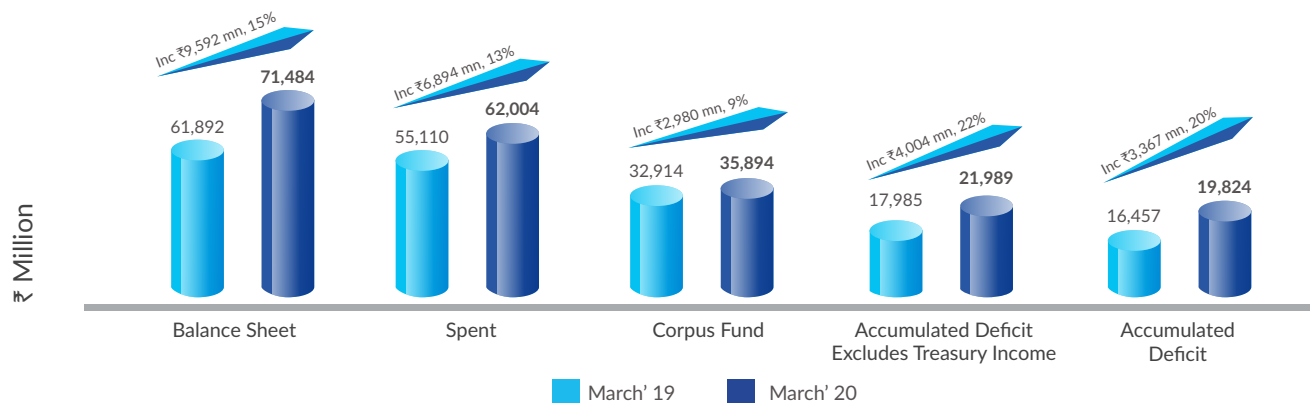


## AREA WISE CLASSIFICATION



# MANAGEMENT DISCUSSION & ANALYSIS

## (A) FINANCIAL SNAPSHOT

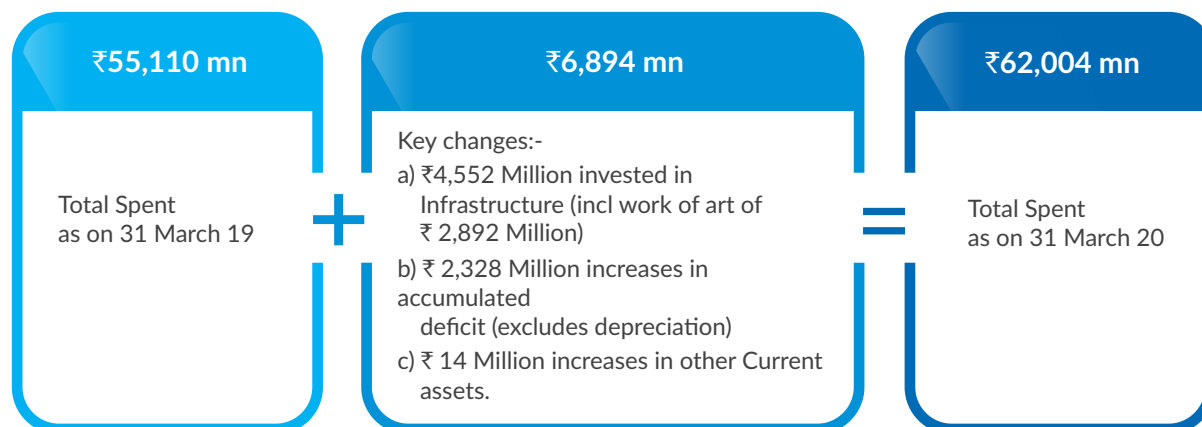


The numbers have been regrouped and reclassified for better understanding & appropriate presentation.

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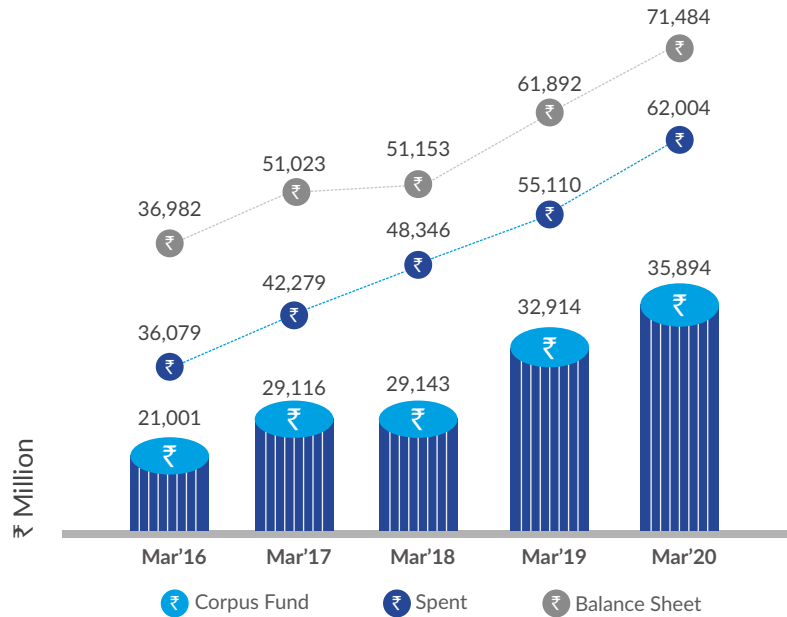
Spent numbers for previous years have been captured accordingly.

## (B) MOVEMENT IN SPENT



# MANAGEMENT DISCUSSION & ANALYSIS

## CORPUS FUND, SPENT AND BALANCE SHEET – TREND OF 5 YEARS



The numbers have been regrouped and reclassified for better understanding and appropriate presentation.

Spent is total expenditure comprises of operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.

Spent numbers for previous years have been captured accordingly.

# MANAGEMENT DISCUSSION & ANALYSIS

## (C) CASH FLOW

The total cash outflow during FY 19-20 is ₹ 9,558 Million (₹ 7,055 Million excludes treasury investment) which includes capital expenditure of ₹ 4,123 Million on infrastructure projects i.e. building for additional capacity creation, purchase of work of art and spend towards operating expenditure (net of Income) ₹ 2,930 Million.

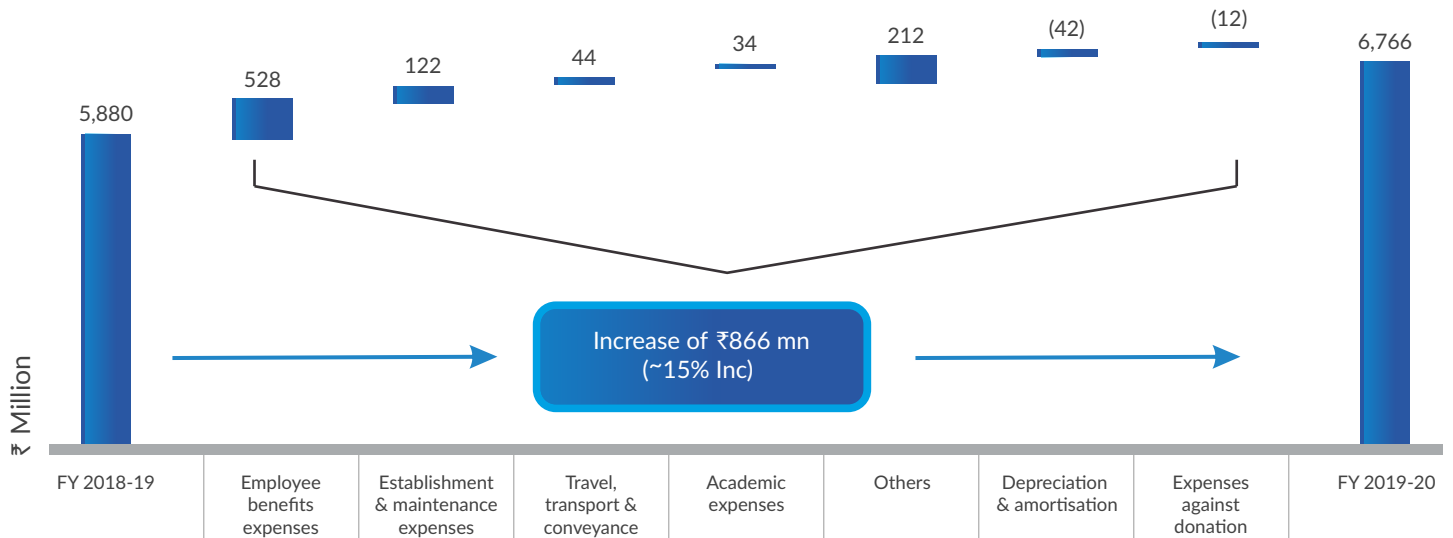
	Year Ended March 31, 2020 ₹ Million	Year Ended March 31, 2019 ₹ Million
<b>Opening Cash and Cash Equivalents</b>	<b>289</b>	<b>242</b>
<b><u>OUTFLOWS</u></b>		
1 Net outflow from capex including works of arts	4,123	4,159
2 Excess of operating cash expenditure over income	2,930	2,309
3 Interest paid	2	7
<b>Gross Outflows (Excludes Treasury Investment)</b>	<b>7,055</b>	<b>6,474</b>
4 Investment in Treasury	2,503	3,232
<b>Total Outflows</b>	<b>9,558</b>	<b>9,707</b>
<b><u>INFLOWS</u></b>		
1 Proceed from borrowings (Net) (from HCL Corporation Pvt. Ltd., Vama Sundari Investments (Delhi) Pvt. Ltd. (promoter company) and others)	5,827	2,193
2 Working capital / non current items movement including taxes	303	326
3 Issue of Equity Share Capital	-	3,296
4 Corpus Donations (contribution to "SNF Group")	2,980	3,752
5 Interest received	425	187
<b>Total Inflows</b>	<b>9,535</b>	<b>9,754</b>
<b>Closing Cash and Cash Equivalents</b>	<b>266</b>	<b>289</b>

