

SHIV NADAR FOUNDATION

ANNUAL REPORT 2020-21





SHIV NADAR

Founder and Chairman -
Shiv Nadar Foundation
Founder - HCL Group

MESSAGE FROM THE CHAIRMAN

Whichever way you look at it, 2020 was a transformative year. At no time in living memory has humanity been as united in its stand against an invader. For many, 2020 was the epoch of despair, but for several others it also encouraged the will to usher in new tidings and brought out qualities of resilience and fortitude. The COVID-19 pandemic affected us all in more ways than one. But at the same time, it also taught us to focus on our collective health and well-being and strengthened our bonds with family and friends. Most importantly, it taught us that even in the direst of circumstances, human will, perseverance, and ingenuity will prevail and triumph.

2020 was no different for us at the Shiv Nadar Foundation. What stands out though is our capacity to adapt, innovate and stand together to engineer great work, often in the face of overwhelming odds. The passion, commitment, and generosity demonstrated by everybody at the Foundation in the face of personal and professional challenges is truly remarkable.

There's no doubt that the pandemic took us by surprise in its initial days, as it did our young nation and the rest of the world. Yet, the far-sightedness, agility and fortitude built into the DNA of the Foundation and its institutions ensured that our momentum of work was not impacted. Thanks to the actions taken at the outset of the pandemic, we were able to not just ensure operational continuity, but also make tweaks to enable our people, beneficiaries and communities stay the course in their transformative journey despite the difficulties arising from the pandemic.

2020 showed us that the journey we had already started undertaking to enhance our digital footprint was the right one. It allowed us to adapt to a 100% virtual environment much ahead of others and enabled us to broaden our scope of engagement. Our institutions including the Shiv Nadar University, SSN Institutions and Shiv Nadar Schools were among the first to implement digital classes to ensure minimal disruption to students. The VidyaGyan Leadership Academy created innovative ways to engage its students from the remotest parts of rural India and maintained continuity in their learning journey despite the students lacking access to proper digital devices and connectivity. We launched Shiv Nadar University Chennai, the first private university to be legislated in Tamil Nadu after 90 years. With physical museums closed the world over, the Kiran Nadar Museum of Art took art to the public through various virtual programs.

As we embrace the new year and move past the pandemic, it is important that we continue to remember to view our strengths and achievements in the context of our people. It is as much the incredible work of our people, as it is the hope and trust that countless young beneficiaries' repose in us, that continues to steer the Foundation. I am in no doubt that the Foundation will continue to move from strength to strength as it marches ahead in its onwards journey of transformative nation building.

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ABOUT US

The Shiv Nadar Foundation was established in 1994 by Shiv Nadar, Founder of HCL - a US\$ 10.1 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.

The Foundation believes that education is the single most powerful tool that has the power to not only transform an individual but create 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 vs Corrective



Transparency & Governance



Longevity



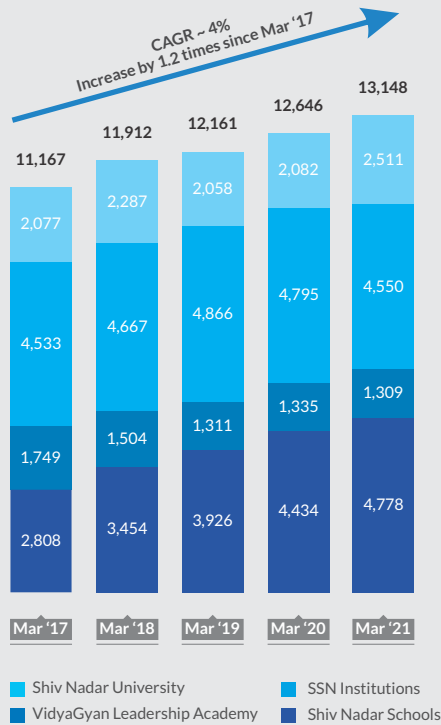
Sustainability



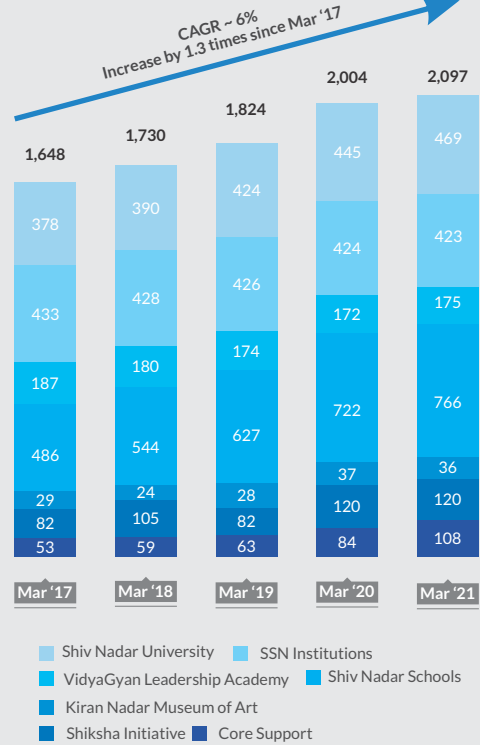
Partnerships

SHIV NADAR FOUNDATION HIGHLIGHTS

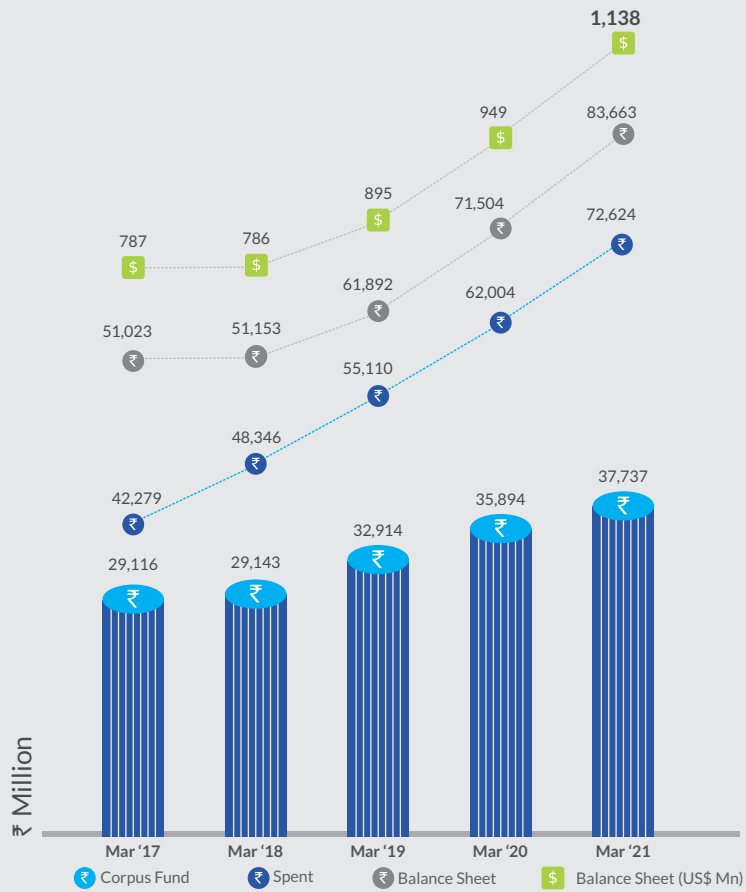
STUDENT STRENGTH - TREND OF 5 YEARS



HEADCOUNT - TREND OF 5 YEARS



CORPUS FUND, SPENT & BALANCE SHEET TREND OF 5 YEARS



The numbers have been regrouped and reclassified for better understanding and appropriate presentation. Spent is total expenditure comprises 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

More than 85% students of the outgoing batch of 2020 have scored more than 90% marks in their grade XII board exams. Manu Chauhan, a student of VidyaGyan, secured admission at Stanford University with 100% scholarship. Students secured admissions in flagship courses at prestigious institutions like IIT, AIIMS, IIM, NID, etc. The alumni of VidyaGyan Leadership Academy have also started their corporate journeys in leading organizations like Byju's, Dmart, Amazon, Teach for India, and many more.

Shiksha Initiative

Shiksha Initiative launched two unique programs – 'Shiksha Kiran' and 'Shiksha Ki Goonj' to help students and adult learners continue their learning journey in the wake of schools being shut due to the pandemic. Shiksha Initiative also supported the UP State Government's digital learning initiatives under Mission Prerna and E-Pathshala.

Shiv Nadar School

The Shiv Nadar School is launching its first campus in Chennai, Tamil Nadu. This will be the School's fourth campus in India (with three in Delhi NCR) and will be spread over 14.2 acres. The School will commence operations in April 2022. Also, Shiv Nadar School joined hands with the iconic Montessori pre school – 'the magic years' located at Vasant Vihar in New Delhi. The pre-school is rechristened as 'the magic years - a Shiv Nadar School', marking Shiv Nadar Foundation's entry into the pre school education space.

SSN Institutions

Three SSN faculty members were listed among the top 2% scientists in the world in a database curated by a team of experts at Stanford University and published in one of the most reputed journals, PLOS Biology. Also, faculty members at the institution published 560 papers in refereed journals in 2020, taking the total number of published papers over the last three years to more than 1500.

Shiv Nadar University Delhi NCR _____

Shiv Nadar University Delhi NCR was conferred the prestigious 'Institution of Eminence' (IoE) status by the Ministry of Education, Government of India. With this, the University became the youngest recognized IoE in the country, joining the hallowed league of top 20 public and private institutions in the country mandated to elevate Indian higher education on the global stage. It was also ranked among the top 25 institutions in India in the overall academic institutions' rankings 2020 by the prestigious Nature Index.

Kiran Nadar Museum of Art _____

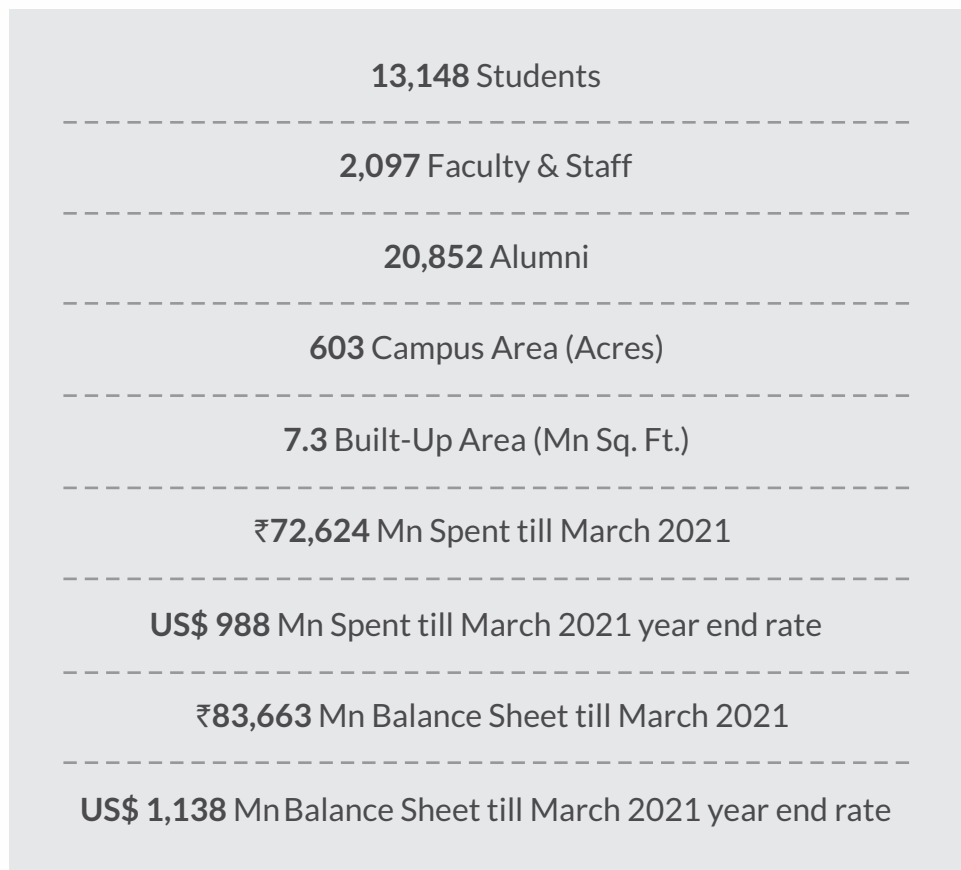
The Kiran Nadar Museum of Art overhauled its entire physical program structure into a virtual format for a large part of 2020 in the wake of the COVID-19 closure, mandated by the Government. The shift to online exhibitions and outreach programs increased the Museum's reach globally. KNMA launched several new programs including The Artists' Way - a series of experimental workshops and curriculum intensive program; Meet the Masters - video episodes on celebrated Indian artists; and Art x Fashion - showcasing the connection between Art and Fashion, among others.

Shiv Nadar University Chennai _____

Shiv Nadar Foundation launched Shiv Nadar University Chennai, its third initiative in the field of higher education. The University is set to begin operations in academic year 2021 and will offer four unique and specialized undergraduate courses in the disciplines of Engineering and Commerce in the inaugural year. The courses are conceptualized keeping in mind the growing industry demands in the area. Prof. Sriman Kumar Bhattacharyya, a widely acclaimed academician and previously Director (officiating) at IIT Kharagpur, has been appointed as the Founding Vice-Chancellor of the University.







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.



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

Spent is total expenditure which comprises 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.

	2,511 Students	469 Faculty & Staff	2,691 Alumni	265 Campus Area (Acres)	3.1 Mn Built-Up Area (Mn Sq. Ft.)	₹21,996 Mn Spent Till March 2021	US\$ 299 Mn Spent Till March 2021
	4,550 Students	423 Faculty & Staff	16,667 Alumni	228 Campus Area (Acres)	2.1 Mn Built-Up Area (Mn Sq. Ft.)	₹5,867 Mn Spent Till March 2021	US\$ 80 Mn Spent Till March 2021
	1,309 Students	175 Faculty & Staff	1,304 Alumni	74 Campus Area (Acres)	1.1 Mn Built-Up Area (Mn Sq. Ft.)	₹7,319 Mn Spent Till March 2021	US\$ 100 Mn Spent Till March 2021
	4,778 Students	766 Faculty & Staff	190 Alumni	29 Campus Area (Acres)	1.0 Mn Built-Up Area (Mn Sq. Ft.)	₹9,281 Mn Spent Till March 2021	US\$ 126 Mn Spent Till March 2021
	36 Staff	6,381 Artworks	0.03 Built-Up Area (Mn Sq. Ft.)	7.5 Campus Area (Acres)	₹26,219 Mn Spent Till March 2021	US\$ 357 Mn Spent Till March 2021	
	288 Schools	120 Staff	₹388 Mn Spent Till March 2021	US\$ 5 Mn Spent Till March 2021			
CORE SUPPORT	108 Staff	₹1,554 Mn Spent Till March 2021	US\$ 21 Mn Spent Till March 2021				

Conversion rate 1US\$ - ₹73.50 (RBI reference rate as on March 31, 2021) used for financial numbers as on March 31, 2021.

186 schools run by Shiksha Initiative and 102 schools run by UP Govt. (learning content provided by Shiksha Initiative)

AWARDS & RECOGNITIONS



Roshni Nadar Malhotra was recognized by Forbes as one of the 100 Most Powerful Women in the World for the fourth consecutive year



Forbes Asia recognized Roshni Nadar Malhotra as one of the 25 Most Powerful Women in Business in Asia



Business Today, India's leading fortnightly business magazine, recognized Roshni Nadar Malhotra as one of India's Most Powerful Women in Business



Fortune India featured Roshni Nadar Malhotra among India's 50 Most Powerful Women in Business



Hurun India Philanthropy List 2020, released by the Hurun Research Institute, recognized Shiv Nadar as the Second Most Generous Indian for his philanthropic efforts



Shiv Nadar was felicitated by CNBC TV 18 with its India Business Leader Award in the Lifetime Achievement category


SPECIAL APPRECIATION

The Shiv Nadar Foundation extends a special thanks for believing in our mission and being a part of our journey

 Vahani Scholarship

 Raman Kant Munjal Foundation

 Krea University


 Ashoka University

 SRM University, Andhra Pradesh

 SRM Institute of Science & Technology, Chennai

 SRM Institute of Science & Technology, Delhi-NCR

 BML Munjal

 Mr. Sunil Goyal

 MCKS Trust

 Shri Ganga Trust

 Apeejay Stya University

OUR COVID-19 RESPONSE

Standing #TogetherForTomorrow

The world is experiencing challenges from the COVID-19 pandemic that stand unparalleled in living memory. While the pandemic posed the biggest threat to public health, it also became an example of human ingenuity, collective action to help tackle the crisis and deep human compassion.

Realizing the pandemic's impact on human capital, including lives, learning, well-being, and future productivity, Shiv Nadar Foundation and its institutions came #TogetherForTomorrow and undertook multiple steps early on in the crisis to ensure uninterrupted functioning of the institutions, community response efforts, and health and well-being of all employees, their families and students.

The key components of our COVID response efforts include:-

- **Shift to online education** - The Foundation's institutions were quick to respond to the pandemic and shifted to online teaching as soon as the country went into a lockdown in 2020 to ensure the learning journey of all students continued uninterrupted. The institutions also actively recognized and addressed student concerns by gradually reopening the campuses (where possible) and provisioning for focused time to support with academic learning.
- **Ensuring health & well-being of employees & their families**
 - **24x7 COVID Care helpline** - HCL Healthcare established a robust helpline to support all employees and their families with doctor consult and life coach services to ensure both physical and emotional well-being of employees.
 - **Establishing infrastructure to manage COVID cases** - a 100 bed quarantine facility and a 50 bed isolation facility was established at the Shiv Nadar University Delhi-NCR campus. These facilities included 10 oxygen cylinders, a concentrator, thermal scanners and oximeters. Messing and housekeeping staff were specially trained to serve the patients in quarantine and with COVID positive status in isolation.
 - **Partnership with hospitals** - to provide employees easy access to treatment, the Foundation partnered with several hospitals and also with hotels that offered isolation facilities.
 - **Home availability of services** - to ensure that employees and their families with mild symptoms were able to manage care within their homes, the Foundation partnered with organizations to provide services including home delivery of medicines, medical care at home services, food delivery services, and RT-PCR and lab services. For more severe cases, ambulance services, oxygen concentrators, cylinder and cans; and access to critical medicines was also organized.

- › **Vaccination drives** – The Foundation organized vaccination drives for employees, their dependent family members and students (where eligible) at the HCL Healthcare clinics, HCL campuses as well as with partner hospitals.
- › **Community Support**
 - › **Vaccination drive** - Shiksha Initiative from SNF organized vaccination drives in 45 villages of Kasmanda Block in Sitapur district, vaccinating over 3000 villagers as part of the same.
 - › **Community kitchen** – Shiv Nadar School Noida established a community kitchen to help migrant workers in the vicinity of the school with cooked meals.
 - › **Financial support to third party staff** – Shiv Nadar School raised funds through employee contributions for extending financial support to third party employees working with the school.

Shiv Nadar Foundation built a carefully planned support system to help employees and their families deal with the pandemic as effectively as possible. The Foundation's institutions also extended support to the communities they work in. We are confident that with the combined efforts of the Government, corporations and other organizations, we will be able to overcome this adversity soon.



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 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 faculty member, Pramod Kumar Reddy, designed a new musical instrument “Tabla Tubes” out of waste PVC pipe. Selected as one out of eight finalists at National Level for Raman Experiential Science Teacher Award 2020

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, Maths, 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

The students of VidyaGyan Leadership Academy continue to excel academically and secured admissions at highly prestigious universities in India and globally. Like the previous years, many students joined prestigious Indian institutions such as IIT, AIIMS, NDA, NID, NIT, IIM, University of Delhi and many more. Manu Chauhan, a student of VidyaGyan, secured admission at Stanford University with 100% scholarship.

The alumni of VidyaGyan Leadership Academy have also started their corporate journeys. Several of our alumni have now kicked-off their careers with industry leading organizations such as Byju’s, DMart, Amazon, Teach for India and Anuj Dhariwal, the first VidyaGyan student to secure admission at the NDA, graduated this year and has been commissioned as a Lieutenant in the Indian Army.

VidyaGyan Leadership Academy Sitapur was



Dakshayani & Akash, VidyaGyan students, with their project on 'Embedded Systems' that was selected for the National Virtual Science Fair finals 2021



Deepak, VidyaGyan student, working on the project "Raja The Great" that was selected for the grand finale of 'TOYCATHON 2021'

awarded the title of “**School of Science Excellence**” by Raman Young Science Innovator Award for participating in **HANDS-ON SCIENCE** activity for students. The title was awarded to VidyaGyan for active and maximum participation in science activities.

The students of VidyaGyan Leadership Academy made their mark and excelled at various competitions at the district, state and national level. Some of these included Khan Academy's Keep going, Keep growing LearnStorm 2020, International Model United Nations, General Knowledge Olympiad, TOYCATHON 2021 (organized by Ministry of Education's Innovation Cell), National Virtual Science Fair 2021 and INSPIRE Awards-MANAK (one of the flagship programs of the Department of Science and Technology (DST), Government of India).



ERADICATING ILLITERACY

Shiksha Initiative (Elementary Education program) was launched in 2012 with a mission to create a literate and empowered nation. Leveraging Shiv Nadar Foundation's expertise in transformational education and utilizing HCL's technology prowess, Shiksha Initiative was created as an ICT-based intervention that enhances the classroom

environment and equips teachers with innovative and high-engagement teaching mechanisms. It follows a three-pronged methodology of 'Teaching, Querying and Augmentation' to boost learning effectiveness and knowledge retention among children. Shiksha has converted the curriculum of Uttar Pradesh State Board, for primary classes, into



Ms. Roshni Nadar Malhotra, Chairperson, HCL Technologies and Trustee, Shiv Nadar Foundation flagging off the first Shiksha Kiran vehicle

interactive and animated formats which is imparted to students through an audio-visual mode.

Shiksha Initiative was strategically extended for adult literacy through Shiksha+ in 2016. Shiksha+ also uses an ICT-based methodology to instill the fundamentals of reading, writing and arithmetic skills in illiterate adults and sensitize them about

the importance of education. Learners in Shiksha+ program vary in culture, age, socio-economic status, language, gender, motivation, ability/disability and personal interests.



'Shiksha ki Goonj' loudspeakers in remote villages for dissemination of educational lessons



A Shiksha Kiran class in progress, enabling students in rural UP continue their learning journey

Highlights

The COVID-19 pandemic mandated schools to close impacting students across the country, especially those in rural India given their limited access to digital resources. Keeping this in mind, Shiksha Initiative created two unique programs to help learners continue their education in the absence of a smartphone or laptop.

Shiksha Kiran was one such initiative that brought the classroom to the doorsteps of students and adults and ensured that they continue their learning journey even during the pandemic. The program uses specially designed vehicles, equipped with mass teaching tools such as large screens and loudspeakers, to cover 36 villages across three districts - Sitapur, Bulandshahr and Gautam Buddha Nagar - in Uttar Pradesh (UP). The curriculum covers key learning inputs in a unique 15-week program where learners are taught in open classrooms (under canopies) via specialized

teaching-learning materials including audio-visuals, games and activities, using the local (Hindi) language. Shiksha Kiran was unveiled by Dr. Satish Chandra Dwivedi, Hon'ble Minister for Basic Education, UP and the first vehicle was flagged off by Ms. Roshni Nadar Malhotra, Chairperson, HCL Technologies and Trustee, Shiv Nadar Foundation.

The second initiative - Shiksha ki Goonj - was launched to help learners continue their education from the comfort and safety of their homes. Shiksha ki Goonj disseminated educational lessons covering basic Maths and Language for primary school students, over loudspeakers in the form of interesting stories, songs and poems. In addition, the program offered information related to COVID-19 precautions and care and sensitized larger village communities to incorporate safe and hygienic practices to help contain the spread of the virus.



MoU signed with Basic Shiksha Adhikari, Chitrakoot for the implementation of Shiksha Initiative

Apart from these unique programs, Shiksha Initiative also supported the UP State Government's digital learning initiatives under Mission Prerna and E-Pathshala. These programs were aimed at helping learners in the state's remote villages to continue their education. The Shiksha team provided assistance by disseminating learning material links (audio and video), via WhatsApp, to parents from schools where Shiksha Initiative is implemented. The team also devised a review mechanism, where important feedback from parents and students, regarding the learning material, was shared with the State Government to help improve the overall digital learning program.

Shiksha Initiative supported the Basic Education Department, UP to map and rate learning content on Diksha App with the UP State Board Curriculum for grades I, II and III. Diksha Portal, by Ministry of Human Resource and Development, Government of India, includes interactive videos, workbooks and



Dr. Satish Chandra Dwivedi, Hon'ble Minister for Basic Education (UP) unveiling the Shiksha Kiran Initiative

activities. A total of 1255 pieces of content on the Portal were tagged in a grade appropriate manner by the Shiksha team, enabling users to easily identify chapter-relevant content and practice at their own pace.

Shiksha Initiative has consistently driven positive and sustained impact on learning outcomes for primary school children in rural UP. This has been recognized by the state machinery and the Shiksha team was approached by District Administrations of five, out of eight, Aspirational Districts in UP – Sonbhadra, Bahraich, Shravasti, Siddharthnagar and Chitrakoot - to launch Shiksha Initiative in their respective districts. Apart from the Aspirational Districts, the team also received a request from District Administration, Gorakhpur to implement the program. With this, Shiksha Initiative's Elementary education program has been implemented across 12 districts in UP, covering 279 school and impacting over 17,000 young learners.



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. Keeping this in mind, Shiv Nadar School, a K-12 urban education initiative of the Shiv Nadar Foundation was established in the year 2012 to push the benchmarks in education and impart critical life lessons to students, making them future

ready for a complex global environment. The school believes that an academic environment suited to 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. Given this, the school constantly motivates its students to help them realize their unique



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

interests, talent and potential. Shiv Nadar School's unique approach to education has led it to emerge as one of the most coveted schools in the National Capital Region of Delhi. It is also consistently recognized among the top schools in the country.



Kshitij Goel, a grade IV student who created Sanjeevani, a breathing device, that can act as a provisional ventilator



The Annual Arts Festival – Kaafila – held virtually this year with events across theatre, music, dance, visual arts

Highlights

Grade XII students of Shiv Nadar School performed outstandingly in the 2020 CBSE Board Exams. A total of 107 students, achieved a school average of 86.7%. Out of the total, 58 students (54%) scored an aggregate of 90% and above. Fourteen students scored a perfect 100 across various subjects including English, Business Studies, Maths, Physics and Entrepreneurship among others. Graduating students have also secured admission in undergraduate programs at the top international institutions. These include the prestigious London School of Economics, University College London and Kings College in the UK; and University of Toronto in Canada, among others.

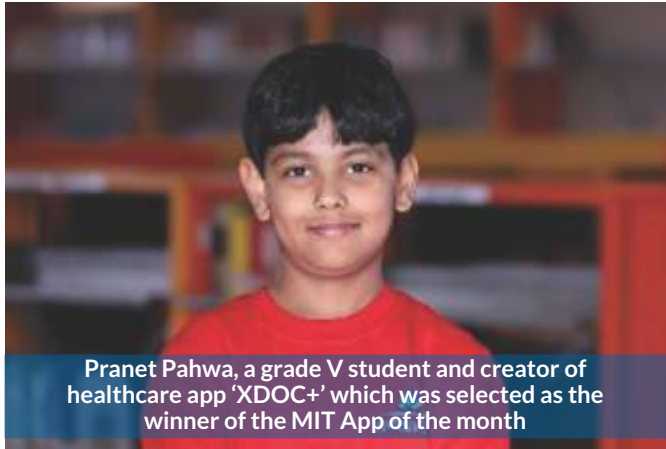
Score (Percentage)	Number of Students
90 and above	58
80 - 89	36
70 -79	13

155 students appeared for grade X CBSE board 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

Adding a new feather in its cap, Shiv Nadar School is launching its first campus in Chennai, Tamil Nadu. This will be the School's fourth campus in India (with three in Delhi NCR) and will be spread over 14.2 acres. Shiv Nadar School Chennai will commence operations in April 2022 and will invite applications for admission to the junior school (nursery to grade III) in the first year. It will eventually grow to a K-12 school, offering both CBSE and international curricula.

Shiv Nadar School joined hands with the iconic Montessori pre-school – 'the magic years' located at Vasant Vihar in New Delhi. The pre-school is rechristened as 'the magic years - a Shiv Nadar School', marking Shiv Nadar Foundation's entry into the pre-school education space. Established in 1985, the magic years has consistently worked towards inculcating the



Pranet Pahwa, a grade V student and creator of healthcare app 'XDOC+' which was selected as the winner of the MIT App of the month



Hosted a virtual session with Captain Zoya Agarwal, World's youngest woman commander to fly Boeing-777 who also commanded the world's longest commercial flight with an all female crew

joy of learning in children. The pre-K years present a critical opportunity to lay the groundwork for proficiency in key skills including social & emotional learning and are proven to impact academic performance in the primary grades and beyond. Given this, Shiv Nadar School's partnership with the magic years is a natural progression for the School towards integrating learning pedagogy in a way that the overall development of a child begins at an early age.

Over the past year, the School organized virtual sessions with several distinguished speakers. Some of these included Dr. Kiran Bedi on 'Breaking Stereotypes'; Air India's Captain Zoya Agarwal who made history as the first woman to fly the Boeing-777 and more recently, the longest commercial flight in the world with an all-female flight crew; and Dr. Gagandeep Kang, an eminent scientist and the first Indian woman scientist to be elected a Fellow of the Royal Society, among others.

Given the virtual learning environment, Shiv Nadar School hosted its major annual events in a digital format this year. These comprised the Annual Arts Festival – Kaafila which witnessed participation from 18 schools across India, and a school each from Japan and Russia. Leading artists including Padma Shri Gulabo Sapera and

eminent actor Kumud Mishra along with other artists from different parts of India and Mexico also interacted with students and conducted workshops.

Students of Shiv Nadar School continued to be at their inventive best even in a difficult year of virtual classes and remote learning. Encouraged to think out-of-the-box, learn from practical experience and be socially responsible, students created novel solutions to tackle issues affecting the larger population. Pranet Pahwa, a grade V student, created a healthcare app 'XDOC+' to help patients find best doctors for a range of healthcare needs as well as offer information about various diseases on a single platform. The app was recognized by the Massachusetts Institute of Technology, USA which selected XDOC+ as the winner of the MIT App of the month. In another innovation, Kshitij Goel, a grade IV student, created a breathing device, Sanjeevani - an automated bag valve mask that can act as a provisional ventilator for people suffering from acute respiratory diseases like COVID-19. Kshitij's innovation bagged the Special Jury Innovation Award and Audience Choice award at the Young Innovators Challenge, conducted by NXP India.



PURSUIING EXCELLENCE IN EDUCATION & RESEARCH

Established in 1996, SSN Institutions (SSNI) is a premier center of learning in India, with the mission of pursuing excellence in higher education and research. Located in Chennai, SSN Institutions 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 a sprawling 228 acres of sylvan surroundings have enabled

SSN Institutions to be regularly ranked among the leading engineering colleges in India. SSN Institutions has created 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.



Academic Block at SSN College of Engineering

Pillars of 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 Foundation



Dr. Kala Vijayakumar addressing SSN Institution's annual alumni meet held virtually this year



3-D printable protective face shields developed by faculty and students at SSN College of Engineering

Highlights

Despite the challenges brought on by the pandemic, SSN Institutions continued its journey of achieving several recognitions and successes. It was accredited with 'A+' Grade by the National Assessment and Accreditation Council (NAAC). In the India Rankings 2020 by the NIRF (National Institutional Ranking Framework) brought out by the Ministry of Human Resource Development, Government of India (GoI), SSN Institutions secured 83rd rank overall among all educational institutions in the country. It was also ranked 44th among all engineering institutions in the country.

SSN Incubation Foundation (SSNiF) which was set up to promote entrepreneurship was registered u/s 8 of the Companies Act 2013 as a not-for-profit organization in 2020. It supports budding entrepreneurs with mentorship, funding, infrastructure availability and patent filing services, among others. SSNiF signed an MoU with Dr. V.S. Felix Enigo, Associate Professor, Department of Computer Science & Engineering at SSN

to provide incubator support for her project to design Artificial Intelligence (AI) based screening tool to predict future osteoporotic hip fracture risk in post-menopausal women. This project also received funding of ₹5 Million from the Biotechnology Industry Research Assistance Council (BIRAC). SSNiF is also incubating ePropelled Systems Private Limited, a startup in the area of electronic motor design.

Upholding SSN's position as one of India's leading research-led institutions for higher learning, faculty members at the institution published 560 papers in refereed journals in 2020, taking the total number of published papers over the last three years to more than 1500. The prolific student body also continued the research momentum and published 198 papers in refereed journals. A total of 41 patents were applied in the last year and eight were awarded, contributing to building the institution's intellectual property. Three SSN faculty members were listed among the top 2% scientists

in the world in a database curated by a team of experts at Stanford University and published in one of the most reputed journals, PLOS Biology.

Researchers at SSN Institutions were awarded grants of over ₹400 Million for projects by reputed agencies including the Department of Science & Technology (DST), Defense Research and Development Organization, Indian Space Research Organization, Council of Scientific and Industrial Research and Indira Gandhi Centre for Atomic Research, among others. In a highly innovative research project, the Dean of Research at SSN indigenously designed Directional Solidification (DS) technology system to grow high-quality multi-crystalline silicon ingots suitable for the fabrication of solar cells. This research was awarded a grant of ₹120 Million by DST and has the potential to catalyze India's solar wafer and ingot manufacturing abilities, the building blocks for manufacturing solar cells and modules. Contributing to the country's fight against COVID-19, a group of faculty members and students at SSN College of Engineering developed 3-D printable protective face shields for frontline workers. Made from biocompatible, medical-grade material the face shields were designed to be reused after proper sterilization.

The year 2020 marked the 20th anniversary of the first batch that graduated from SSN College of Engineering. The institution organized a virtual reunion for the batch of the year 2000 which was attended by alumni from across the globe. The annual SSN alumni meet was also organized virtually and over 800 alumni participated in the same.