The numbers have been regrouped and reclassified for better understanding and appropriate presentation.



# MANAGEMENT DISCUSSION & ANALYSIS

## D) EXPENDITURE ANALYSIS



Total expenses for FY 2019-20 increased by ₹ 886 Million (~ 15%) due to :

- Employee benefits expenses by ₹ 528 Million.
- Establishment & maintenance expenses by ₹ 122 Million.
- Travel, Transport & Conveyance by ₹ 44 Million.
- Academic expenses (Includes Scholarship expenses) by ₹ 34 Million.
- Others expenses (includes Finance expenses) by ₹ 212 Million.
- Got offset partially with Depreciation & amortization of ₹ 42 Million and Expenses against the donation of ₹ 12 Million.

# MANAGEMENT DISCUSSION & ANALYSIS

## OPERATING EXPENDITURE (% SPLIT) – TREND OF 5 YEARS

Particulars	Mar '16	Mar '17	Mar '18	Mar '19	Mar '20
Employee benefits expense	39%	38%	33%	35%	38%
Establishment and maintenance	16%	18%	17%	17%	17%
Depreciation and amortisation	16%	17%	21%	18%	15%
Academic expenses	9%	9%	8%	10%	9%
Travel, transport and conveyance	5%	5%	5%	5%	5%
Scholarship	1%	1%	1%	1%	1%
Expenses against donation	-	-	3%	2%	2%
Others	13%	12%	12%	11%	13%
<b>Total (₹ in Million)</b>	<b>3,899</b>	<b>4,506</b>	<b>5,490</b>	<b>5,880</b>	<b>6,766</b>

### Employee Benefit Expenses

Employee benefits expenses (38% of the total expenses) increased by 26% as compared to last year (an increase of ₹528 Million) due to the following reasons:

- Increase in headcount from 1,857 to 2,041 in FY 2019-20 (net increase of 184 employees). The increase in headcount is to support higher student enrollment.
- Moreover, increase in salaries is due to increased Dearness Allowance which is in accordance with the Government notification and annual increment.

### Establishment & Maintenance Expenses

Establishment & maintenance expenses (17% of total expenses) includes Housekeeping, Security charges, Power & Fuel, Rent and Repairs & Maintenance expenses. An Increase of ₹ 122 Million (12%) as compared to last year is majorly due to impact of 8% to 9% increase in salary for housekeeping staff & security guards.

### Travel, Transport and conveyance

Travel, Transport and Conveyance (5% of the total expenses) increased by 14% as compared to last year (an increase of ₹ 44 Million) due to increase in student & staff numbers. It includes student travel, staff conveyance and other travel.

# MANAGEMENT DISCUSSION & ANALYSIS

## Academic Expenses (Includes Scholarship expenses)

Academic expenses (10% of the total expenses) increased by 12% as compared to last year (an increase of ₹ 34 Million) majorly includes additional enrollment of New Students ~ ₹ 13 Million and Events & Exhibition by ₹ 23 Million.

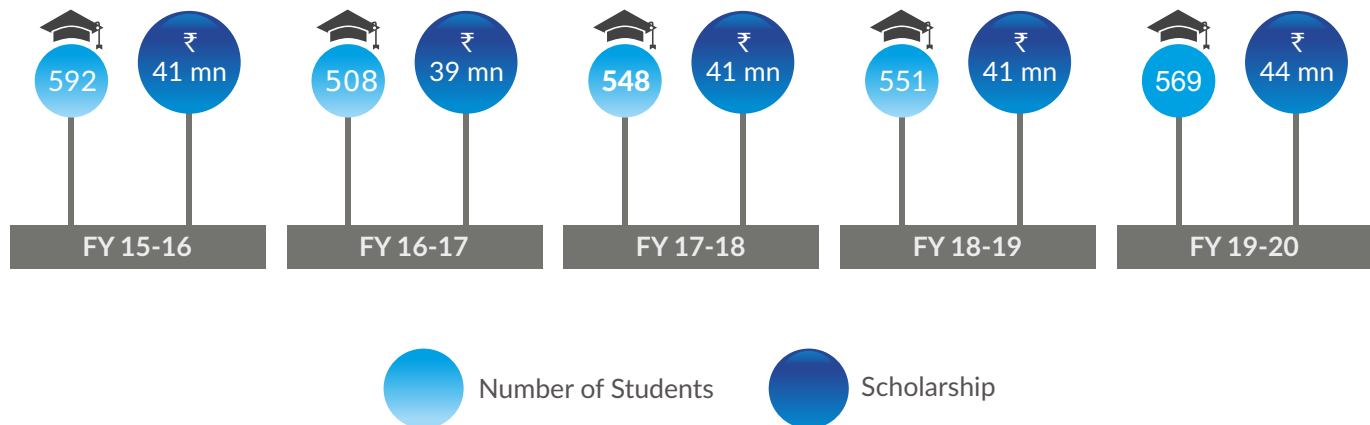
## Other Expenses (Includes Finance expenses)

Other expenses (13% of the total expenses) majorly include marketing, legal & professional, subscription & membership, scholarship and finance charges. An increase of ₹ 212 Million as compared to last year, increase is majorly attributable to Sponsorship expenses of ₹ 91 Million, Rate & Taxes of ₹ 24 Million, Advertisement of ₹ 63 Million and Subscription & membership fees of ₹ 19 Million.

## Depreciation & Amortization Expenses

Depreciation & Amortization expenses (contributing 15% of total expenses) decreased by ₹ 42 Million (4%) from last year as depreciation is charged on written down value basis.