Graduates of the 2020 batch at SSN Institutions received offers from leading organizations including Goldman Sachs, McKinsey & Company, Citi, L&T Construction and Ford Motors, among others. 20% of the graduating students secured admission at renowned international universities including Carnegie Mellon University, Arizona State University, University of Texas, University of Melbourne and National University of Singapore, among several others.

SSN Institutions granted scholarships worth ₹44.5 Million (~USD 615,500) to 560 students in the year 2020. The SSN scholarship scheme was launched in 1999 to ensure access to high quality education to all strata of society. Scholarships are disbursed under various categories including merit scholarships, sports scholarships, rural scholarships and PG scholarships. To date, over 8200 students have benefited from scholarships worth ₹730 Million (~USD 10 Million).

SSN students continued to make the institution proud by achieving high rankings across different programs. A group of students from Mechanical Engineering was placed first in the Ford Hackathon and another group achieved the top rank in the virtual, three-day IEEE COVID-19 Hackathon. In sports, Yaswanth Udayakumar (a second year student of Engineering in Computer Science) participated in the Oman Cricket Junior Under 19 league tournament organized by Oman Cricket Association, Oman and S. Vaibhav (a third year student of Engineering in Computer Science) participated in the 2nd Division TNCA Elite league organized by TNCA, Chennai.



DEVELOPING THE LEADERS OF TOMMOROW

Shiv Nadar University Delhi NCR is currently India's youngest recognized 'Institution of Eminence Deemed to be University' (IoE), and is a part of the hallowed league of top 20 public and private institutions in the country mandated to elevate Indian higher education on the global stage. It is a comprehensive, multidisciplinary and research-focused university offering 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.



Mr. Shikhar Malhotra (Pro-Chancellor) and Dr. Rupamanjari Ghosh (Vice-Chancellor) signing the MoU with Dr. Vineet Joshi, Additional Secretary, Ministry of Education, Government of India, for the granting of the IoE status

Nestled in a fully residential campus near Delhi NCR, the 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.

Schools at the Shiv Nadar Institution of Eminence:

- School of Engineering
- School of Management and Entrepreneurship
- School of Humanities and Social Sciences
- School of Natural Sciences
- Academy of Continuing Education



Highlights

Shiv Nadar University Delhi NCR has been conferred the prestigious '**Institution of Eminence**' status by the Ministry of Education, Government of India (GoI). The University's leadership signed a Memorandum of Understanding (MoU) with the Ministry of Education for granting of the prestigious status of 'Institution of Eminence Deemed to be University' (IoE), allowing the University complete academic and administrative autonomy. With the MoU, Shiv Nadar University Delhi NCR became the youngest recognized IoE in the country. The University was ranked #56 in the 'University' category in the National Institute Ranking Framework (NIRF), published by the Ministry of Education GoI. It was also ranked among the top 25 institutions in India in the overall academic institutions' rankings 2020 by the prestigious Nature Index.

Underlining its emphasis on fostering research and innovation, the University partnered with Dassault

Systèmes to establish a unique Center of Excellence (CoE) for research, innovation, design and entrepreneurship. The CoE is also aimed at enhancing effectiveness of multidisciplinary education at the University in a way that prepares students to develop products or services and become better equipped for opportunities across industries in the new global economy.

Over the last year, the University increased its extramural research funding by ₹28 Million, taking it to ₹309.5 Million (~US\$ 4.2 Million), to date. Research is also proceeding at a galloping pace at the University with 18 patents filed, 209 books and chapters; 932 journal articles; and 993 conference papers and presentations, to date.

Researchers at the University worked on several research projects tackling issues of global importance. Some of these included discovering a set of New Chemical Entities (NCEs) with the potential to cure

COVID-19 and developing India's first sustainable Lithium-Sulfur battery technology leveraging elements of green chemistry. Another team of researchers at the University discovered an exotic invasive species of weed, growing and spreading unchecked across Uttar Pradesh and the upper Gangetic Plains. A multidisciplinary team of researchers at the University was awarded a grant of ₹10.4 Million by the Department of Science & Technology (DST) Govt for developing an Artificial Intelligence (AI) based decision support system to improve crop water use efficiency. The Science and Engineering Research Board (SERB), a statutory body under DST, awarded the prestigious Ramanujan Fellowship to Dr. Bappaditya Gole from the School of Natural Sciences. Dr. Gole will use the awarded grant in his extensive research in Biomimetic Supramolecular Chemistry.

Expanding its program offerings, the University launched a full-time management degree program - MBAX - designed especially for working professionals. Offered by the School of Management and Entrepreneurship at the University, MBAX is a two-year program and is being delivered in a modularly flexible mode, allowing working professionals to balance their careers along with their academic pursuit.

Pushing the pedal on efforts to bring opportunities of meaningful international exposure to its students, the University signed a five-year agreement with France's Network "n+I" of Engineering Institutes, a not-for-profit association that brings together about 50 French engineering institutes. The University's

Center for Archaeology, Heritage and Museum Studies (CAHMS) and University of Pennsylvania's Penn Museum also signed an MoU with the intent to establish a program of collaborative partnership. This program includes facilitating scholarly cooperation, communication, and exchange; enhancement of comprehensive and interdisciplinary training for students and professionals; and development of innovative consortia models for global cooperation.

The University was one of the first among its peers to host a virtual graduation ceremony for the class of 2020. Over 600 students, including 24 PhDs were awarded degrees during the virtual ceremony. Graduating students received job offers through campus placements from leading organizations from across sectors. These included Amadeus Software Labs, American Express, Adobe, Bombardier Transportation, Dell, Deloitte, Ericsson, Ernst & Young (EY), Goldman Sachs, Hewlett Packard Enterprises and ITC Hotels, among others. A substantial number of students also received admission and financial aid offers from top institutions and universities across the world. Some of these included Arizona State University, Columbia University, Imperial College London, National University of Singapore, New York University, Toulouse School of Economics, University of Oxford, University of California and University of Leeds, among others.



TAKING ART TO THE MASSES

Kiran Nadar Museum of Art (KNMA) 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 11

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 6700 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 take art to



Exhibition view of artist Jayashree Chakravarty's installation from the exhibition 'Abstracting Nature' at KNMA, 2020

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



Online symposium on YouTube with artist William Kentridge



City Tales, an online exhibition on the Kiran Nadar Museum of Art's website



Episode of The Artist's Studio series with artist Gigi Scaria

Highlights

As the Kiran Nadar Museum of Art was closed due to the COVID-19 related safety regulations from the Government for a large part of 2020, the entire year's program structure was overhauled to be conducted online. The shift to online exhibitions and programs increased KNMA's reach worldwide.

KNMA conducted six online and six on-site exhibitions. These included "Rameshwar Broota: Visions of Interiority", "City Tales - Crisis . Care . Catharasis", and Unfoldings: The Route Map of Experience - Jayashree Chakravarty. Apart from this, the Museum also launched virtual tours to digitally experience the museum that offered viewers simple, user-friendly, navigation tools, and 360 degree panoramic and 3-D walkthroughs of exhibitions. These virtual tours were organized for four exhibitions: "Zarina - A Life in Nine Lines", "Line, beats and shadows

- Ayesha Sultana, Prabhavathi Meppayil, Lala Rukh and Sumakshi Singh", "Abstracting Nature - Mrinalini Mukherjee and Jayashree Chakravarty" and "Right to laziness... no, strike that! Sidewalking with the man saying sorry".

The Museum expanded the educational engagement programs to enhance the understanding of modern and contemporary art. Fifteen Talks, Conversations and Live sessions were organized with artists, academics and intellectuals on pertinent subjects related to the current crisis and art. These sessions featured international speakers like Prof. Homi Bhabha, William Kentridge, Antony Gromley, Nalini Malani, Carolyn Christopher Bakargiev, among others.

KNMA launched a new program - The Artists' Way which is a series of experimental workshops and



curriculum intensive program to great reception from the artist community. It is led by invited practicing artists who create and design a new curriculum based on their artistic research and propositions.

As part of its charter to take the art to the masses and explore the cross-section of different art forms, KNMA organized several unique initiatives such as Meet the Masters (video episodes on celebrated Indian artists such as MF Husain, FN Souza, Vivan Sundaram, Arpita Singh and SH Raza), Art X Series (with 25 episodes on themes of Fashion, Design, and Street Art published on KNMA social media handles) and The Artist's Studio video series (four Episodes with renowned artists).

Shiv Nadar University Chennai is the Foundation's youngest initiative and the third in the field of higher education. The University is set to begin operations in academic year 2021-22. It is the first private University to be legislated in Tamil Nadu after 90 years (since Annamalai University Act in 1928), upon the passing of the Shiv Nadar University Act 2018. Shiv Nadar University Chennai endeavors to become a pioneering institution of higher education, setting new global academic benchmarks and revolutionizing the education landscape in India.

A research-focused institution, Shiv Nadar University Chennai aims to offer a holistic

educational environment that is continually evolving to bridge the gap between classroom and global demands. The University has commenced its journey towards becoming a globally acclaimed centre for learning and innovation by offering four specialized undergraduate courses in disciplines of Engineering and Commerce in its inaugural year. These programs have been designed in-line with the evolving educational and professional requirements in India and internationally.

Shiv Nadar University Chennai has appointed progressive academicians, leading thinkers and innovative educators from global ranked



Iconic Vama Sundari Park at the Shiv Nadar University Chennai

universities to join its journey. Prof. Sriman Kumar Bhattacharyya, a widely acclaimed academician and previously Director (officiating) at IIT Kharagpur, is the Founding Vice-Chancellor of the University. Mr. R. Srinivasan, member of the Board of HCL Technologies and Founder, Vice Chairman of Redington (India), has been appointed as the Chancellor, while Dr. Kala Vijayakumar who has been the President of SSN Institutions has joined the University as Pro-Chancellor. Eminent personalities including Dr. C. Rangarajan, former Governor of Reserve Bank of India and one of the most renowned economists and policymakers of the country, and Dr. Raj Reddy, acclaimed computer scientist, University

Professor at Carnegie Mellon University and winner of the Turing Award are distinguished mentors at Shiv Nadar University Chennai.

Housed in a sprawling, vibrant campus at Kalavakkam, Shiv Nadar University Chennai campus is home to world-class facilities. These include academic and research blocks, state-of-the-art cricket stadium, library, sports centre, hostel facilitates for students and faculty housing complex, auditorium, guest house and 24/7 internet access.

SUSTAINABILITY: STRENGTHENING OUR COMMITMENT FOR THE FUTURE



Overview

Sustainable development is a powerful idea that offers a balance between the imperatives of growth and equity, a crucial link between the present and the future. It is a principle by which we can help meet human development needs while ensuring the protection of vital ecological systems on which mankind depends. The goals go beyond technology and managerial skills to address global challenges with regards to Environmental, Social and Governance (ESG), encompassing a wide range of issues including and not limited to poverty, hunger, education, inequality, climate change, clean water and sanitation, environmental degradation, peace, and justice.

The United Nations adopted 17 Sustainable Development Goals (SDGs) in 2015. The aim is to embrace this blueprint by 2030 to ensure peace and prosperity to achieve 'The Future We Want'.

The Shiv Nadar Foundation, as a philanthropic organization, focuses on bringing impactful change in society. The principles of creative philanthropy, governance and transparency, and partnership, form the basis of the work undertaken. This encompasses social and governance aspects such as transparency in decision making, impactful socio-economic transformation, empowering youth with inclusive and equitable opportunities, and creative partnerships for inclusive outreach. The environmental aspect is also a fast-growing pillar that plays an important role in the development, advancement and progress of each initiative. It is an overall thought process that is deeply ingrained within the Foundation, with the intention that seeks to recognize, grow and sharpen focus on this position.



SNU Chennai campus



Shiksha+ classroom, the adult literacy program of Shiksha initiative

Sustainability: Strategic Imperative

Social:

The objective is to promote socio-economic change from the ground up. Numerous educational initiatives be it traditional forms of institutions of learning, innovative programs concentrating on landscape-changing art and cultural initiatives, or sports and physical activity, are all encompassed within this. The future is based on education driven by knowledge and skills, enabling catalysts of change, aiming to activate visionary social transformation.

Governance:

Moving away from the general 'Corrective Philanthropy,' the Shiv Nadar Foundation distinguishes its work with a 'Creative Philanthropy' approach. This holistic, long-term, institutional approach places the emphasis on governance and partnerships. Transparency is one of the main tools to promote sound governance and policies and to that end, SNF is one of the few philanthropic organizations that publish audited financial data in the annual report.

Environmental:

The key insight on sustainability is that resources are finite and must be conserved for future generations and the world to be bequeathed to them. The Foundation is committed to adopting the best environmental practices in a bid to save our planet by sustainably providing for today while preserving resources for tomorrow.

Sustainability: In Practice

The Shiv Nadar Foundation uses its experience of more than 25 years of working in the social sector to arrive at game-changing insights for use in practical solutions that help drive a sustainable future. The interpretations and applications of the UN SDGs are numerous and can be found in various forms across all SNF entities.

Institution	Impact	SDGs impacted
SSN institutions	<ul style="list-style-type: none"> • 158 internally and externally funded research projects covering all aspects related to all 17 SDGs 	All SDGs
SNU Delhi NCR	<ul style="list-style-type: none"> • Opportunities for learning and builds the foundation of leadership • Offering merit-based scholarships to deserving students • Equal opportunity employment • Partnership opportunities for research, education and technology, among others • Caretakers of a biodiversity park envisaged as a thematic garden for research, conservation, education, and display. It is home to over 84 species of plants that belong to 40 plant families. Over 272 wild plant species belonging to 69 families and about 90% of identified plants with medicinal properties • 450 KW solar plant in existence • All the buildings are Green Rating Certified ie LEED and IGBC certified • Accredited with ISO 45001 and ISO 14001, it is a zero-waste discharge facility, enabling optimization and conservation of natural resources 	SDG 4: Quality Education SDG 5: Gender Equality SDG 7: Affordable and Clean Energy SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 10: Reduce Inequality SDG 11: Sustainable Cities and Communities SDG 12: Responsible Consumption and Production SDG 15: Life on Land SDG 17: Partnerships for Sustainable Development

<p>Shiv Nadar School</p>	<ul style="list-style-type: none"> • Offers building blocks of quality education, ingraining healthy habits and well-being in students from an early age • Equal opportunities to both students and employees • Gender Diversity – 85% supervisory to senior management roles are held by women • Focus on employee and students’ mental and physical health • All SNS buildings are Green Rating Certified, or in the process of completing this certification • 50 KW solar energy plant installed • Rainwater harvesting in place 	<p>SDG 4: Quality Education</p> <p>SDG 5: Gender Equality</p> <p>SDG 7: Affordable and Clean Energy</p> <p>SDG 8: Decent Work and Economic Growth</p> <p>SDG 10: Reduce Inequality</p> <p>SDG 11: Sustainable Cities and Communities</p>
<p>VidyaGyan</p>	<ul style="list-style-type: none"> • Minimizes inequalities through education • Offering a paradigm shift in the lives of not just the 2600 students (current and alumni) but also their communities through the students who are provided free world-class education • Covering all aspects of community welfare including nutritious meals, comfortable uniforms, access to knowledge and tools • VidyaGyan campuses are currently in the process of undergoing Green Ratings Certification, which is scheduled to be completed by 2022 	<p>SDG 1: No Poverty</p> <p>SDG 2: Zero Hunger</p> <p>SDG 4: Quality Education</p> <p>SDG 5: Gender Equality</p> <p>SDG 10: Reduce Inequality</p> <p>SDG 11: Sustainable Cities and Communities</p>

Shiksha	<ul style="list-style-type: none"> • Leverages technology to impart knowledge and quality education to students of more than 600 schools of UP along with the special initiatives for educating all adults in those villages • With COVID-19 restrictions, this program was adapted to accommodate social distancing and health and safety protocols, allowing learners to continue to access educational resources, as an important step towards empowerment 	SDG 4: Quality Education SDG 5: Gender Equality SDG 10: Reduce Inequality
KNMA	<ul style="list-style-type: none"> • Offers a rigorous and well-rounded art education and appreciation program • Focus on Indian women artists • Gender diversity -80% of all workforce are women • Public art projects • Cultural heritage awareness agenda • New building slated to be LEED Platinum certified, which is the top Green Rating Certification awarded 	SDG 4: Quality Education SDG 5: Gender Equality SDG 8: Decent Work and Economic Growth SDG 10: Reduce Inequality SDG 11: Sustainable Cities and Communities

The objective is clear and sharply defined: the present is about conservation and building knowledge and awareness; the future is about empowered leadership, learning to balance growth and resources, and partnering with creative forces to achieve the vision of sustainable development.

LEADERSHIP PROFILES

SHIV NADAR

Founder, HCL;
Chairman Emeritus & Strategic Advisor to
the Board, HCL Technologies;
Founder & Chairman, Shiv Nadar Foundation

Shiv Nadar is the Founder of HCL Enterprise, a \$10.5 billion global organization with over 176,000 professionals operating from 50 countries. He is also the Chairman Emeritus & Strategic Advisor to the Board 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 45 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.

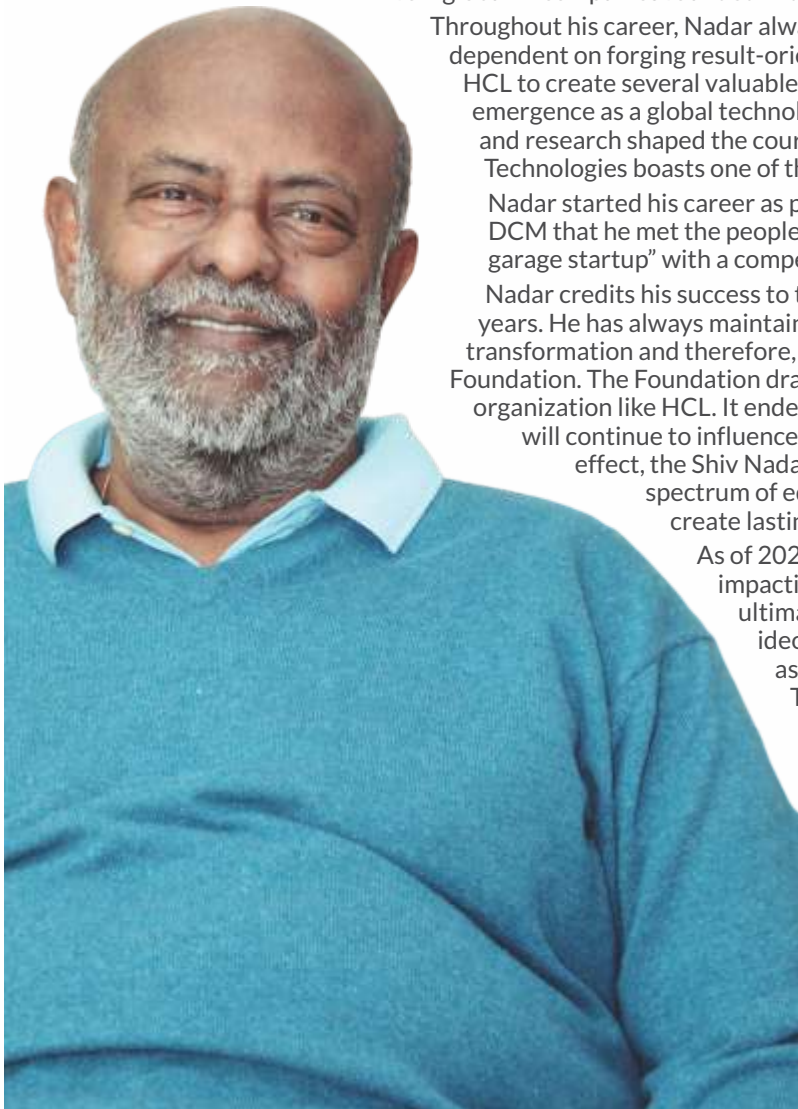
Nadar started his career as part of the elite DCM management trainee system. It was at DCM that he met the people with whom he later started HCL in a Delhi Barsati "akin to a garage startup" with a compelling vision that the microprocessor would change the world.

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 2020, Nadar has invested US\$ 988 million through the Foundation, impacting over 34,000 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 7000 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 dynamic 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 represented India at the 2018 Jakarta Palembang Asian Games, winning Bronze in the mixed team category. She has also won several laurels as a member of the "Formidables" team, leading it 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 18 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 been working towards creating institutions of transformational education, nurturing India's next-generation of leaders for 26 years now.

Kiran is a member of the Rasaja Foundation which has been involved in a joint initiative with the Rajiv Gandhi Foundation to promote the education of the Dalit and Muslim girl child in some of the most backward districts in the state of Uttar Pradesh in India.

Kiran has been consistently recognized for her contributions to Art and Philanthropy. She was awarded 'Collector of the Year 2018' by India Today Art Awards and was one of the awardees for India Today Art Awards 'Public Art of the Year' for the India Pavilion at the Venice Biennale 2019. 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 ArtReview.



ROSHNI NADAR MALHOTRA

**CEO, HCL Corporation;
Chairperson, HCL Technologies;
Trustee, Shiv Nadar Foundation;
Founder & Trustee, The Habitats Trust**

Roshni Nadar Malhotra is the CEO of the \$10.5 billion HCL Corporation and is responsible for providing strategic guidance to the organization. She is also the Chairperson of HCL Technologies, a leading global technology organization with a market capitalization of \$35 billion, and the Chairperson of its CSR Board Committee.

Roshni is a Trustee of the Shiv Nadar Foundation. Since its inception, the Shiv Nadar Foundation has invested \$988 million in nation building institutions and driving transformational leadership. Roshni is also the Chairperson and driving force behind VidyaGyan, a leadership academy for the economically underprivileged, meritorious, rural students of Uttar Pradesh, and has been working towards nurturing future leaders from rural India who can be 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.

Roshni is a member of the Dean's Advisory Council at the MIT School of Engineering, USA and also a member of the Kellogg School of Management Executive Board for Asia.

She serves on the board of directors of US-India Strategic Partnership Forum (USISPF) and is an independent director on the board of HDFC Asset Management Company.

In recognition of her outstanding work both in business and in philanthropy, Roshni has received several honors and accolades. Some of these include being featured in 'The World's 100 Most Powerful Women' list compiled and released by Forbes, in 2020 for the fourth consecutive year. In 2020, Forbes also featured her among the '25 Most Powerful Businesswomen in Asia'. Roshni 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'. She is 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 holds an undergraduate degree in Communications from Northwestern University and a MBA from the Kellogg School of Management. At Kellogg, she was awarded the Dean's Distinguished Service Award.

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



SHIKHAR MALHOTRA

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 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 \$10.5 Billion global technology firm with over 176,000 professionals operating from 50 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 December 2011 to December 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

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

Educating each student to be a lifelong learner and to grow into a caring, sensitive, responsible citizen of the world. Recipient of the coveted Padmashri 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 of 10 years.

She is on the Advisory Board of the Shiv Nadar Foundation. She is Vice Chairman of The Global Education and Leadership Foundation. She is on the Boards of various educational institutions. Her mission now 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.



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 3 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.



LATE NUTAN SINGH

Former Principal,
VidyaGyan, Sitapur

Nutan Singh had 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 included 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.



SWATI S SHALIGRAM

Principal,
VidyaGyan, Sitapur

An alumna of Loreto Convent College, Swati S Shaligram is a postgraduate in English with an experience of 28 years in the education field. Before joining VidyaGyan School, Sitapur in 2019, she held the position of Vice Principal at Army Public School, Lucknow.

During the expanse of her career, she has handled various responsibilities such as Academic Coordinator, HOD, Editor of the school magazine, Centre Superintendent for competitive exams and a member of interview panel for the recruitment of teachers. She is the recipient of Radhakrishnan award for the highest subject average in the school in class XII CBSE board examination.

She believes in accomplishing goals through collaboration and teamwork. She loves reading travelling and gardening.



S.K. MAHESHWARI

Project Director &
Chief Admission Officer,
VidyaGyan

S.K. 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. S.K. 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 approximately 14 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.



RUPAMANJARI GHOSH

Vice-Chancellor,
Shiv Nadar University Delhi NCR

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 Invited Professor / Scientist positions abroad, and delivered numerous invited research seminars all over the world. 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 Federation of Indian Chambers of Commerce and Industry (**FICCI**) Higher Education Committee. She is currently a member of the Council of the Inter-University Centre for Astronomy & Astrophysics (**IUCAA**), Pune, and an External Member of the Research Council of **CSIR-CSIO**.

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 February 1, 2016, and has since been at the helm of the University's growth with her transformational leadership. The University has recently been chosen as one of the select ten private "**Institutions of Eminence (IoE)**" by the Government of India.



COL. GOPAL KARUNAKARAN

Chief Executive Officer, Shiv Nadar School;
Executive Director, Shiv Nadar University Delhi NCR

Col. Gopal Karunakaran is the CEO of Shiv Nadar School and Executive Director of Shiv Nadar University Delhi NCR. 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 30 years in the Indian Army – 10 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. 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 and a sports fanatic.



BIBEK BANERJEE

Dean, School of Management & Entrepreneurship;
Dean, Academy of Continuing Education;
Director, University Strategy & Planning,
Shiv Nadar University, Delhi NCR

Dr. Bibek Banerjee is a widely acclaimed academician and institution builder, who joined the University in May 2020, as Senior Dean and University Head of Strategic Initiatives. He, along with the leadership team, steers strategic initiatives at Shiv Nadar University as an outstanding research-driven, multidisciplinary, student-centric institution of eminence. Dr. Banerjee is also the Director of School of Management and Entrepreneurship (SME), where he leads the management school's endeavour toward a path of academic distinction with its focus on an entrepreneurial DNA for the digital economy.

Dr. Banerjee holds his Ph.D. and M.S. degrees from Purdue University, USA; and is a former Professor of Marketing and Economics at IIM Ahmedabad. As an Honorary Director of Academy of Indian Marketing, he was instrumental in conceptualising and implementing the American Marketing Association supported Doctoral Consortium for Scholars and Young Faculty in Marketing & Consumer Sciences in India. In his distinguished academic career spanning 27 years, Dr. Banerjee has published extensively in top-tier journals, and has held visiting professor positions in several international universities.

Throughout his career he has also worked closely with the industry, and has taught senior executives all around the world. Dr. Banerjee was instrumental in creating the collaboration between IIM-Ahmedabad and the world's top Leadership Education Institution of Duke University, USA. As Managing Director of the collaboration, he designed and delivered numerous Leadership Programs to top management leaders of Fortune 100 companies all around the world. As the Chairman of the Marketing Area at IIM-Ahmedabad, he was among the first management academics in India to successfully adopt engaged learning methods such as simulations using digital technology in the curriculum at IIM-Ahmedabad. A believer in digital simulation technology in learning methods, he was later instrumental in incubating and co-creating a firm, that has since served more than 200 fortune-1000 clients in India. Dr. Banerjee, as Director & Academic Mentor of IMT Group of Institutions, developed the Dubai and Nagpur campuses of IMT-Ghaziabad; and it was under Dr. Banerjee's leadership and guidance that IMT-Ghaziabad achieved the most coveted AACSB accreditation in record cycle-time, and climbed into the Ivy League of Indian business schools in the private sector.



SANDEEP SEN

Dean, School of Engineering;
Professor, Computer Science & Engineering,
Shiv Nadar University, Delhi NCR

Sandeep Sen is an accomplished computer scientist and joined Shiv Nadar University as the Director of School of Engineering & Professor, Computer Science and Engineering, post a broad range of leadership roles in academia and experience in Industry research laboratories. He holds a Ph.D. from Duke University, an M.S. in Computer Engineering from University of California, Santa Barbara and a B.Tech. 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.



DR. SANJEEV GALANDE

Dean, School of Natural Sciences;
Head, Department of Life Sciences;
Shiv Nadar University Delhi NCR

Dr. Sanjeev Galande is a well-known cell biologist and epigeneticist, who joined Shiv Nadar University, Delhi NCR in June 2021, as Dean, School of Natural Sciences, and Head – Department of Life Sciences. Dr. Galande previously served the Indian Institute of Science Education & Research (IISER)-Pune, as Professor of Biology, and Dean of Research & Development.

He brings with him over two decades of experience as a scientist and academic. At IISER-Pune, he led the Centre of Excellence in Epigenetics (CoEE) and assembled a team of scientists to study the evolution of epigenetic mechanisms using multiple model systems. The CoEE focuses on epigenetic modifications underlying a variety of biologically important phenomena and their role in gene expression, regeneration, cancer, behavior, ageing, and evolution. Dr. Galande is credited for having established a multidisciplinary program engaged at the interface of biochemistry, molecular biology, bioinformatics, cell biology, proteomics, and genomics.

He has previously also served the National Centre for Cell Science (NCCS) in Pune, as a senior scientist, where he was part of a group that elucidated how cellular signaling pathways eventually exert their effect at the level of chromatin to orchestrate cell type-specific patterns of gene expression.

He earned his Ph.D. in Biochemistry from the Indian Institute of Science in 1996. As a postdoctoral fellow at the Lawrence Berkeley National Laboratory in the USA from 1996-2001, he studied the role of MAR binding proteins in tumorigenesis.

Dr. Galande was the recipient of the International Senior Research Fellowship, Wellcome Trust, UK, 2005-10, DBT National Bioscience award 2006, DST Swarnajayanti Fellowship 2007, the coveted CSIR Shanti Swarup Bhatnagar Prize 2010, GD Birla Award for Scientific Excellence 2015, and the SERB JC Bose Fellowship 2019. He is a Fellow of the Indian Academy of Sciences since 2010, of the Indian National Science Academy since 2012, and of the National Academy of Sciences since 2017. Dr. Galande is an honorary associate faculty at the University of Sydney, Australia, and a visiting faculty at the University of Turku, Finland.



RAJAT KATHURIA

Dean, School of Humanities & Social Sciences;
Professor, Economics, Shiv Nadar University Delhi NCR

Dr. Rajat Kathuria joined Shiv Nadar University as Dean, School of Humanities & Social Sciences, and Professor of Economics, on April 1, 2021.

He carries over 20 years of experience in teaching and more than 15 years of experience in economic policy, besides pursuing extensive research on a range of issues relating to regulation and competition policy. Dr. Kathuria served as Director and Chief Executive at the Indian Council for Research on International Economic Relations (ICRIER) before joining the University.

He has earlier taught undergraduate Economics at the University of Maryland, USA, and spent over 12 years with the International Management Institute (IMI), New Delhi teaching post-graduate students Managerial Economics and International Trade. He has also previously worked with the World Bank in Washington D.C. as a Consultant, and worked on research assignments for a number of international organizations, including the International Labour Organization (ILO), United National Conference on Trade and Development (UNCTAD), LIRNEasia, The World Bank and The Asian Development Bank (ADB).

Dr. Kathuria's work has been published in several journals of repute as well as in top magazines and newspapers across the world. He serves on multiple industry and government Committees such as the Confederation of Indian Industry (CII) Committee on International Trade Policy and Exports, the Implementation for Intended Determined Contribution (Ministry of Environment, Forest and Climate Change, Government of India), and on the Research Advisory Council of the State Bank of India (SBI).

Dr. Kathuria has an undergraduate degree in Economics from St. Stephens College (University of Delhi), a Masters' from the Delhi School of Economics (University of Delhi) and a PhD from the University of Maryland (College Park), USA.



SUNEET TULI

Dean, Research & Partnerships;
Professor, Electrical Engineering,
Shiv Nadar University Delhi-NCR

With an experience of over 34 years in the education industry, Suneet Tuli 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 was instrumental in shaping the research there as its Dean (R&D).

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

Director Principal, Shiv Nadar School Noida
Director of Education, Shiv Nadar School

Shashi Banerjee is the founding Principal of Shiv Nadar School Noida. Firm in the belief that education is an integral part of life, she has always maintained that she is a part of a Community of Learners, who don't teach but rather nurture students who seek and construct learning. Always happy and known for her joyous demeanour, she is much loved and respected by students and teachers alike.

With multiple Masters in English, Sanskrit, Education, and Indian Classical Music and Dance (M.A., M.Ed.), and Post Graduate Diplomas in the Teaching of Languages and Theatre for Education and Social Transformation, she was empanelled at Doordarshan and AIR, working on the integration of Culture, Environment, and Education. Ms. Banerjee has also undergone intermittent professional development

stints in countries such as the UK, Singapore, and Norway. In her 33 years of experience, she has taught across many states, in various schools such as St Patrick's Jodhpur, Loreto Convent, Vasant Valley School, The Heritage School, amongst others (and later, taking the reins as the Principal in some of them). She has been nominated as a Governing Body Member on prestigious committees such as the National Council for Teacher Education and Alliance Francaise de Delhi.

In her spare time, she loves reading, writing, playing table tennis, and badminton and catching the sunrise and sunset. Deeply impacted by Swami Vivekananda and Gandhiji, she strives to understand and practice their ideals and believes that the best way to find oneself is to lose oneself in the service of others.



MONICA SAGAR

Director Principal,
Shiv Nadar School, Gurugram

Monica Sagar is the Principal of Shiv Nadar School Gurugram. Driven by the belief that education is not just the development of academic potential, but also equally, the humane, social, emotional, aesthetic, physical, and the spiritual potential of each student, her approach to work centres around ensuring the holistic development of her staff and students. With her empathetic, fair, and approachable manner, she is a firm favorite amongst her students and ex-students.

A gold-medallist Master's in Economics from Punjab University, she has also completed multiple levels of training from IBDP (International Baccalaureate Diploma Programme). She was previously the Vice Principal and HOD of IBDP Economics at The Shri Ram School (Moulsari Campus), where she worked for 16 years. She was also conferred the Principal of the Year award by the Indian Education Awards.

An avid reader, she is inspired by Kahlil Gibran, Maya Angelou, and Richard Bach.