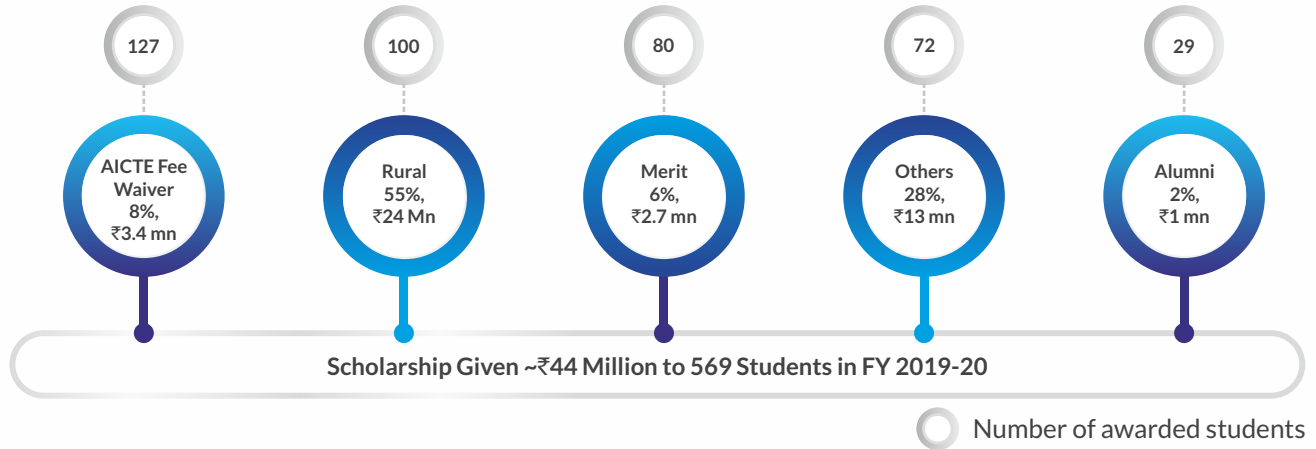
## (E) SCHOLARSHIP EXPENSES (TRENDS OF 5 YEARS) - SSN INSTITUTIONS



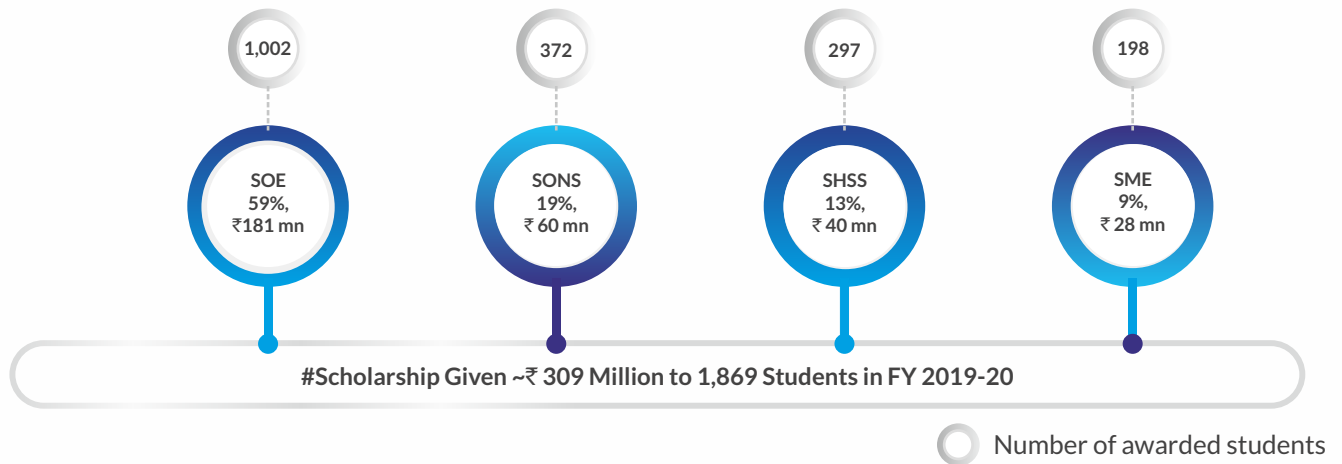
# MANAGEMENT DISCUSSION & ANALYSIS

## (F) SCHOLARSHIP CLASSIFICATION

### (i) SSN Institutions



### (ii) Shiv Nadar University

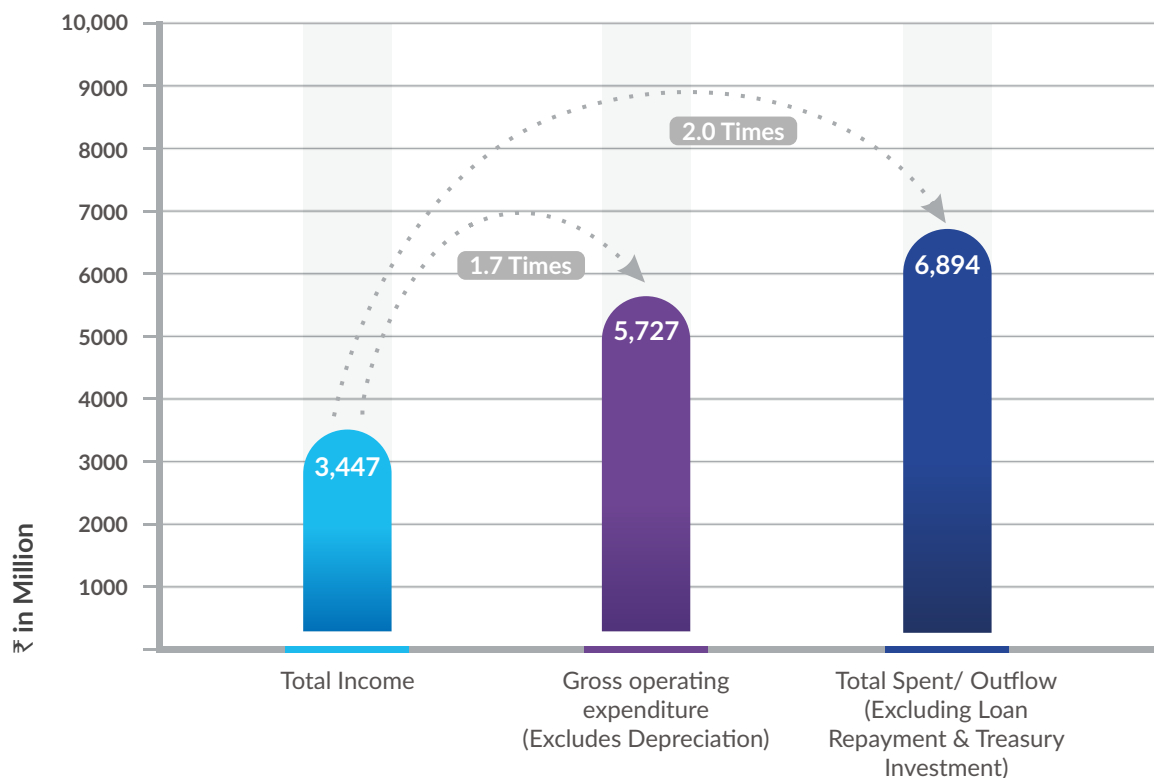


### (iii) Shiv Nadar School awarded scholarship of ₹4.2 Million (~ 90-100% of the tuition fees) to 16 Students

# Scholarship of ₹309 Million includes Scholarship under tuition fees of ₹284 Million (~70%), hostel fees of ₹24 Million (~12%) and admission fees of ₹1 Million (~1%).

Fee is booked in Shiv Nadar University, net off scholarship.

## (G) INCOME AND EXPENDITURE



### Income

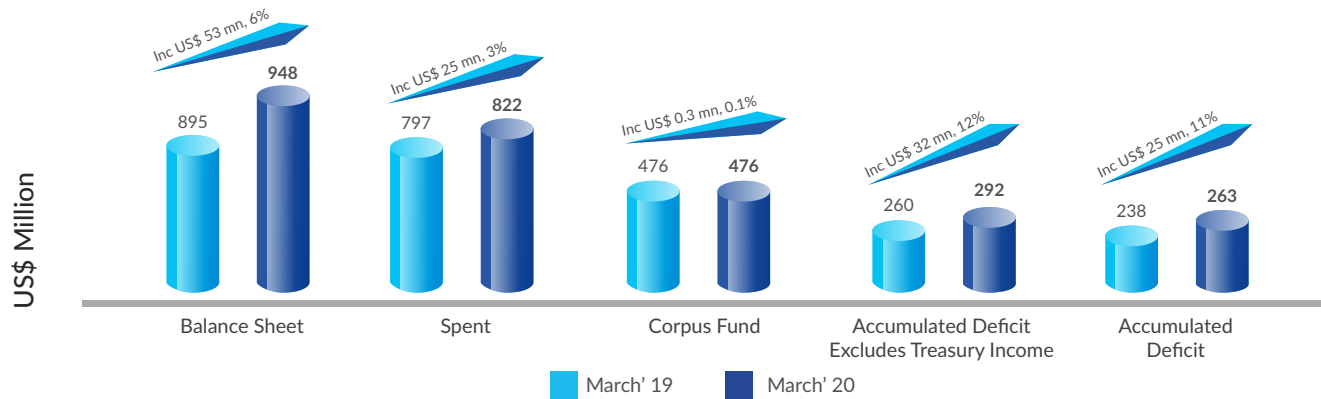
The Shiv Nadar Foundation Group's gross operating expenditure (Excludes depreciation) is 1.7 times of its income while total spent/outflow (excluding loan repayment & Treasury Investment) is 2 times of income.

The Shiv Nadar Foundation Group's total income for FY 2019-20 includes Fee income of ₹ 2,441 Million, Other income of ₹ 836 Million (mainly Treasury income) and Donation & Grants of ₹ 169 Million. Fee income grew by ₹ 283 Million (13%) from FY 2018-19 mainly on account of both increase in fee per student and number of fee paying students from 10,850 to 11,311 (i.e. 461).

# MANAGEMENT DISCUSSION & ANALYSIS

(KEY METRICS IN US\$)

## (A) FINANCIAL SNAPSHOT



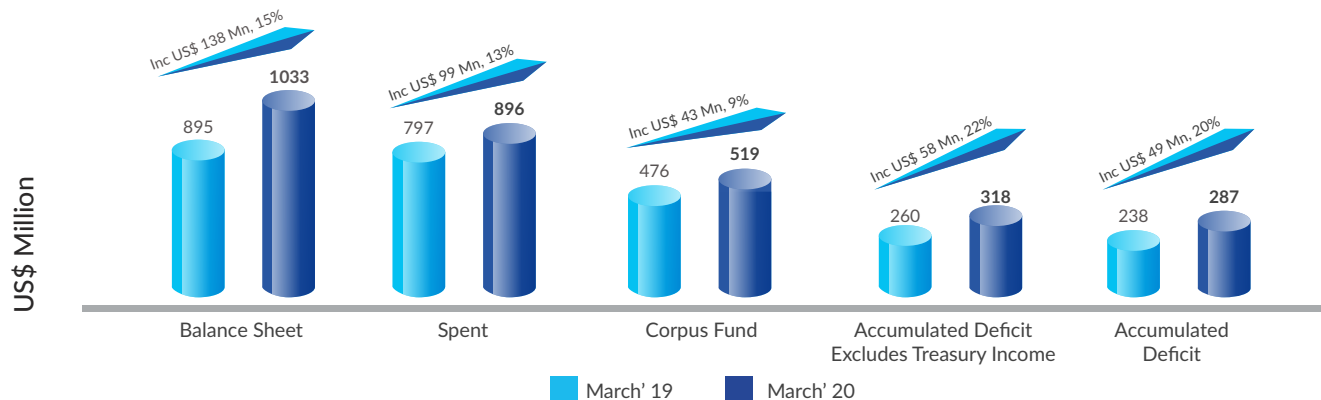
Conversion rate 1US\$ - Rs 75.39 (RBI reference rate as on March 31, 2020) used for financial numbers as on March 31, 2020 and 1US\$ - ₹ 69.17 used for financial numbers as on March 31, 2019.

The numbers have been regrouped and reclassified for better understanding & appropriate presentation.

Spent is total expenditure comprises of operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.

Spent numbers for previous years have been captured accordingly.

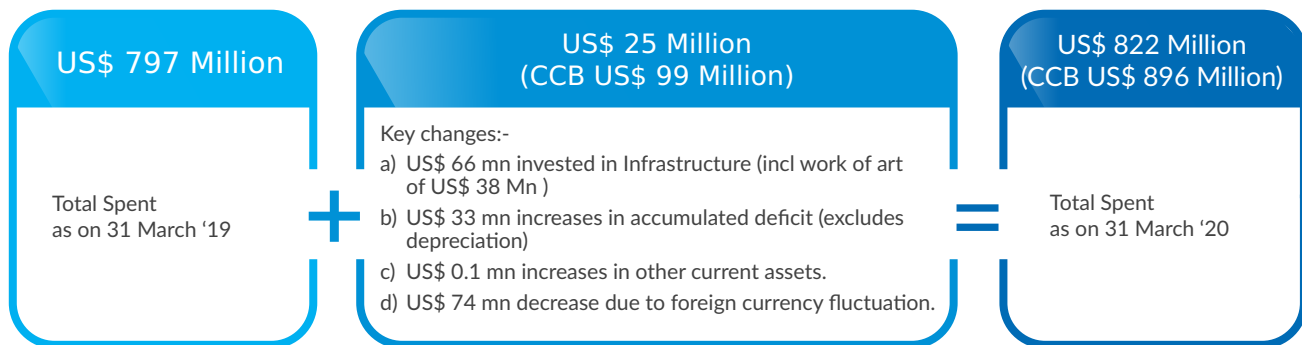
## CONSTANT CURRENCY BASIS (FY 19-20)



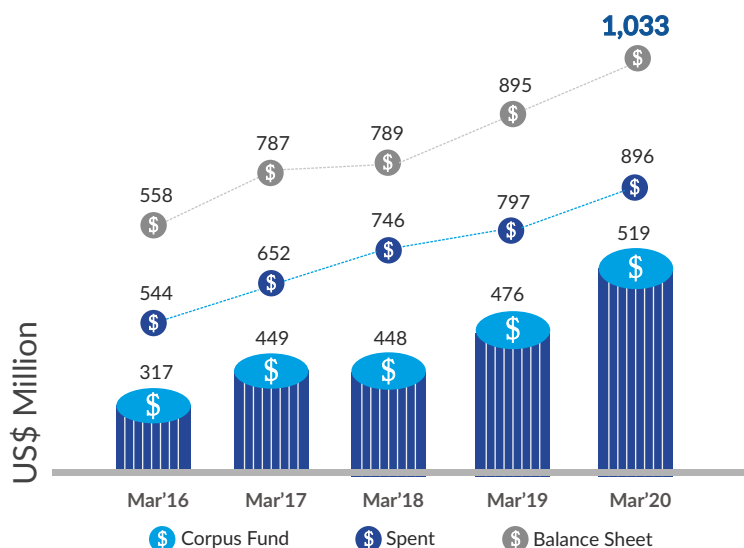
FY 19-20 numbers based on Constant Currency Basis Rate, i.e. US\$1 = ₹ 69.17

# MANAGEMENT DISCUSSION & ANALYSIS

## (B) MOVEMENT IN SPENT



## CORPUS FUND, SPENT & BALANCE SHEET – TREND OF 5 YEARS



Balance Sheet Size is > US \$ 1 Billion based on Constant Currency rate (31 Mar'19), i.e. US \$1 = ₹ 69.17.

FY 19-20 numbers based on Constant Currency Basis Rate, i.e.e. US\$1 = ₹ 69.17.

Corpus fund -US\$ 476 Million, Spent -US\$ 822 Million & Balance Sheet - US\$ 948 Million based on year end rate (31st March '20), i.e. US \$1 = ₹ 75.39.

Spent is total expenditure comprises of operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.

# MANAGEMENT DISCUSSION & ANALYSIS

## (C) CASH FLOW

The total cash outflow during FY 19-20 is US\$ 127 Million (US\$ 93.9 Million excludes treasury investment) which includes capital expenditure of US\$ 55 Million on infrastructure projects i.e. building for additional capacity creation, purchase of work of art and spend towards operating expenditure (net of Income) US\$ 38.9 Million.

	Year Ended March 31, 2020 US\$ Million	Year Ended March 31, 2020 US\$ Million	Year Ended March 31, 2019 US\$ Million
	Year end rate	Constant currency rate	Year end rate
<b>Opening Cash and Cash Equivalents</b>	<b>4.2</b>	<b>4.2</b>	<b>3.7</b>
<b><u>OUTFLOWS</u></b>			
1 Net outflow from Capex including works of art	55.0	59.6	60.3
2 Excess of operating cash expenditure over income	38.9	42.4	33.4
3 Interest Paid	0.03	0.02	0.1
<b>Gross Outflows (Excludes Treasury Investment)</b>	<b>93.9</b>	<b>102.0</b>	<b>93.8</b>
4 Invested in Treasury	33.2	36.2	46.7
<b>Total Outflows</b>	<b>127</b>	<b>138</b>	<b>141</b>
<b><u>INFLOWS</u></b>			
1 Proceed from borrowings (Net) (from HCL Corporation Pvt. Ltd., Vama Sundari Investments (Delhi) Pvt. Ltd. (promoter company) and others)	77.3	84.2	31.7
2 Working capital/ non current items movement including taxes	4.0	4.4	4.7
3 Issue of Equity Share Capital	-	-	47.6
4 Corpus (contribution to "SNF Group")	39.5	43.1	54.2
5 Interest received	5.6	6.1	2.7
<b>Total Inflows</b>	<b>126.5</b>	<b>137.9</b>	<b>141.0</b>
<b>Closing Cash and Cash Equivalents</b>	<b>3.5</b>	<b>3.9</b>	<b>4.2</b>