ANJU WAL

Director Principal, Shiv Nadar School, Faridabad;
Director of Global Alliances and Professional Development,
Shiv Nadar School

Anju Wal, the founding Principal of Shiv Nadar School Faridabad, has been an educator for nearly 30 years. Fostering a culture of care in the school, Ms. Wal is a compassionate leader. She oozes optimism, infused with humour and radical candour. She believes in rising above mediocrity and making a firm commitment to excellence in whatever one does.

A postgraduate in English Literature from Lady Shri Ram College, Delhi, she plunged into advertising and journalism after college and worked with Business India Magazine, before finding her calling in education.

She began her career in Study Hall School, Lucknow, where she spent 10 years as a founding teacher and introduced innovative pedagogy for teaching English. After a tenure at City Montessori School, she worked at Riverside School, where she also became the Principal. In her next assignment, she was the Principal at the Jaipuria School, Lucknow, for five years.

She cites her sterling set of parents as her inspiration and enjoys reading and gardening in her spare time.



ARTI DAWAR

Director of People,
Culture & Operations, Shiv Nadar School

Arti Dawar is the Director of People, Culture & Operations at Shiv Nadar School. A passionate professional with 20 years of experience, she believes in open and honest communication with her colleagues, and facing challenges head on.

With a degree in Commerce from Delhi University and a Post Graduate Diploma in Business Management and Computer Applications, Arti began her career in advertising before finding her AHA! in the world of Human Resources. After stints at Ogilvy and Mather, NIIT Ltd. and Motherson Sumi Infotech & Designs Ltd.,

Arti joined HCL Technologies as an HR professional in 2007 and was handpicked to build the People & Culture team at Shiv Nadar School in 2011. The strong employee value proposition developed by Arti and her team led to Shiv Nadar School being recognised as a Great Place to Work in 2020.

Known for her infectious joie de vivre and energy, her mantra in life is that excellence is not an act, but rather, a habit. In her spare time, she enjoys travelling and exploring new places with her husband and daughter.



RAYMOND FERNANDES

Director of New Projects,
Shiv Nadar School

Raymond Fernandes is the Director of New Projects - 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, he served as DVP and Academic Head at EuroSchool 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 Ecole Mondiale World School, Mumbai, in various leadership roles. He began his career as a teacher in Campion School, Mumbai.

A graduate in Chemistry from St Xavier's College, Mumbai, Raymond did his Bachelor's in Education (Mathematics & Science) from the same place. He

earned his Master's in Education from the 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

Chancellor,
Shiv Nadar University Chennai

R. Srinivasan is the Chancellor of Shiv Nadar University Chennai and plays a key role in managing the SSN Institutions. He is the Co-Founder of Redington (India) Limited, US \$ 7.0 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.

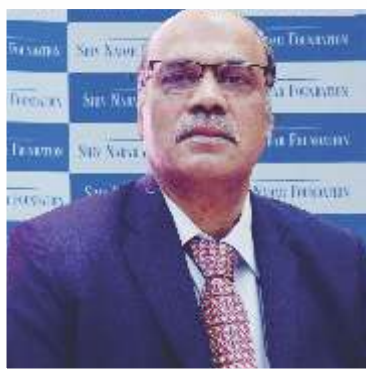


KALA VIJAYAKUMAR

President, SSN;
Pro-Chancellor, Shiv Nadar University Chennai

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 holds a Doctorate in Education from the University of Liverpool. Her research focuses on bridging economic inequality in India by making higher education accessible to rural, first generation learners. She has a rich blend of entrepreneurial, professional and academic management experience.



S. K. BHATTACHARYYA

Vice-Chancellor,
Shiv Nadar University Chennai

Prof. S. K. Bhattacharyya, a prolific researcher, an outstanding academician and an able administrator takes charge of the Shiv Nadar University Chennai as its founding Vice-Chancellor. Prof. Bhattacharyya has served one of the premier technological Institutes in the country, IIT Kharagpur as its Deputy Director, Director (Officiating) and a Professor of Civil Engineering over a period of three decades. He has also served a National Institute, CSIR-Central Building Research Institute, Roorkee as its Director. Prof. Bhattacharyya has taught in several Institutes in India and abroad. He has outstanding publications, patents and design to his credit. He is a Fellow of Indian Academy of Engineering, Indian Association of Structural Engineering and the Institution of Engineers (India). He is the recipient of several awards and recognitions for his meritorious services in the field of Engineering.



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 33 years – 16 years in industry and seventeen years in teaching. He has around 60 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 16 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 4 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

Dr. 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 (November 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.



P. RAMASAMY

Dean, Research,
SSN College of Engineering

Dr. 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. 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 76 projects from various funding agencies with the total budget of ₹28.90 crore. 86 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. Dr. Ramasamy and his earlier students. He has published 911 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 Sarkar has been associated with the Shiv Nadar Foundation for over 14 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.

SHIV NADAR FOUNDATION FAMILY



ADMINISTRATION

Deependra Raja Pandey
Neelam Sharma
Rakesh Kalra



FINANCE & LEGAL

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Gajender Sharma
Jagat B. Singh
Manoj Saha
Neelesh Agarwal
Pawan Kumar Danwar
Ravi Mohan
Rajesh Chand Pandey
Rita Gupta
Samrat Adlakha
Sashi Sekhar Mishra
Sunil Kumar Srivastava
Sunny Ahuja
Vipin Gupta



HUMAN RESOURCES

Anamika Bhowmick Paul
Ashwani Kumar
Mukesh Kumar
Parveen Juneja
Prachi Chauhan
Priyanka Bora
Ruchi Nair
Ruchira Basu
Shorbani Banerjee
Late Swarita Sharma



IT

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



INFRA

Achyut Singhal
Debabrata Nayak
Deepak Srivastava
Gorky Srivastava
Laxmi K
Shailender K Tiwari
Shailesh Singh
Yadvinder Singh



STRATEGY

Aarushi Nanda
Apurva Kackar
Arun Prakash
Narender Singh
Nidhi Mehra
Nikhil Soni
Pamela Srivastava
Pooja Arora
Prateek Bhandula
Rahiba Rashid
Rohit Kaul
Sadaf Khan
Shantanu Srivastava
Sundar Mahalingam

IN REMEMBRANCE

Remembering the members of the Shiv Nadar Foundation family who left for the heavenly abode, leaving a void hard to fill. As they say 'A life that touches others goes on forever' and we know that these great souls touched and transformed many lives.



Swarita Sharma
Associate General Manager, Shiv Nadar Foundation



Nutan Singh
Principal, VidyaGyan Sitapur



Col Sanjay Ganjoo (Retd)
Senior Manager – Administration, Shiv Nadar University



Prof Subbaiah K
Professor, Mechanical Engineering, SSN Institutions



Bagyaraj S
Associate Professor, Biomedical Engineering, SSN Institutions



Stuti Sinha
Teacher, Shiv Nadar School, Noida



Madhavi Taneja
Teacher, Shiv Nadar School, Gurgaon



Kanika Pandit
Teacher, Shiv Nadar School, Faridabad



Gargi Pant
Teacher, Shiv Nadar School, Noida



Jyotsna Gaur
IBDP Head, Shiv Nadar School, Noida



KEY GOVERNING BODIES

Shiv Nadar Foundation Trustees

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

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

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

Mr. Shikhar Malhotra, Trustee (Vice-Chairman, HCL Healthcare; Director, HCL Corporation;
Director, HCL Technologies; Trustee, The Habitats Trust)

Board of Management – VidyaGyan

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

Mr. Shikhar Malhotra, Member (Vice-Chairman, HCL Healthcare; Director,
HCL Corporation; Director, HCL Technologies; Trustee, The Habitats Trust)

Ms. Gowri Ishwaran, Member (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 Ishwaran (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 and Business Leader)

Ms. Roshni Nadar Malhotra, Member Member (Whole-time Director & CEO, HCL Corporation; Chairperson, HCL Technologies and Trustee, Shiv Nadar Foundation; Founder & Managing 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. Sriram Rajagopal, Member (Founder & CEO, Diamond Pick Pvt. Ltd.)

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

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

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

KEY GOVERNING BODIES

Research Advisory Council - SSN Institutions

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

Dr. Raj Reddy, Member (Moza Bint 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)

Dr. 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 Delhi NCR (SNU) - Executive Council

Mr. Shiv Nadar, Chairman (Chancellor, Shiv Nadar University)

Mr. Shikhar Malhotra, Member (Vice-Chairman, HCL Healthcare, 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 Delhi NCR (SNU) - Key Officials

Mr. Shiv Nadar, Chancellor and Chairperson - Executive Council

Mr. Shikhar Malhotra, Pro-Chancellor

Dr. Rupamanjari Ghosh, Vice-Chancellor

Col. Gopal Karunakaran, Executive Director

Dr. Bibek Banerjee, Dean, School of Management & Entrepreneurship;
Dean, Academy of Continuing Education; Director, University Strategy & Planning

Dr. Rajat Kathuria, Dean, School of Humanities & Social Sciences;
Professor, Economics

Dr. Sandeep Sen, Dean, School of Engineering; Professor,
Computer Science & Engineering

Dr. Suneet Tuli, Dean, Research & Partnerships;
Professor, Electrical Engineering

Dr. Sanjeev Galande, Dean School of Natural Sciences

Maj. Gen. G. Jaishankar (Retd.), Director, Student Affairs

Dr. Rajeev Kumar Singh, Associate Dean of Academics

Mr. Sudhir Naudiyal, Registrar

KEY GOVERNING BODIES

Shiv Nadar University Delhi NCR - Court

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

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, Dean of Harvard Business School

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

KEY GOVERNING BODIES

Shiv Nadar University – Chennai (SNU) – Executive Council

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

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

Mr. R. Srinivasan, Member (Chancellor, Shiv Nadar University Chennai)

Selvi. Apoorva, Member (Principal Secretary, Higher Education, Govt. of Tamil Nadu)

Dr. C. Pooranachandran, Member (Directorate of Collegiate Education, Govt. of Tamil Nadu)

Mr. Ravi Appasamy, Member (Managing Director, Appaswamy Real Estate)

Dr. Sriman Kumar Bhattacharyya, Member (Vice-Chancellor, Shiv Nadar University Chennai)

Dr. Kala Vijayakumar (Pro-Chancellor, Shiv Nadar University Chennai)

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

KEY GOVERNING BODIES

Shiv Nadar University – Chennai (SNU) – Governing Council

Mr. R. Srinivasan, Chairman (Chancellor, Shiv Nadar University Chennai)

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

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

Dr. Sriman Kumar Bhattacharyya, Member (Vice-Chancellor, Shiv Nadar University Chennai)

Dr. Kala Vijayakumar (Pro-Chancellor, Shiv Nadar University Chennai)

Prof. Madhavan Mukund (Director, Chennai Mathematical Institute)

Prof. Damodar Acharya, Member (Former Chairman, AICTE & Former Director, IIT Kharagpur)

Prof. Anant Krishnan (Former Chairman, IIT Kanpur & Former Vice Chancellor Anna University)

Mr. Dinesh Khanbhar, Member

Mr. Narendran, Member (Senior VP, Mr. Cooper India Pvt. Ltd.)

Mr. G.H. Rao, Member (President, HCL Technologies)

Shiv Nadar University – Chennai – Key Officials

Mr. R. Srinivasan, Chancellor

Dr. Kala Vijayakumar, Pro-Chancellor

Mr. Sriman Kumar Bhattacharyya, Vice-Chancellor

Dr. N. Nallusamy, Registrar

MANAGEMENT DISCUSSION & ANALYSIS

While the year 2020 was a difficult one on all fronts, Shiv Nadar Foundation and its institutions continued to make great strides towards their larger vision of nurturing and transforming tomorrow's leaders as well as institutionalizing frameworks to drive deep impact in a sustained manner. The Foundation's institutions and trustees were recognized for their effort across several platforms. Some of these included Shiv Nadar University Delhi NCR being conferred the prestigious 'Institution of Eminence' (IoE) status by the Ministry of Education, Government of India and becoming the youngest recognized IoE in the country. Shiv Nadar Foundation launched **Shiv Nadar University Chennai**, its third initiative in the field of higher education. The Shiv Nadar University Chennai will offer four unique and specialized undergraduate courses in the discipline of engineering and commerce in the inaugural year. SSN Institutions was accredited with 'A+' Grade by the National Assessment and Accreditation Council (NAAC). Shiksha Initiative was invited by District Administrations of five Aspirational Districts in UP – Sonbhadra, Bahraich, Shravasti, Siddharthnagar and Chitrakoot – to launch Shiksha Initiative in these districts. The alumni of VidyaGyan started their professional journeys and secured placements at leading organizations including Byju's and Amazon. Additionally, the trustees of the Shiv Nadar Foundation were also recognized at reputed industry forums by Forbes, Fortune India, Business Today, CNBC TV 18 and Hurun India 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 year end rate.

KEY METRICS

Particulars	Shiv Nadar University	SSN Institutions	VidyaGyan Leadership Academy	Shiv Nadar Schools	Kiran Nadar Museum of Art	Shiksha Initiative	Core Support	Total March'21	Total March'20	Increase	% Increase
Students	2,511	4,550	1,309	4,778	NA	NA	NA	13,148	12,646	502	4.0%
Headcount	469	423	175	766	36	120	108	2,097	2,004	93	4.6%
Student Teacher Ratio	10	16	9	8	NA	NA	NA	10	10	-	-
Alumni	2,691	16,667	1,304	190	NA	NA	NA	20,852	18,968	1884	9.9%
Campus Area (acres)	265	228	74	28	8	NA	NA	603	596	7.52	1.3%
Built Up Area (Million sq ft)	3.1	2.1	1.1	1.0	0.03	NA	NA	7.3	7.0	0.3	4.7%
Spent (₹ Million)	21,996	5,867	7,319	9,281	26,219	388	1,554	72,624	62,004	10,620	17.1%
Spent (US\$ Million)	299	80	100	126	357	5	21	988	822	166	20.1%
Balance Sheet (₹ Million)								83,663	71,504	12,160	17.0%
Balance Sheet (US\$ Million)								1,138	948	190	20.0%

Conversion rate 1US\$ - ₹73.50 (RBI reference rate as on March 31, 2021) used for financial numbers as on March 31, 2021 and ₹75.39 used for financial numbers as on March 31, 2020.

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

Spent is total expenditure comprises 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.

SNU Chennai is included in SSN Institutions.

MANAGEMENT DISCUSSION & ANALYSIS

STUDENT STRENGTH

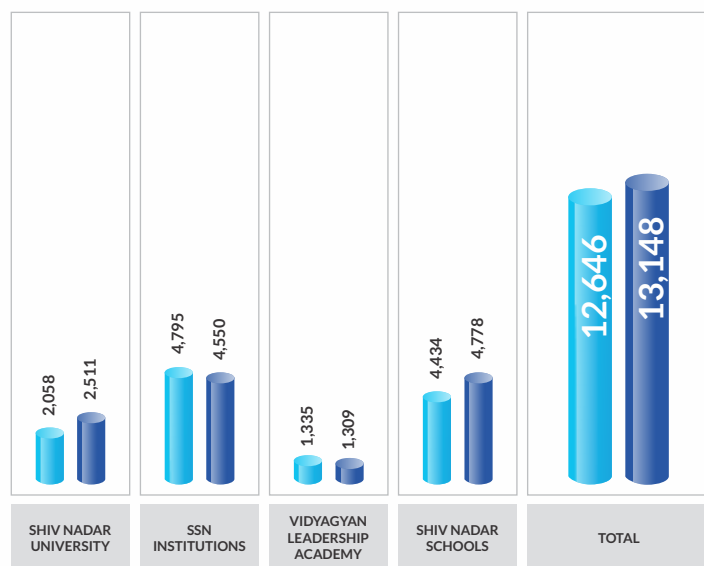
Student Strength as on Mar'21 is 13,148 as compared to 12,646 in Mar'20 (Growth of 4% equivalent to 502 students).

An Increase of 429 students (21%) in Shiv Nadar University, 344 students (8%) in Shiv Nadar Schools.

A decrease of 245 students (5%) in SSN Institutions and 26 Students (2%) in VidyaGyan Leadership Academy.