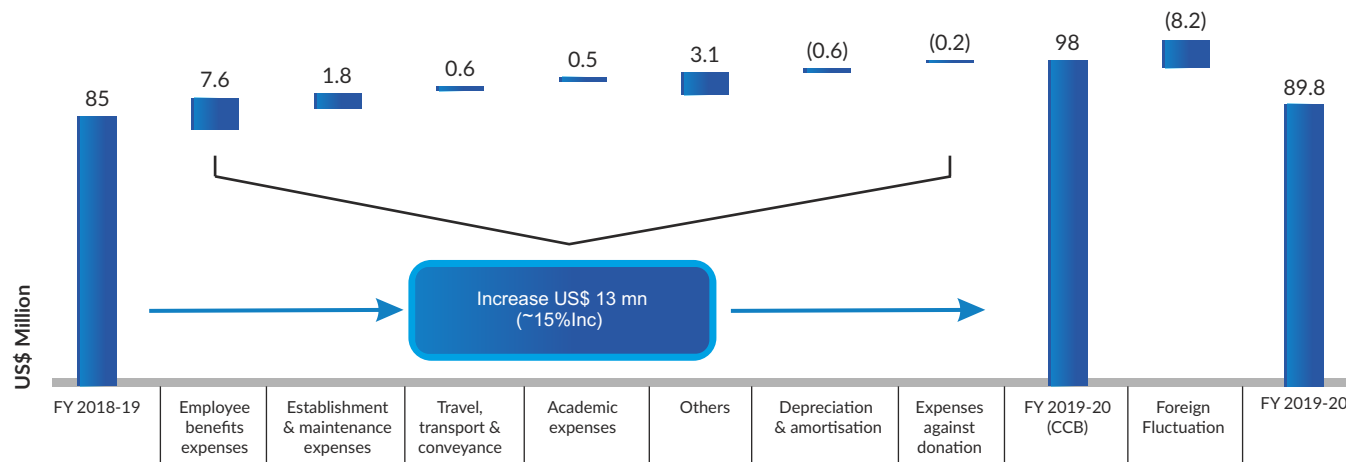
FY 19-20 numbers based on Constant Currency Basis Rate, i.e. US\$1 = ₹ 69.17

The numbers have been regrouped and reclassified for better understanding and appropriate presentation.



# MANAGEMENT DISCUSSION & ANALYSIS

## (D) EXPENDITURE ANALYSIS



Total expenses for FY 2019-20 increased by US\$ 13 Million (~ 15%) due to :

- a) Employee benefits expenses by US\$ 7.6 Million.
- b) Establishment & maintenance expenses by US\$ 1.8 Million.
- c) Travel, Transport & Conveyance by US\$ 0.6 Million.
- d) Academic expenses (Includes Scholarship expenses) by US\$ 0.5 Million.
- e) Others expenses (includes Finance expenses) by US\$ 3.1Million
- f) Got offset partially with Depreciation & amortization of US\$ 0.6 Million and Expenses against the donation of US\$ 0.2 Million.

# MANAGEMENT DISCUSSION & ANALYSIS

## OPERATING EXPENDITURE (% SPLIT) – TREND OF 5 YEARS

Particulars	Mar '16	Mar '17	Mar '18	Mar '19	Mar '20
Employee benefits expenses	39%	38%	33%	35%	38%
Establishment and maintenance	16%	18%	17%	17%	17%
Depreciation and amortisation	16%	17%	21%	18%	15%
Academic expenses	9%	9%	8%	10%	9%
Travel, transport and conveyance	5%	5%	5%	5%	5%
Scholarship	1%	1%	1%	1%	1%
Expenses against donation	-	-	3%	2%	2%
Others	13%	12%	12%	11%	13%
<b>Total (US\$ Million)</b>	<b>58.8</b>	<b>69.5</b>	<b>84.4</b>	<b>85.0</b>	<b>97.8</b>

### Employee Benefit Expenses

Employee benefits expenses (38% of the total expenses) increased by 26% as compared to last year (an increase of US\$ 7.6 Million) due to the following reasons:

- Increase in headcount from 1,857 to 2,041 in FY 2019-20 (net increase of 184 employees). The increase in headcount is to support higher student enrollment.
- Moreover, increase in salaries is due to increased Dearness Allowance which is in accordance with the Government notification and annual increment.

### Establishment & Maintenance Expenses

Establishment & maintenance expenses (17% of total expenses) includes Housekeeping, Security charges, Power & Fuel, Rent and Repairs & Maintenance expenses. An Increase of US\$ 1.8 Million (12%) as compared to last year is majorly due to impact of 8% to 9 % increase in salary for housekeeping staff & security guards.

# MANAGEMENT DISCUSSION & ANALYSIS

## Travel, Transport and conveyance

Travel, Transport and Conveyance (5% of the total expenses) increased by 14% as compared to last year (an increase of US\$ 0.64 Million) due to increase in student & staff numbers. It includes student travel, staff conveyance and other travel.

## Academic Expenses (Includes Scholarship expenses)

Academic expenses (10% of the total expenses) increased by 12% as compared to last year (an increase of US\$ 0.49 Million) majorly includes additional enrollment of New Students ~ US\$ 0.17 Million and Events & Exhibition by US\$ 0.31 Million.

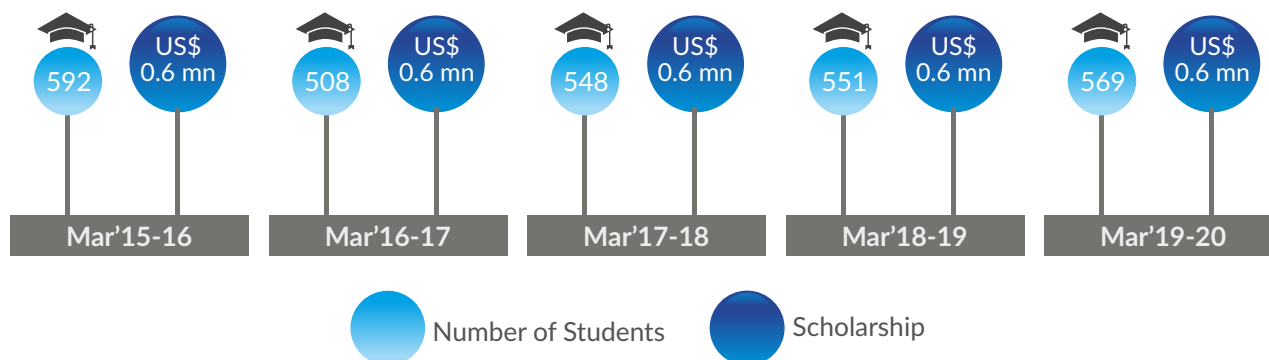
## Other Expenses (Includes Finance expenses)

Other expenses (13% of the total expenses) majorly include marketing, legal & professional, subscription & membership, scholarship and finance charges. An increase of US\$ 3.1 Million as compared to last year, increase is majorly attributable to Sponsorship expenses of US\$ 1.2 Million, Rate & Taxes of US\$ 0.3 Million, Advertisement of US\$ 0.84 Million and Subscription & membership fees of US\$ 0.25 Million.

## Depreciation & Amortization Expenses

Depreciation & Amortization expenses (contributing 15% of total expenses) decreased by US\$ 0.6 Million (4%) from last year as depreciation is charged on written down value basis.

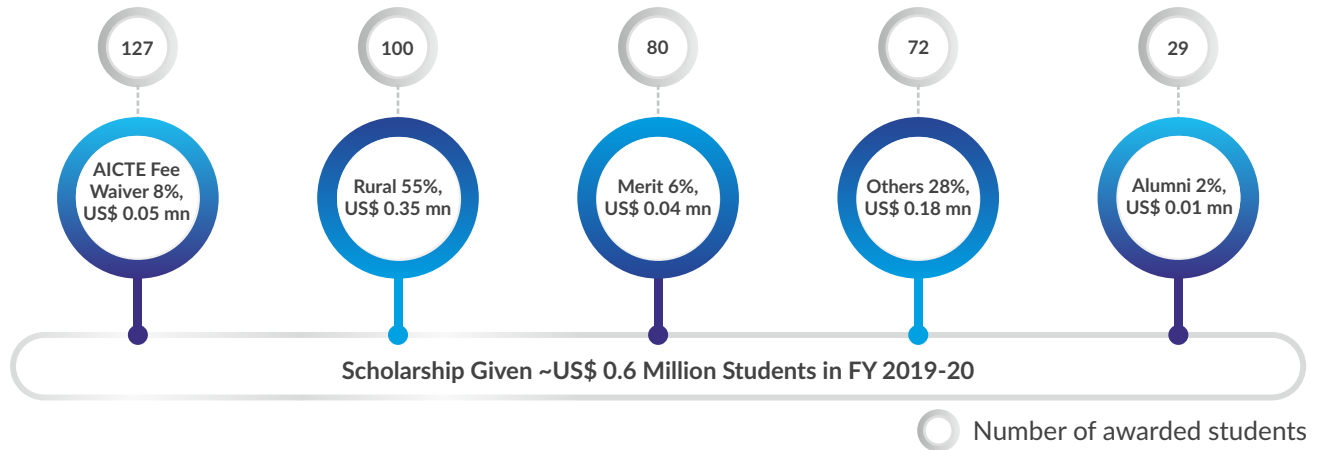
## (E) SCHOLARSHIP EXPENSES (TRENDS OF 5 YEARS) - SSN INSTITUTIONS



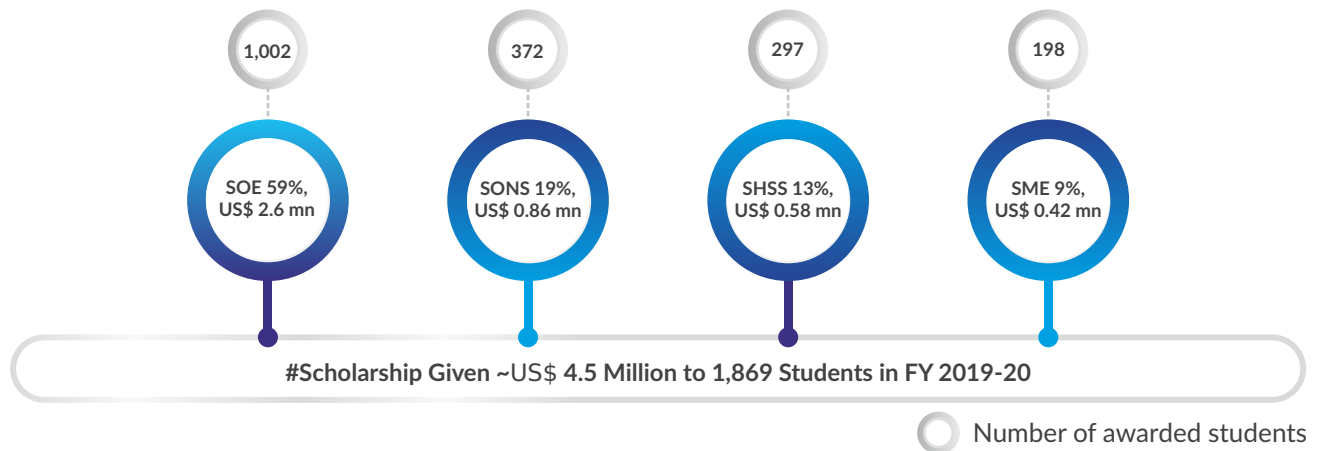
FY 19-20 numbers based on Constant Currency Basis Rate, i.e. US\$1 = ₹ 69.17

# MANAGEMENT DISCUSSION & ANALYSIS

## (i) SSN Institutions



## (ii) Shiv Nadar University



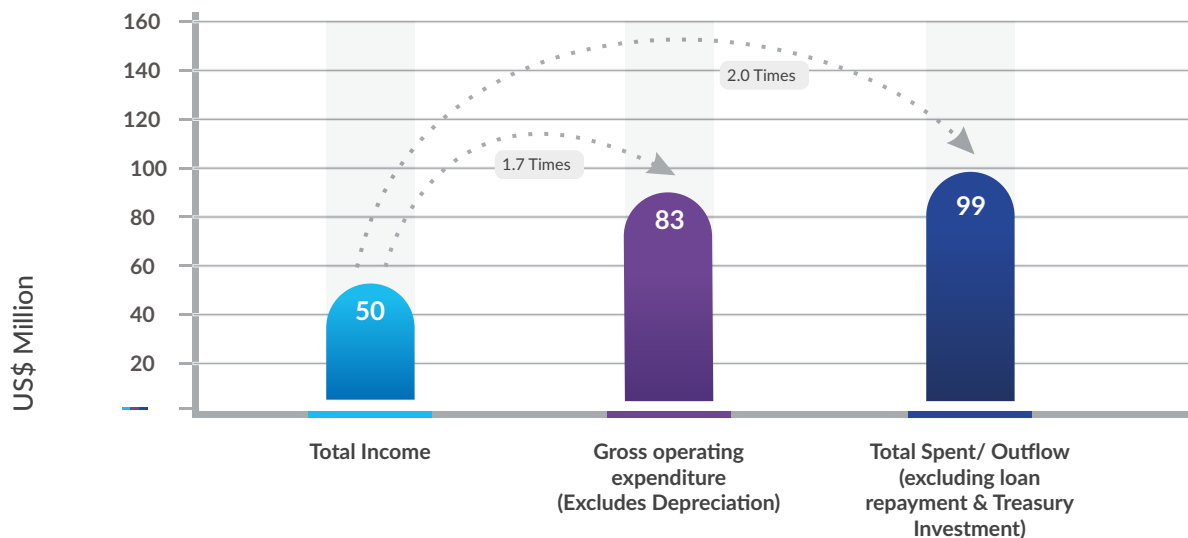
## (iii) Shiv Nadar School awarded scholarship of US\$ 0.06 Million (~ 90-100% of the tuition fees) to 16 Students.

# Scholarship of US\$ 4.5 Million includes Scholarship under tuition fees of US\$ 4.1 Million (~70%), hostel fees of US\$ 0.34 Million (~12%) and admission fees of US\$ 0.02 Million (~1%).

Fee is booked in Shiv Nadar University, net off scholarship.

# MANAGEMENT DISCUSSION & ANALYSIS

## (G) INCOME AND EXPENDITURE



### Income

The Shiv Nadar Foundation Group's gross operating expenditure (Excludes depreciation) is 1.7 times of its income while total spent/outflow (excluding loan repayment & Treasury Investment) is 2 times of income.

The Shiv Nadar Foundation Group's total income for FY 2019-20 includes Fee income of US\$ 35.3 Million, Other income of US\$ 12.1 Million (mainly Treasury income) and Donation & Grants of US\$ 2.4 Million. Fee income grew by US\$ 4.1 Million (13%) from FY 2018-19 mainly on account of both increase in fee per student and number of fee paying students from 10,850 to 11,311 (i.e. 461).

FY 19-20 numbers based on Constant Currency Basis Rate, i.e. US\$1 = ₹ 69.17

# FINANCIALS (₹ MILLION)

## Shiv Nadar Foundation and Group

### Combined Balance Sheet as at March 31, 2020 and March 31, 2019

	Notes	As at March 31, 2020 ₹ in Millions	As at March 31, 2019 ₹ in Millions
<b>EQUITY</b>			
Share capital	3	3,312.10	3,312.10
Corpus fund	4	35,893.70	32,913.92
		<b>39,205.80</b>	<b>36,226.02</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Long-term borrowings	5	10.05	5.24
Other long-term liabilities	6	4,989.51	4,508.61
Long-term provisions	7	695.64	486.53
		<b>5,695.20</b>	<b>5,000.38</b>
<b>Current liabilities</b>			
Short-term borrowings	8	24,854.53	19,033.37
Trade payables	9	-	-
-total outstanding dues of micro enterprises and small enterprises		-	-
-total outstanding dues of creditors other than micro enterprises and small enterprises		315.48	241.8
Other current liabilities	10	1,320.48	1,292.49
Short-term provisions	11	92.54	98.26
		<b>26,583.03</b>	<b>20,665.93</b>
		<b>71,484.03</b>	<b>61,892.33</b>
<b>ASSETS</b>			
<b>Non-current assets</b>			
<b>Property, plant and equipment</b>			
Tangible assets	12	21,882.52	20,961.54
Intangible assets	13	11.74	17.80
Capital work-in-progress		2,810.95	3,081.24
Intangible under development		27.26	17.66
Non-current investments	14	20,081.84	18,067.90
Long-term loans and advances	15	971.68	885.93
Other non-current assets	16	764.11	854.54
		<b>46,550.10</b>	<b>43,886.61</b>
<b>Current assets</b>			
Current investments	17	2,927.60	933.16
Trade receivables	18	33.26	30.83
Cash and bank balances	19	1,918.68	390.98
Short-term loans and advances	20	109.13	112.67
Other current assets	21	121.65	80.78
		<b>5,110.32</b>	<b>1,548.42</b>
<b>RESERVES AND SURPLUS INCLUDING EXCESS OF EXPENDITURE OVER INCOME</b>	22	<b>19,823.61</b>	<b>16,457.30</b>
		<b>71,484.03</b>	<b>61,892.33</b>

Notes 1 to 46 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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group\*

Shiv Nadar  
Managing Trustee  
Shiv Nadar Foundation

Roshni Nadar Malhotra  
Trustee  
Shiv Nadar Foundation

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

Pawan K. Danwar  
Chief Financial Officer  
Shiv Nadar Foundation

\*Shiv Nadar Foundation & Group ("the SNF Group") comprises of certain trusts and companies (established/owned by Mr. Shiv Nadar and his family) engaged in promotion of education, art and culture. For details, refer note 1 - Background in notes to combined financial statements.