K-12 education which includes VidyaGyan Leadership Academy and Shiv Nadar School have strength of 6,087 (46%) students. Remaining 7,061 (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 '20
 ■ MAR '21

STUDENT STRENGTH - TREND OF 5 YEARS

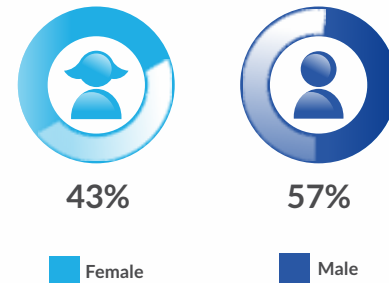
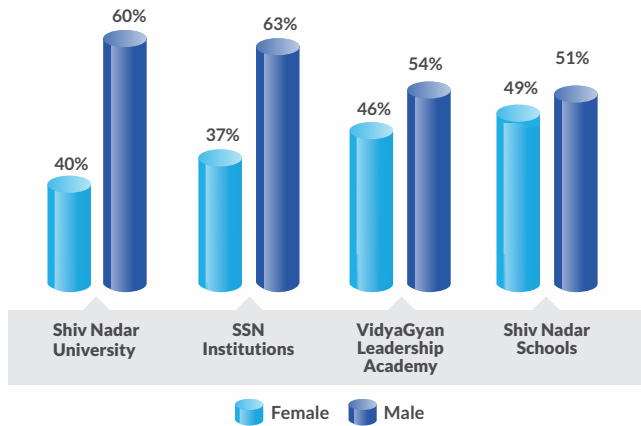


■ Shiv Nadar University
 ■ SSN Institutions
■ VidyaGyan Leadership Academy
 ■ Shiv Nadar Schools

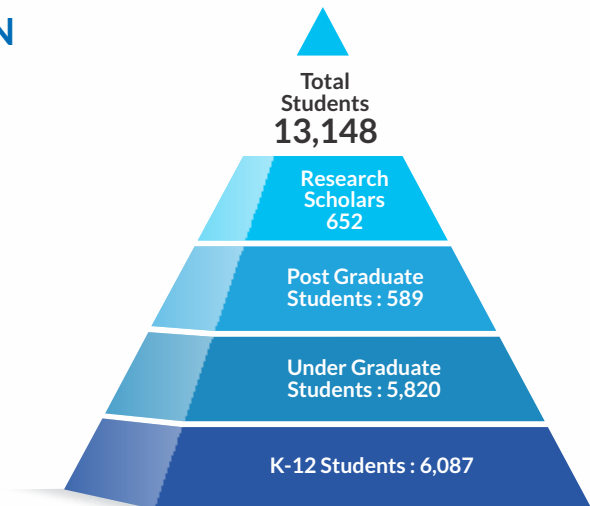
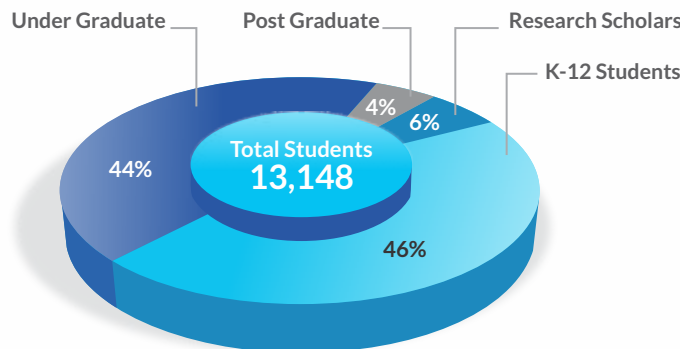
MANAGEMENT DISCUSSION & ANALYSIS

MIX OF STUDENTS

A glance at the statistics of the students enrolled for this year shows that 57% are male students and 43% are female students which is same as of last year. Educational entities across all Shiv Nadar Foundation 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.



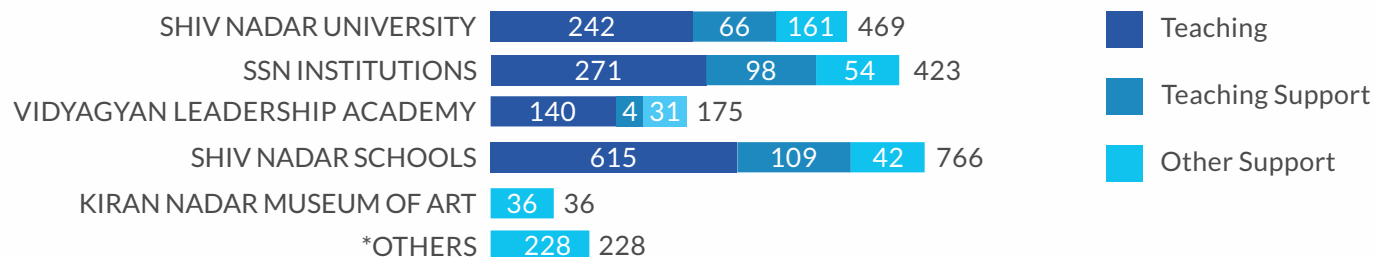
EDUCATION LEVEL WISE CLASSIFICATION



Research Scholars include 295 students of Shiv Nadar University and 357 students of SSN Institutions.

MANAGEMENT DISCUSSION & ANALYSIS

FACULTY & STAFF (HEADCOUNT)

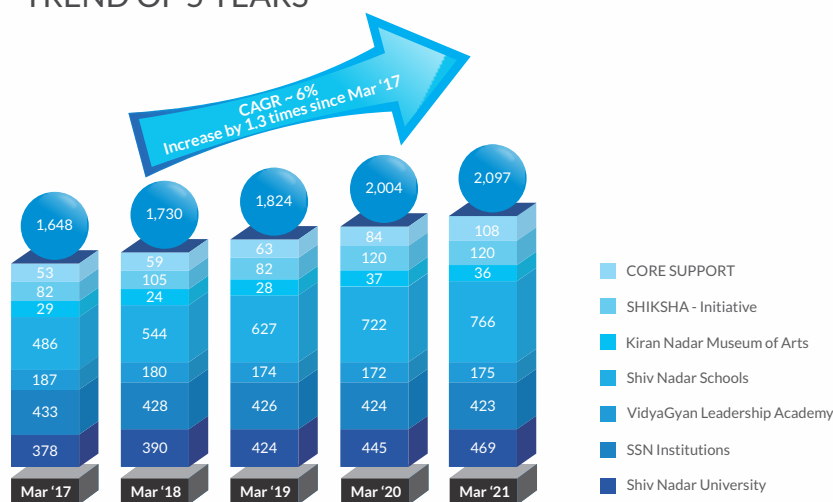


Particulars	Mar '20	Mar '21	Mar '20	Mar '21
Teaching	1,216	1,268	61%	60%
Teaching Support	225	277	11%	13%
# Other Support	563	552	28%	26%
Total	2,004	2,097	100%	100%

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

*Others represent Shiksha Initiative and Core Support.

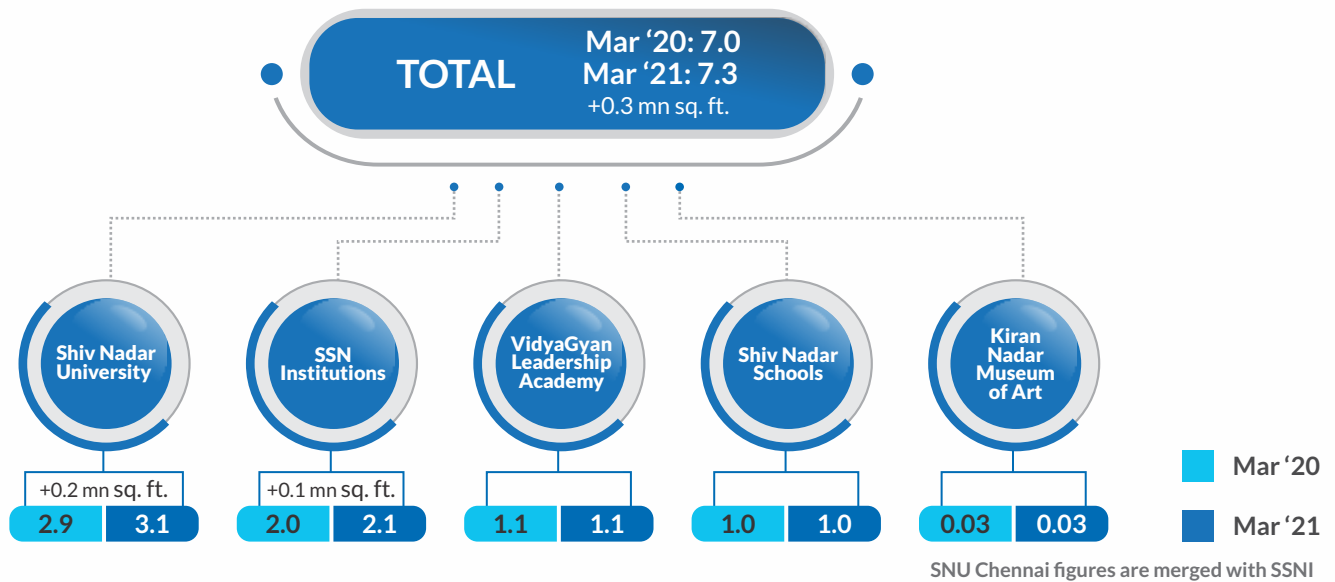
HEADCOUNT - TREND OF 5 YEARS



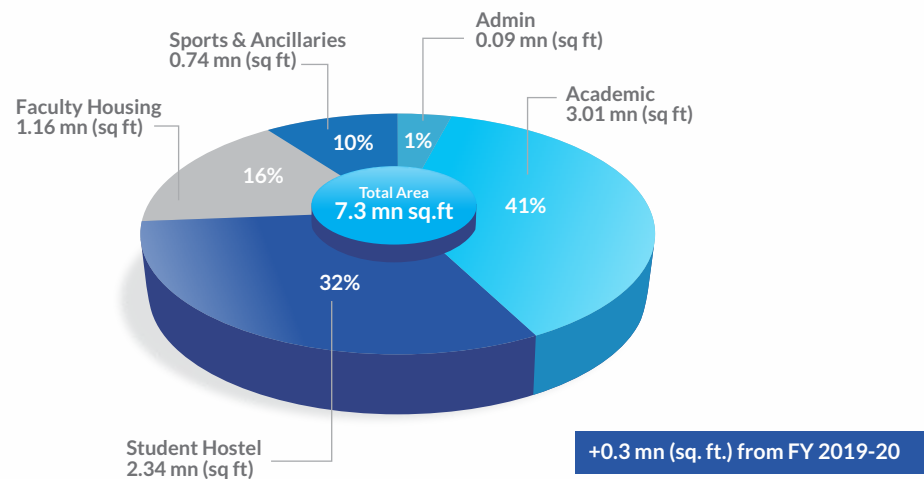
MANAGEMENT DISCUSSION & ANALYSIS

INFRASTRUCTURE OVERVIEW

BUILT-UP AREA (mn sq. ft.)



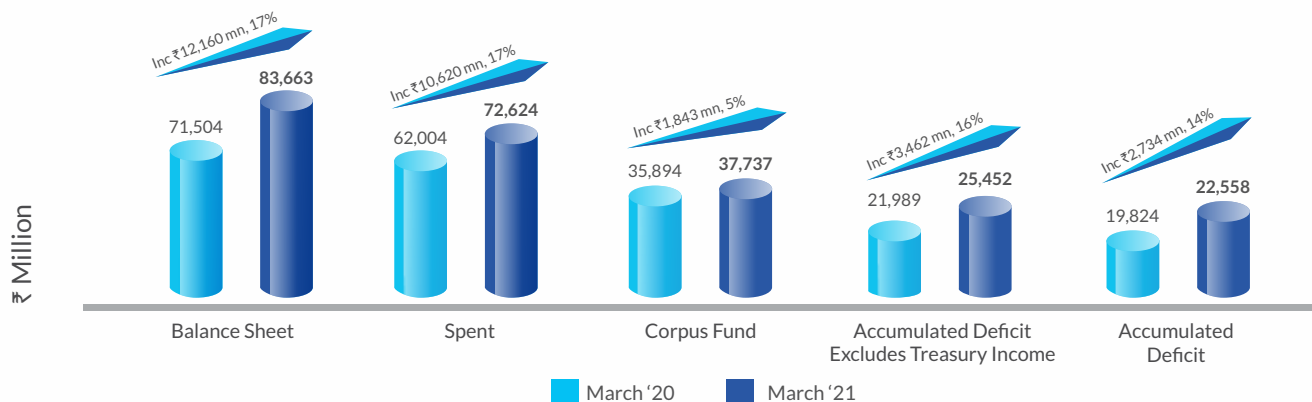
AREA WISE CLASSIFICATION



MANAGEMENT DISCUSSION & ANALYSIS

(A) FINANCIAL SNAPSHOT

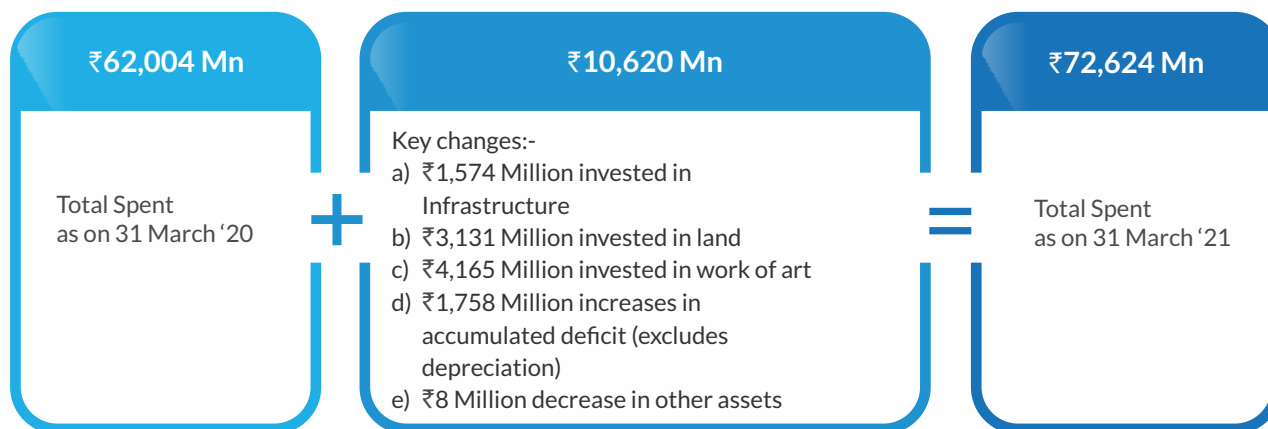
Total Balance Sheet Size of the foundation Exceeded US \$1 Billion based on year end rate.



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

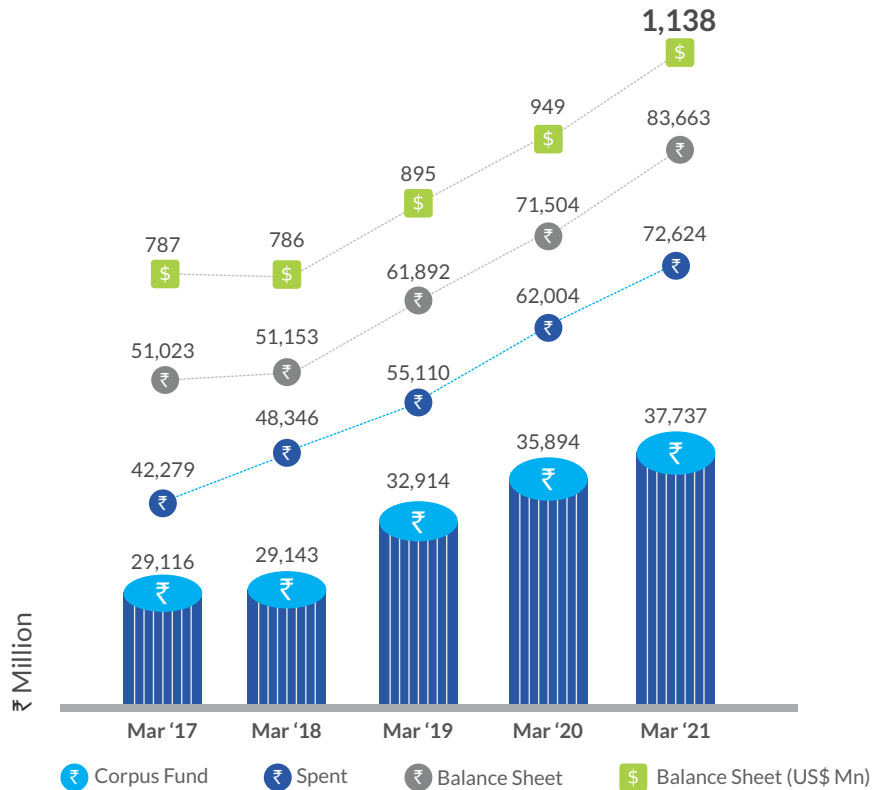
Spent is total expenditure comprises operational & capital expenditure (Includes work of art, Infra and Other assets) and excludes treasury assets including cash & bank held in the foundation for future deployment.

(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 & appropriate presentation.

Spent is total expenditure comprises 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 20-21 is ₹12,290 Million (₹11,104 Million excludes treasury investment) which includes capital Expenditure of ₹8,651 Million on infrastructure projects i.e. building for additional capacity creation, purchase of work of art and spend towards operating expenditure (net of Income) ₹2,450 Million.