# FINANCIALS (₹ MILLION)

## Shiv Nadar Foundation and Group

### Combined Statement of Income and Expenditure for the years ended March 31, 2020 and March 31, 2019

	Notes	For the year ended March 31, 2020 ₹ in Millions	For the year ended March 31, 2019 ₹ in Millions
<b>Expenditure</b>			
Employee benefits expense	23	2,572.46	2,044.64
Academic expenses	24	637.28	606.04
Establishment and maintenance	25	1,142.82	1,020.98
Travel, transport and conveyance		352.64	308.45
Scholarship		44.25	41.40
Expenses from restricted funds		126.85	139.19
Finance cost	26	1.92	6.46
Depreciation and amortisation	27	1,038.58	1,080.17
Other expenses	28	849.25	632.83
		<u>6,766.02</u>	<u>5,880.16</u>
<b>Income</b>			
Fees	29	2,441.43	2,157.94
Donations and grants		169.11	141.58
Other income	30	836.08	550.54
		<u>3,446.62</u>	<u>2,850.06</u>
<b>Excess of expenditure over income before tax</b>		<u>3,319.40</u>	<u>3,030.10</u>
<b>Tax expense</b>			
Current tax		46.91	43.14
MAT credit entitlement		0.00	(5.78)
<b>Excess of expenditure over income</b>		<u>3,366.31</u>	<u>3,067.46</u>

Notes 1 to 46 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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group\*

Shiv Nadar  
Managing Trustee  
Shiv Nadar Foundation

Roshni Nadar Malhotra  
Trustee  
Shiv Nadar Foundation

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

Pawan K. Danwar  
Chief Financial Officer  
Shiv Nadar Foundation

\*Shiv Nadar Foundation & Group ("the SNF Group") comprises of certain trusts and companies (established/owned by Mr. Shiv Nadar and his family) engaged in promotion of education, art and culture. For details, refer note 1 - Background in notes to combined financial statements.

# FINANCIALS (₹ MILLION)

## Shiv Nadar Foundation and Group

### Combined Cash Flow Statement for the year ended March 31, 2020 and March 31, 2019

	Year Ended March 31, 2020 ₹ in Millions	Year Ended March 31, 2019 ₹ in Millions
<b>1 Cash flow from operating activities:</b>		
Excess of expenditure over income	(3,319.40)	(3,030.10)
-Depreciation and amortisation expense	1,038.58	1,080.17
-Other non cash expenses written off	(11.63)	(5.86)
-Profit on sale of investments	(115.45)	(76.42)
-Loss/ (profit) on sale of property, plant and equipment	(0.86)	1.02
-Net interest expense/(income)	(521.52)	(277.49)
<b>Operating deficit before working capital changes</b>	<b>(2,930.28)</b>	<b>(2,308.68)</b>
<b>Adjustments for changes in working capital/other non current items :</b>		
- Increase in payables, other liabilities and provisions	377.28	398.41
- Increase in advances and other current assets	(29.73)	(31.00)
<b>Net cash from operating activities before tax</b>	<b>(2,582.73)</b>	<b>(1,941.27)</b>
- Taxes paid	(44.11)	(41.86)
<b>Net cash used in operating activities after tax (A)</b>	<b>(2,626.84)</b>	<b>(1,983.13)</b>
<b>2 Cash flow from investing activities:</b>		
Additions to tangible and intangible assets	(1,907.49)	(850.38)
Sale of tangible and intangible assets	4.61	4.73
Increase/(Decrease) in capital work in progress and intangible under development	262.37	(824.39)
Sale/(Purchase) of mutual fund and other investments	(2,154.42)	440.34
Purchase of art work	(2,482.22)	(2,488.67)
Increase in bank deposits (net)	(1,398.47)	(186.44)
Investment/(Redemption) in bonds	1,049.45	(3,486.00)
Interest received	425.14	187.02
<b>Net cash used in investing activities (B)</b>	<b>(6,201.03)</b>	<b>(7,203.79)</b>
<b>3 Cash flow from financing activities:</b>		
Proceeds/(repayment) of borrowing (net)	5,826.79	2,193.35
Interest paid on borrowings	(1.92)	(7.38)
Donations received in corpus fund, issue of share capital and receipt of application money	2,979.77	7,047.94
<b>Net cash from financing activities (C)</b>	<b>8,804.64</b>	<b>9,233.91</b>
<b>Net increase/ (decrease) in cash and cash equivalents (A+B+C)</b>	<b>(23.23)</b>	<b>46.99</b>
Opening balance of cash and cash equivalents	288.90	241.91
<b>Closing balance of cash and cash equivalents</b>	<b>265.67</b>	<b>288.90</b>
<b>Closing cash and cash equivalents comprise of:*</b>		
Cash in hand	1.38	0.89
Balances with banks	264.29	288.01

\*Cash and bank balances as per note 19 includes cash and cash equivalents and bank balance and other bank deposits with maturity less than 12 months (FY 2019-20 – Rs. 1,653.01 million and FY 2018-19 – Rs. 102.08 million)

Notes 1 to 46 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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group\*

Shiv Nadar  
Managing Trustee  
Shiv Nadar Foundation

Roshni Nadar Malhotra  
Trustee  
Shiv Nadar Foundation

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

Pawan K. Danwar  
Chief Financial Officer  
Shiv Nadar Foundation

\*Shiv Nadar Foundation & Group ("the SNF Group") comprises of certain trusts and companies (established/owned by Mr. Shiv Nadar and his family) engaged in promotion of education, art and culture. For details, refer note 1 - Background in notes to combined financial statements.



# FINANCIALS (US\$ MILLIONS)

## Shiv Nadar Foundation and Group

### Combined Balance Sheet as at March 31, 2020 and March 31, 2019

	As At March 31, 2020 US\$ Millions	As At March 31, 2020 US\$ Millions	As At March 31, 2019 US\$ Millions
	Year End Rate	Constant Currency Rate	Year End Rate
<b>EQUITY</b>			
Share capital	43.94	47.88	47.88
Corpus fund	476.13	518.91	475.83
	<b>520.07</b>	<b>566.79</b>	<b>523.71</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Long-term borrowings	0.13	0.15	0.08
Other long term liabilities	66.19	72.13	65.18
Long-term provisions	9.23	10.06	7.03
	<b>75.55</b>	<b>82.34</b>	<b>72.29</b>
<b>Current liabilities</b>			
Short-term borrowings	329.69	359.32	275.16
Trade payables	4.18	4.56	3.50
Other current liabilities	17.52	19.09	18.69
Short-term provisions	1.23	1.34	1.42
	<b>352.62</b>	<b>384.31</b>	<b>298.77</b>
	<b>948.24</b>	<b>1,033.44</b>	<b>894.77</b>
<b>ASSETS</b>			
<b>Non-current assets</b>			
Fixed assets			
Tangible assets	290.27	316.35	303.06
Intangible assets	0.16	0.17	0.26
Capital work-in-progress	37.29	40.64	44.55
Intangible under development	0.36	0.39	0.26
Non-current investments	266.39	290.32	261.21
Long-term loans and advances	12.89	14.05	12.81
Other non-current assets	10.14	11.05	12.35
	<b>617.50</b>	<b>672.97</b>	<b>634.50</b>
<b>Current assets</b>			
Current investments	38.83	42.32	13.49
Trade receivables	0.44	0.48	0.45
Cash and bank balances	25.45	27.74	5.65
Short-term loans and advances	1.45	1.58	1.63
Other current assets	1.61	1.76	1.17
	<b>67.78</b>	<b>73.88</b>	<b>22.39</b>
	<b>948.24</b>	<b>1,033.44</b>	<b>894.77</b>
<b>RESERVES AND SURPLUS INCLUDING EXCESS OF EXPENDITURE OVER INCOME</b>			
	262.96	286.59	237.88
	<b>948.24</b>	<b>1,033.44</b>	<b>894.77</b>

The Condensed Combined Balance Sheet has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation. It has also been converted at a translation rate as on March 31, 2020 of 1 USD = ₹ 75.39 (previous year 1 USD = ₹ 69.17).