	Year Ended March 31, 2021 ₹Million	Year Ended March 31, 2020 ₹Million
Opening Cash and Cash Equivalents	266	289
<u>OUTFLOWS</u>		
1 Net outflow from capex including works of arts	8,651	4,123
2 Excess of operating cash expenditure over income	2,450	2,930
3 Interest paid	3	2
Gross Outflows (Excludes Treasury Investment)	11,104	7,055
4 Investment in Treasury	1,186	2,503
Total Outflows	12,290	9,558
<u>INFLOWS</u>		
1 Proceed from borrowings (Net) (from HCL Corporation Pvt. Ltd., Vama Sundari Investments (Delhi) Pvt. Ltd. (promoter company) and others)	6,475	5,827
2 Working capital / non current items movement including taxes	3,640	303
3 Corpus Donations (contribution to “SNF Group”)	1,837	2,980
4 Interest received	552	425
Total Inflows	12,504	9,535
Closing Cash and Cash Equivalents	479	266

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

MANAGEMENT DISCUSSION & ANALYSIS

OPERATING EXPENDITURE (% SPLIT) – TREND OF 5 YEARS

Particulars	Mar '17	Mar '18	Mar '19	Mar '20	Mar '21
Employee benefits expense	38%	33%	35%	38%	48%
Establishment and maintenance	18%	17%	17%	16%	16%
Depreciation and amortisation	17%	21%	18%	15%	17%
Academic expenses	9%	8%	10%	8%	3%
Travel, transport and conveyance	5%	5%	5%	5%	1%
Scholarship	1%	1%	1%	1%	1%
Expenses from restricted funds	-	3%	2%	2%	2%
Others	12%	12%	11%	16%	12%
Total (₹ in Million)	4,506	5,490	5,880	6,766	5,624

Employee Benefit Expenses

Employee benefits expenses (48% of the total expenses) includes salaries & other benefits.

Due to pandemic there is decrease in other cost (academic, travel & transport and establishment & maintenance), hence % of salary cost is 48% as compared to 38% for last year.

Establishment & Maintenance Expenses

Establishment & maintenance expenses (16% of total expenses) includes repairs & maintenance expenses ₹322 million, rent ₹182 million, power & fuel ₹170 million, housekeeping ₹131 million and security charges ₹106 million.

Academic Expenses (Includes Scholarship expenses)

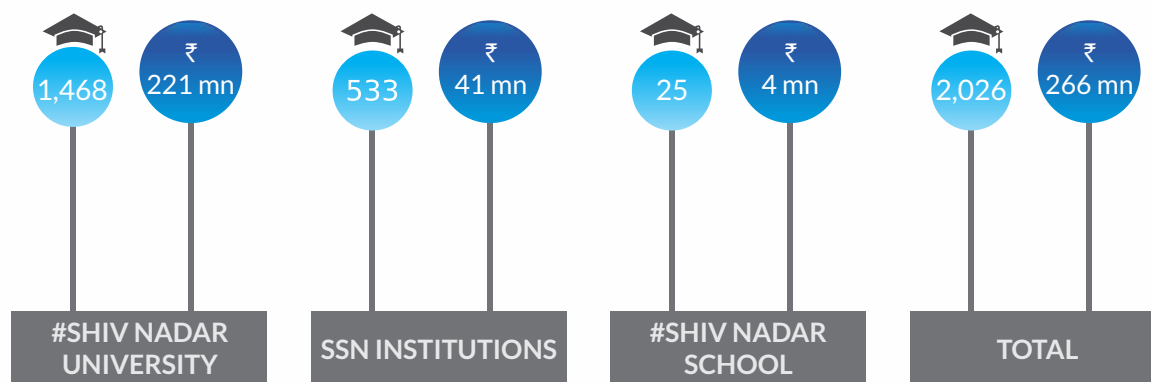
Academic expenses (3% of the total expenses) includes events ₹27 million, training & development ₹41 million, lab & sports consumables ₹39 million, canteen & uniform ₹34 million, student & curriculum ₹23 million, printing & stationery ₹11 million and others ₹9 million.

Other Expenses (Includes Finance expenses)

Other expenses (12% of the total expenses) includes legal & professional ₹271 million, advertisement ₹95 million, subscription & membership ₹101 million, exhibitions ₹61 million, misc. exp. ₹46 million, sponsorship ₹32 million, communication ₹25 million, insurance ₹19 million and others ₹44 million.

MANAGEMENT DISCUSSION & ANALYSIS

(D) SCHOLARSHIP EXPENSES



Number of Students

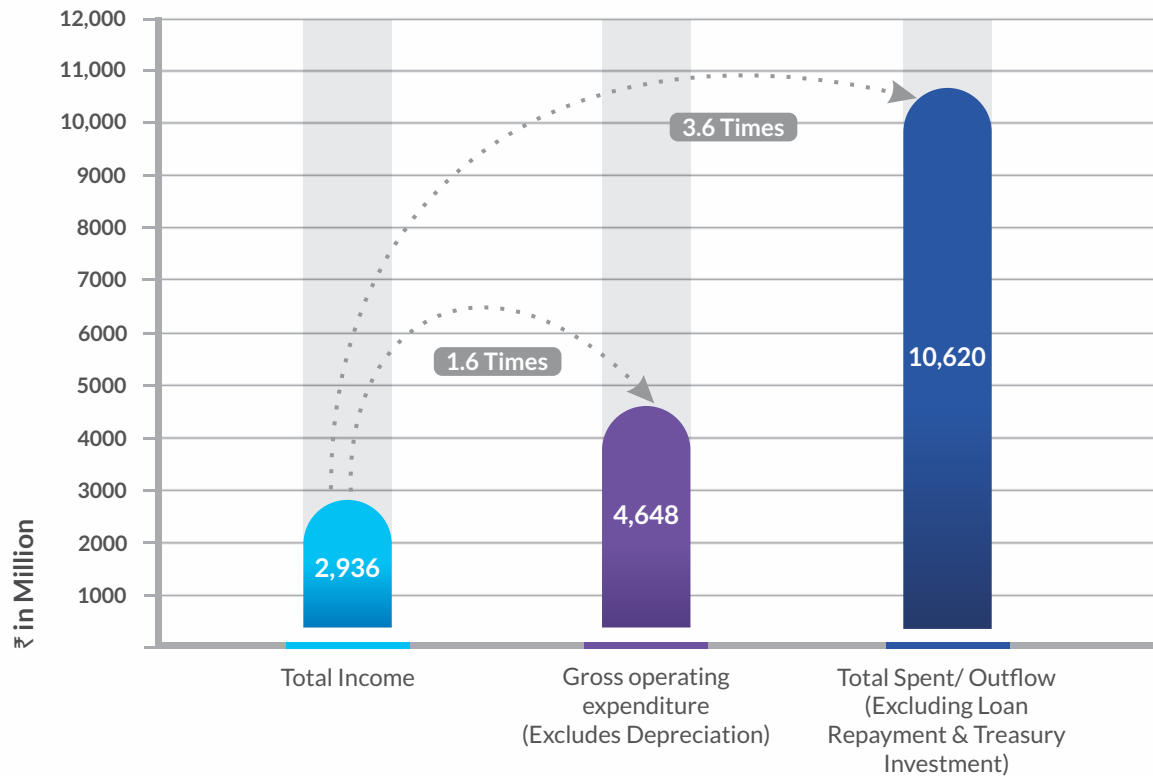


Scholarship

#Fee is booked net of scholarship, instead of direct grant.

MANAGEMENT DISCUSSION & ANALYSIS

(G) INCOME AND EXPENDITURE



Income

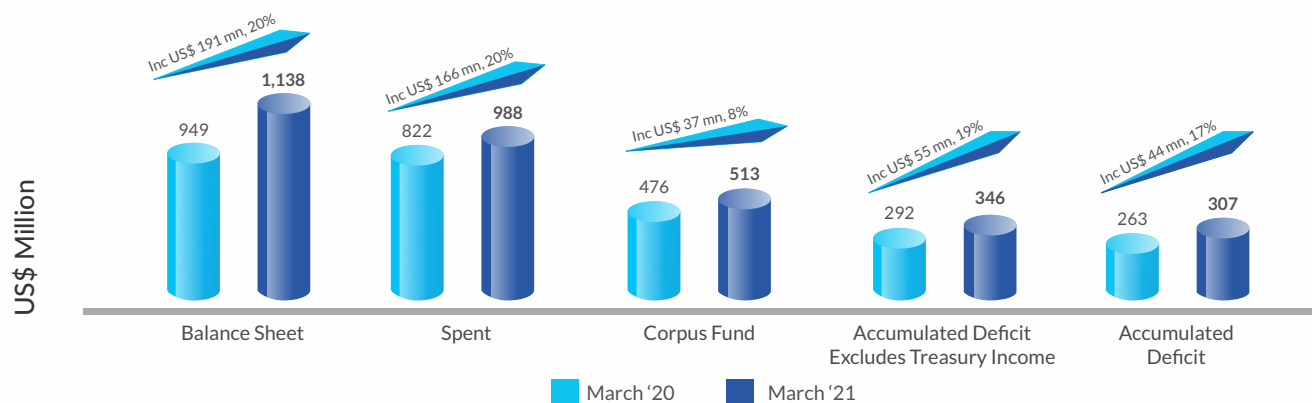
The Shiv Nadar Foundation Group's gross operating expenditure (Excludes depreciation) is 1.6 times of its income while total Spent/outflow (excluding loan repayment & Treasury Investment) is 3.6 times of income.

The Shiv Nadar Foundation Group's total income for FY 2020-21 includes Fee income of ₹2,001 million, Other income of ₹825 million (mainly Treasury income) and Donation & Grants of ₹110 million.

MANAGEMENT DISCUSSION & ANALYSIS

(KEY METRICS IN US\$)

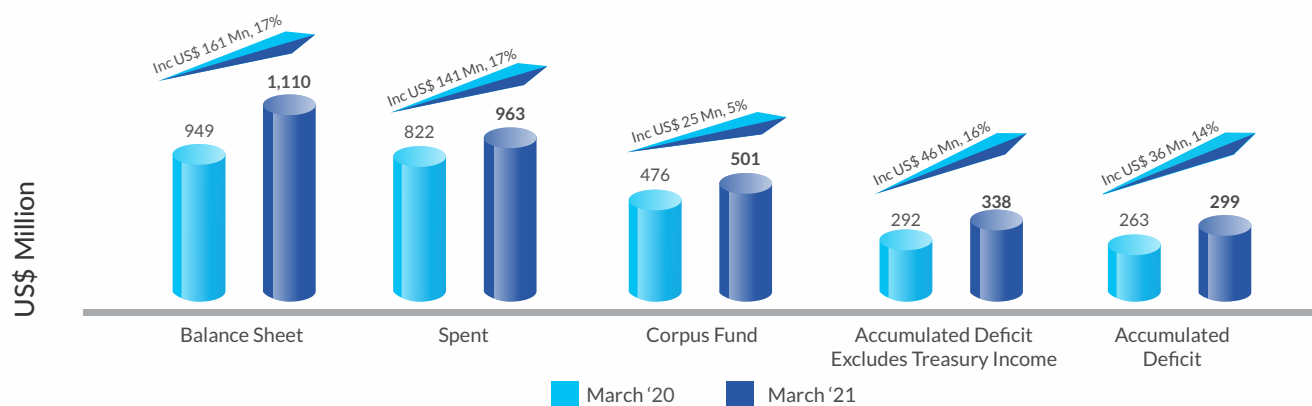
(A) FINANCIAL SNAPSHOT



Conversion rate 1US\$ - ₹73.50 (RBI reference rate as on March 31, 2021) used for financial numbers as on March 31, 2021 and 1US\$ - ₹75.39 used for financial numbers as on March 31, 2020.

- The numbers have been regrouped and reclassified for better understanding & appropriate presentation.
- Spent is total expenditure comprises 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.

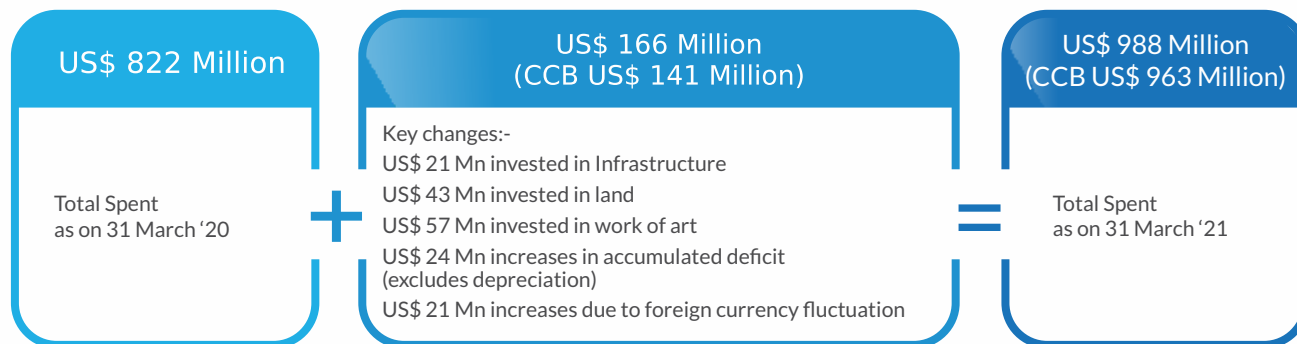
CONSTANT CURRENCY BASIS (FY 2020-21)



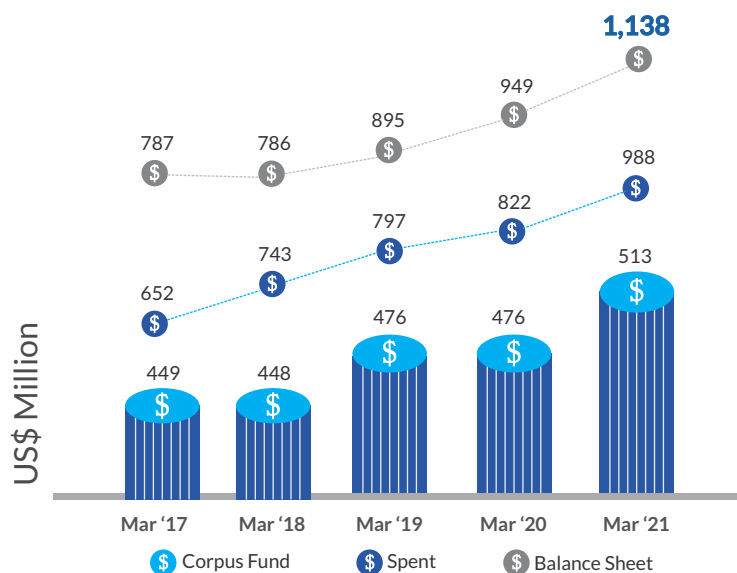
FY 20-21 numbers based on Constant Currency Basis Rate, i.e. US\$1 = ₹75.39

MANAGEMENT DISCUSSION & ANALYSIS

(B) MOVEMENT IN SPENT



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



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

Spent is total expenditure comprises 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 20-21 is US\$ 167 Million (US\$ 151.1 Million excludes treasury investment) which includes capital Expenditure of US\$ 117.7 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\$ 33.3 Million.

	Year Ended March 31, 2021 US\$ Million	Year Ended March 31, 2020 US\$ Million
	Year End Rate	Year End Rate
Opening Cash and Cash Equivalents	3.5	4.2
<u>OUTFLOWS</u>		
1 Net outflow from Capex including works of art	117.7	54.7
2 Excess of operating cash expenditure over income	33.3	38.9
3 Interest Paid	0.03	0.03
Gross Outflows (Excludes Treasury Investment)	151.1	93.6
4 Invested in Treasury	16.1	33.5
Total Outflows	167	127
<u>INFLOWS</u>		
1 Proceed from borrowings (Net) (from HCL Corporation Pvt. Ltd., Vama Sundari Investments (Delhi) Pvt. Ltd. (promoter company) and others)	88.1	77.3
2 Working capital/ non current items movement including taxes	49.5	4.0
3 Corpus (contribution to "SNF Group")	25.0	39.5
4 Interest received	7.5	5.6
Total Inflows	170.1	126.5
Closing Cash and Cash Equivalents	6.5	3.5

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

MANAGEMENT DISCUSSION & ANALYSIS

OPERATING EXPENDITURE (% SPLIT) – TREND OF 5 YEARS

Particulars	Mar '17	Mar '18	Mar '19	Mar '20	Mar '21
Employee benefits expenses	38%	33%	35%	38%	48%
Establishment and maintenance	18%	17%	17%	16%	16%
Depreciation and amortisation	17%	21%	18%	15%	17%
Academic expenses	9%	8%	10%	8%	3%
Travel, transport and conveyance	5%	5%	5%	5%	1%
Scholarship	1%	1%	1%	1%	1%
Expenses from restricted funds	-	3	2%	2%	2%
Others	12%	12%	11%	16%	12%
Total (US\$ Million)	69.5	84.4	85.0	89.8	76.5

Employee Benefit Expenses

Employee benefits expenses (48% of the total expenses) includes salaries & other benefits.

Due to pandemic there is decrease in other cost (academic, travel & transport and establishment & maintenance), hence % of salary cost is 48% as compared to 38% for last year.

Establishment & Maintenance Expenses

Establishment & maintenance expenses (16% of total expenses) includes repairs & maintenance expenses US\$ 4.4 million, rent US\$ 2.5 million, power & fuel US\$ 2.3 million, housekeeping US\$ 1.8 million and security charges US\$ 1.4 million.