The US dollar has risen sharply against the Indian Rupee in the month of March 2020 due to unusual conditions created by COVID-19 pandemic, this fluctuation has affected the Balance Sheet of the SNF group for the year-end 31 March 2020. The Financials are converted at a constant exchange rate as on March 31, 2019 of 1 USD = ₹ 69.17 for better comparison and understanding.

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group\*

Shiv Nadar  
Managing Trustee  
Shiv Nadar Foundation

Roshni Nadar Malhotra  
Trustee  
Shiv Nadar Foundation

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

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Chief Financial Officer  
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# FINANCIALS (US\$ MILLIONS)

## Shiv Nadar Foundation and Group

### Combined Statement of Income and Expenditure for the years ended March 31, 2020 and March 31, 2019

	For the year ended March 31, 2020 US\$ Millions Year End Rate	For the year ended March 31, 2020 US\$ Millions Constant Currency Rate	For the year ended March 31, 2019 US\$ Millions Year End Rate
<b>Expenditure</b>			
Employee benefit expenses	34.12	37.19	29.56
Academic expenses	8.45	9.21	8.77
Establishment and maintenance expenses	15.16	16.52	14.76
Travel, Transport & Conveyance	4.68	5.10	4.46
Scholarship	0.59	0.64	0.60
Expenses from restricted funds	1.68	1.83	2.01
Finance cost	0.03	0.03	0.09
Depreciation and amortisation expense	13.78	15.01	15.62
Other expenses	11.27	12.28	9.15
	<b>89.76</b>	<b>97.81</b>	<b>85.02</b>
<b>Income</b>			
Fees	32.39	35.30	31.20
Donations received	2.24	2.44	2.05
Other income	11.09	12.09	7.96
	<b>45.72</b>	<b>49.83</b>	<b>41.21</b>
<b>Excess of expenditure over income before tax</b>	<b>44.04</b>	<b>47.98</b>	<b>43.81</b>
<b>Adjustment for tax expense</b>			
Current tax	0.62	0.68	0.62
MAT credit entitlement	-	-	(0.08)
<b>Excess of expenditure over income</b>	<b>44.66</b>	<b>48.66</b>	<b>44.35</b>

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. It has also been converted at a translation rate as on March 31, 2020 of 1 USD = ₹ 75.39 (previous year 1 USD = ₹ 69.17).

The US dollar has risen sharply against the Indian Rupee in the month of March 2020 due to unusual conditions created by COVID-19 pandemic, this fluctuation has affected the Balance Sheet of the SNF group for the year-end 31 March 2020. The Financials are converted at a constant exchange rate as on March 31, 2019 of 1 USD = ₹ 69.17 for better comparison and understanding.

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

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group\*

Shiv Nadar  
Managing Trustee  
Shiv Nadar Foundation

Roshni Nadar Malhotra  
Trustee  
Shiv Nadar Foundation

Place: New Delhi  
Date: 28<sup>th</sup> July 2020

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# FINANCIALS (US\$ MILLIONS)

## Shiv Nadar Foundation and Group

### Combined Cash Flow Statement for the year ended March 31, 2020 and March 31, 2019

	Year Ended March 31, 2020 US\$ Millions	Year Ended March 31, 2020 US\$ Millions	Year Ended March 31, 2019 US\$ Millions
	Year End Rate	Constant Currency Rate	Year End Rate
<b>1 Cash flow from operating activities:</b>			
Excess of expenditure over income	(44.03)	(47.99)	(43.81)
-Depreciation and amortisation expense	13.78	15.01	15.62
-Other non cash expenses written off	(0.15)	(0.17)	(0.08)
-Profit on sale of investments	(1.53)	(1.67)	(1.10)
-Loss/ (profit) on sale of property, plant and equipment	(0.01)	(0.01)	0.01
-Net interest income	(6.92)	(7.54)	(4.01)
<b>Operating deficit before working capital changes</b>	<b>(38.86)</b>	<b>(42.37)</b>	<b>(33.37)</b>
<b>Adjustments for changes in working capital/other non current items :</b>			
- Increase in payables, other liabilities and provisions	5.00	5.45	5.76
- Increase in advances and other current assets	(0.39)	(0.43)	(0.45)
- Taxes paid	(0.59)	(0.64)	(0.61)
<b>Net cash used in operating activities (A)</b>	<b>(34.84)</b>	<b>(37.99)</b>	<b>(28.67)</b>
<b>2 Cash flow from investing activities:</b>			
Additions to tangible and intangible assets	(25.30)	(27.58)	(12.29)
Sale of tangible and intangible assets	0.06	0.07	0.07
Increase in capital work in progress and intangible under development	3.48	3.79	(11.92)
Sale of mutual fund and other investments	(28.58)	(31.15)	6.37
Purchase of art work	(32.93)	(35.89)	(35.98)
Increase in bank deposits (net)	(18.55)	(20.22)	(2.70)
Investment in bonds	13.92	15.17	(50.40)
Interest received	5.64	6.15	2.70
<b>Net cash used in investing activities (B)</b>	<b>(82.26)</b>	<b>(89.66)</b>	<b>(104.15)</b>
<b>3 Cash flow from financing activities:</b>			
Proceeds/(repayment) of borrowing (net)	77.30	84.25	31.71
Interest paid on borrowings	(0.03)	(0.02)	(0.11)
Additions to corpus fund, issue of share capital and receipt of application money	39.53	43.10	101.89
<b>Net cash from financing activities ©</b>	<b>116.80</b>	<b>127.33</b>	<b>133.49</b>
<b>Net decrease in cash and cash equivalents (A+B+C)</b>	<b>(0.30)</b>	<b>(0.32)</b>	<b>0.67</b>
<b>Opening balance of cash and cash equivalents</b>	<b>4.16</b>	<b>4.16</b>	<b>3.70</b>
<b>Effect of exchange difference on cash and cash equivalents</b>	<b>(0.33)</b>	<b>-</b>	<b>(0.21)</b>
<b>Closing balance of cash and cash equivalents</b>	<b>3.53</b>	<b>3.84</b>	<b>4.16</b>
Closing cash and cash equivalents comprises of*			
Cash in hand	0.02	0.02	0.01
Balances with banks	3.51	3.82	4.15

The Combined Cash Flow Statement has been extracted from the combined financial information of Shiv Nadar Foundation and Group prepared by Shiv Nadar Foundation. It has also been converted at a translation rate as on March 31, 2020 of 1 USD = ₹ 75.39 (previous year 1 USD = ₹ 69.17).

The US dollar has risen sharply against the Indian Rupee in the month of March 2020 due to unusual conditions created by COVID-19 pandemic, this fluctuation has affected the Balance Sheet of the SNF group for the year-end 31 March 2020. The Financials are converted at a constant exchange rate as on March 31, 2019 of 1 USD = ₹ 69.17 for better comparison and understanding.

\*Cash and bank balances as per note 19 includes cash and cash equivalents and bank balance and other bank deposits with maturity less than 12 months (FY 2019-20 - \$21.93 million, FY 2019-20\*\* - \$23.90 million and FY 2018-19 - \$1.48 million).

Grant Thornton India LLP

For and on behalf of Shiv Nadar Foundation and Group\*

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Managing Trustee  
Shiv Nadar Foundation

Roshni Nadar Malhotra  
Trustee  
Shiv Nadar Foundation

Place: New Delhi  
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# SPECIAL APPRECIATION (CONSOLIDATED)

SNF extends a special thanks for believing  
in our mission and being a part of our journey

Aghaz Foundation

Almondz Insurance Brokers

Ashoka University

Australian High Commission

Babson College

BML Munjal

Bryn Mawr College

Cornell University, USA

Dr V. S. Gayathri

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SHIV NADAR FOUNDATION

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