Academic Expenses (Includes Scholarship expenses)

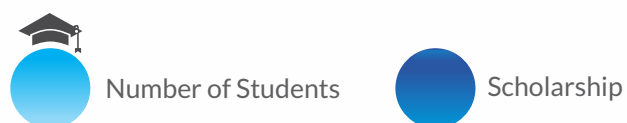
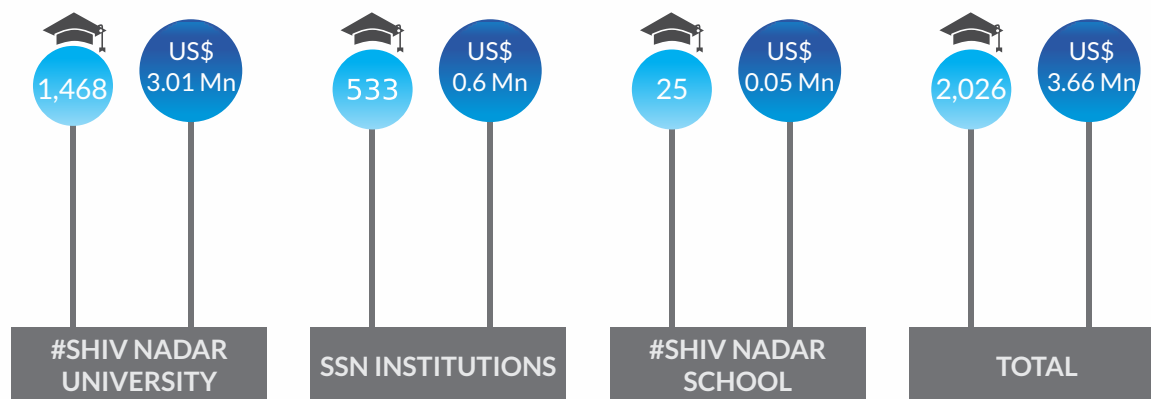
Academic expenses (3% of the total expenses) includes events US\$ 0.4 million, training & development US\$ 0.6 million, lab & sports consumables US\$ 0.5 million, canteen & uniform US\$ 0.5 million, student & curriculum US\$ 0.31 million, printing & stationery US\$ 0.15 million and others US\$ 0.12 million.

Other Expenses (Includes Finance expenses)

Other expenses (12% of the total expenses) includes legal & professional US\$ 3.7 million, advertisement US\$ 1.3 million, subscription & membership US\$ 1.4 million, exhibitions US\$ 0.4 million, misc. exp. US\$ 0.6 million, sponsorship US\$ 0.4 million, communication US\$ 0.3 million, insurance US\$ 0.3 million and others US\$ 0.6 million.

MANAGEMENT DISCUSSION & ANALYSIS

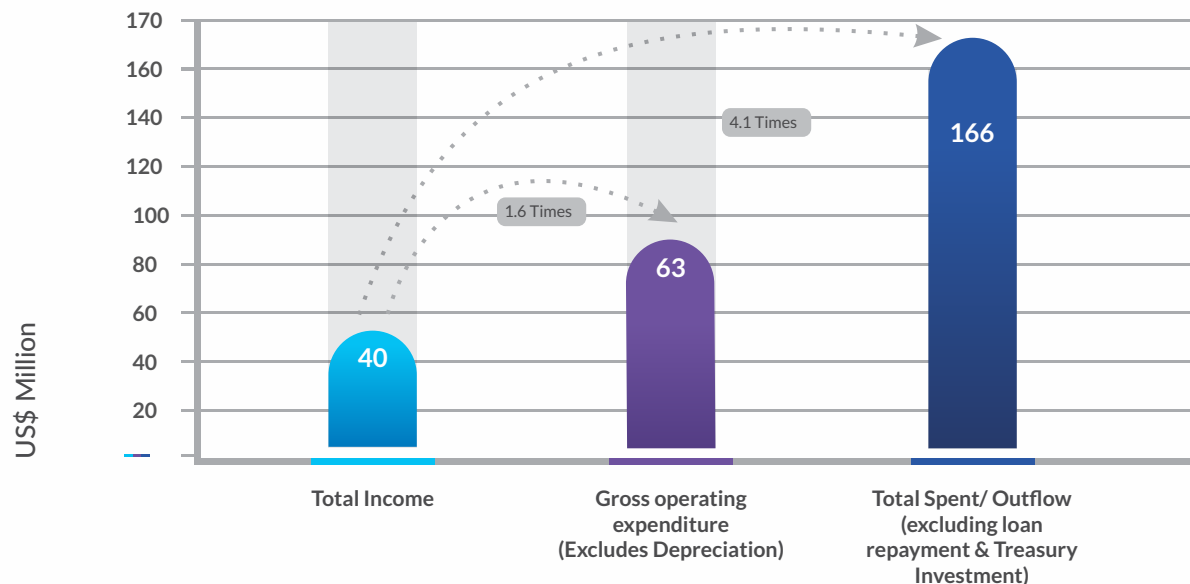
(D) SCHOLARSHIP EXPENSES



#Fee is booked net of scholarship, instead of direct grant.

MANAGEMENT DISCUSSION & ANALYSIS

(E) INCOME AND EXPENDITURE



Income

The Shiv Nadar Foundation Group's gross operating expenditure (Excludes depreciation) is 1.6 times of its income while total investment/outflow (excluding loan repayment & Treasury Investment) is 4.1 times of income.

The Shiv Nadar Foundation Group's total income for FY 2020-21 includes Fee income of US\$ 27.22 million, Other income of US\$ 11.22 million (mainly Treasury income) and Donation & Grants of US\$ 1.49 million.

FINANCIALS (₹ MILLIONS)

Shiv Nadar Foundation and Group Combined Balance Sheet as at March 31, 2021 and March 31, 2020

	Notes	As at March 31, 2021 ₹ in Millions	As at March 31, 2020 ₹ in Millions
EQUITY			
Share capital	3	3,306.10	3,312.10
Corpus fund	4	37,736.70	35,893.70
		41,042.80	39,205.80
LIABILITIES			
Non-current liabilities			
Long-term borrowings	5	16.14	10.05
Other long-term liabilities	6	10,338.41	5,009.29
Long-term provisions	7	773.11	695.64
		11,127.66	5,714.98
Current liabilities			
Short-term borrowings	8	29,686.47	24,854.53
Trade payables	9	-	-
-total outstanding dues of micro enterprises and small enterprises		-	-
-total outstanding dues of creditors other than micro enterprises and small enterprises		202.46	315.48
Other current liabilities	10	1,477.80	1,320.48
Short-term provisions	11	126.13	92.54
		31,492.86	26,583.03
		83,663.32	71,503.81
ASSETS			
Non-current assets			
Property, plant and equipment			
Tangible assets	12	24,395.95	21,902.30
Intangible assets	13	15.37	11.74
Capital work-in-progress		3,840.47	2,810.95
Intangible under development		45.49	27.26
Non-current investments	14	24,876.96	20,081.84
Long-term loans and advances	15	1,874.90	971.68
Other non-current assets	16	426.99	764.11
		55,476.13	46,569.88
Current assets			
Current investments	17	1,293.31	2,927.60
Trade receivables	18	149.99	33.26
Cash and bank balances	19	3,685.13	1,918.68
Short-term loans and advances (FY 19-20)	20	118.56	109.12
Other current assets	21	382.27	121.66
		5,629.26	5,110.32
RESERVES AND SURPLUS INCLUDING EXCESS OF EXPENDITURE OVER INCOME	22	22,557.93	19,823.61
		83,663.32	71,503.81

Notes 1 to 47 form an integral part of the combined financial information.

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

For Grant Thornton Bharat LLP

Siddharth Talwar
Partner

Kiran Nadar
Trustee
Shiv Nadar Foundation

Place: Faridabad
Date: July 03, 2021

Place: New Delhi
Date: July 03, 2021

For and on behalf of Shiv Nadar Foundation and Group*

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Pawan K. Danwar
Chief Financial Officer
Shiv Nadar Foundation

*Shiv Nadar Foundation & Group ("the SNF Group") comprises 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 (₹ MILLIONS)

Shiv Nadar Foundation and Group

Combined Statement of Income and Expenditure for the years ended March 31, 2021 and March 31, 2020

	Notes	For the year ended March 31, 2021 ₹ in Millions	For the year ended March 31, 2020 ₹ in Millions
Expenditure			
Employee benefits expense	23	2,674.47	2,572.44
Academic expenses	24	183.00	508.71
Establishment and maintenance	25	910.30	1,065.70
Travel, transport and conveyance		47.14	352.64
Scholarship		40.93	44.25
Expenses from restricted funds		94.31	126.85
Finance cost	26	3.29	1.92
Depreciation and amortisation	27	976.81	1,038.58
Other expenses	28	694.26	1054.95
		<u>5,624.51</u>	<u>6,766.04</u>
Income			
Fees	29	2,000.92	2,441.43
Donations and grants		109.79	169.11
Other income (FY 20-21)	30	824.89	836.08
		<u>2,935.60</u>	<u>3,446.62</u>
Excess of expenditure over income before tax		<u>2,688.91</u>	<u>3,319.42</u>
Tax expense			
Current tax		45.44	46.91
Excess of expenditure over income		<u>2,734.35</u>	<u>3366.33</u>

Notes 1 to 47 form an integral part of the combined financial information.

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

For Grant Thornton Bharat LLP

For and on behalf of Shiv Nadar Foundation and Group*

Siddharth Talwar
Partner

Kiran Nadar
Trustee
Shiv Nadar Foundation

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

Place: Faridabad
Date: July 03, 2021

Place: New Delhi
Date: July 03, 2021

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 (₹ MILLIONS)

Shiv Nadar Foundation and Group

Combined Cash Flow Statement for the year ended March 31, 2021 and March 31, 2020

	Year Ended March 31, 2021 ₹ in Millions	Year Ended March 31, 2020 ₹ in Millions
1		
Cash flow from operating activities:		
Excess of expenditure over income	(2,688.91)	(3,319.42)
- Depreciation and amortisation expense	976.81	1,038.58
- Other non cash expenses written off	(11.40)	(11.63)
- Profit on sale of investments	(130.06)	(115.45)
- Loss/ (profit) on sale of property, plant and equipment	(0.67)	(0.86)
- Net interest expense/(income)	(595.54)	(521.52)
Operating deficit before working capital changes	(2,449.77)	(2,930.30)
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	3,779.14	377.28
- Increase in advances and other current assets	(103.73)	(29.73)
Net cash from operating activities before tax	1,225.64	(2,582.75)
- Taxes paid	(35.02)	(44.11)
Net cash used in operating activities after tax (A)	1,190.62	(2,626.86)
2		
Cash flow from investing activities:		
Additions to tangible and intangible assets	(4,318.89)	(1,907.49)
Sale of tangible and intangible assets	1.79	4.61
(Increase)/ Decrease in capital work in progress and intangible under development	(1,047.76)	262.37
Sale/(Purchase) of mutual fund and other investments	2,429.34	(2,154.42)
Purchase of art work	(3,286.28)	(2,482.22)
Increase in bank deposits (net)	(1,441.75)	(1,398.47)
(Investment)/ Redemption in bonds	(2,173.84)	1,049.45
Interest received	552.10	425.14
Net cash used in investing activities (B)	(9,285.29)	(6,201.03)
3		
Cash flow from financing activities:		
Proceeds of borrowing (net)	6,474.76	5,826.79
Interest paid on borrowings	(3.33)	(1.92)
Donations received in corpus fund and movement in share capital	1,837.00	2,979.77
Net cash from financing activities (c)	8,308.43	8,804.64
Net increase/ (decrease) in cash and cash equivalents (A+B+C)	213.76	(23.24)
Opening balance of cash and cash equivalents	265.66	288.90
Closing balance of cash and cash equivalents	479.42	265.66
Closing cash and cash equivalents comprise of:*		
Cash in hand	0.68	1.37
Balances with banks	478.84	264.29

*Cash and bank balances as per note 19 includes cash and cash equivalents and other bank balance

Notes 1 to 47 form an integral part of the combined financial information.

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

For Grant Thornton Bharat LLP

Siddharth Talwar
Partner

Place: Faridabad
Date: July 03, 2021

For and on behalf of Shiv Nadar Foundation and Group*

Kiran Nadar
Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: July 03, 2021

Roshni Nadar Malhotra
Trustee
Shiv Nadar Foundation

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, 2021 and March 31, 2020

	As At March 31, 2021 US\$ Millions	As At March 31, 2020 US\$ Millions
EQUITY		
Share capital	44.98	43.94
Corpus fund	513.39	476.13
	<u>558.37</u>	<u>520.07</u>
LIABILITIES		
Non-current liabilities		
Long-term borrowings	0.22	0.13
Other long term liabilities	140.65	66.45
Long-term provisions	10.52	9.23
	<u>151.39</u>	<u>75.81</u>
Current liabilities		
Short-term borrowings	403.87	329.70
Trade payables	2.75	4.18
Other current liabilities	20.10	17.52
Short-term provisions	1.72	1.23
	<u>428.44</u>	<u>352.63</u>
	<u>1,138.20</u>	<u>948.51</u>
ASSETS		
Non-current assets		
Fixed assets		
Tangible assets	331.90	290.54
Intangible assets	0.21	0.16
Capital work-in-progress	52.25	37.29
Intangible under development	0.62	0.36
Non-current investments	338.44	266.39
Long-term loans and advances	25.51	12.89
Other non-current assets	5.81	10.14
	<u>754.74</u>	<u>617.77</u>
Current assets		
Current investments	17.59	38.83
Trade receivables	2.04	0.44
Cash and bank balances	50.13	25.45
Short-term loans and advances	1.61	1.45
Other current assets	5.20	1.61
	<u>76.57</u>	<u>67.78</u>
RESERVES AND SURPLUS INCLUDING EXCESS OF EXPENDITURE OVER INCOME	<u>306.89</u>	<u>262.96</u>
	<u>1,138.20</u>	<u>948.51</u>

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, 2021 of 1 USD = ₹73.50 (previous year 1 USD = ₹75.39).

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.

For Grant Thornton Bharat LLP

Siddharth Talwar
Partner

Place: Faridabad
Date: July 03, 2021

Kiran Nadar
Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: July 03, 2021

For and on behalf of Shiv Nadar Foundation and Group*

Roshni Nadar Malhotra
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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, 2021 and March 31, 2020

	For the year ended March 31, 2021 US\$ Millions	For the year ended March 31, 2020 US\$ Millions
Expenditure		
Employee benefit expenses	36.39	34.12
Academic expenses	2.49	6.75
Establishment and maintenance expenses	12.38	14.14
Travel, Transport & Conveyance	0.64	4.68
Scholarship	0.56	0.59
Expenses from restricted funds	1.28	1.68
Finance cost	0.04	0.03
Depreciation and amortisation expense	13.29	13.78
Other expenses	9.50	13.99
	<u>76.57</u>	<u>89.76</u>
Income		
Fees	27.22	32.39
Donations received	1.49	2.24
Other income	11.22	11.09
	<u>39.93</u>	<u>45.72</u>
Excess of expenditure over income before tax	<u>36.64</u>	<u>44.04</u>
Adjustment for tax expense		
Current tax	0.62	0.62
Excess of expenditure over income	<u>37.26</u>	<u>44.66</u>

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, 2021 of 1 USD = ₹73.50 (previous year 1 USD = ₹75.39).

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.

For Grant Thornton Bharat LLP

Siddharth Talwar
Partner

Place: Faridabad
Date: July 03, 2021

Kiran Nadar
Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: July 03, 2021

For and on behalf of Shiv Nadar Foundation and Group*

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FINANCIALS (US\$ MILLIONS)

Shiv Nadar Foundation and Group

Combined Cash Flow Statement for the year ended March 31, 2021 and March 31, 2020

	Year Ended March 31, 2021 US\$ Millions	Year Ended March 31, 2020 US\$ Millions
1		
Cash flow from operating activities:		
Excess of expenditure over income	(36.64)	(44.04)
-Depreciation and amortisation expense	13.29	13.78
-Other non cash expenses written off	(0.16)	(0.15)
-Profit on sale of investments	(1.77)	(1.53)
-Loss/ (profit) on sale of property, plant and equipment	(0.01)	(0.01)
-Net interest income	(8.10)	(6.92)
Operating deficit before working capital changes	<u>(33.39)</u>	<u>(38.87)</u>
Adjustments for changes in working capital/other non current items :		
- Increase in payables, other liabilities and provisions	51.41	5.00
- Increase in advances and other current assets	(1.41)	(0.39)
- Taxes paid	(0.48)	(0.59)
Net cash used in operating activities (A)	<u>16.07</u>	<u>(34.85)</u>
2.		
Cash flow from investing activities:		
Additions to tangible and intangible assets	(58.76)	(25.30)
Sale of tangible and intangible assets	0.02	0.06
(Increase)/ Decrease in capital work in progress and intangible under development	(14.25)	3.48
Sale/ (Purchase) of mutual fund and other investments	33.05	(28.58)
Purchase of art work	(44.71)	(32.93)
Increase in bank deposits (net)	(19.61)	(18.55)
(Investment)/ Redemption in bonds	(29.57)	13.92
Interest received	7.51	5.64
Net cash used in investing activities (B)	<u>(126.32)</u>	<u>(82.26)</u>
3.		
Cash flow from financing activities:		
Proceeds/(repayment) of borrowing (net)	88.09	77.30
Interest paid on borrowings	(0.05)	(0.03)
Additions to corpus fund, issue of share capital and receipt of application money	24.99	39.53
Net cash from financing activities (c)	<u>113.03</u>	<u>116.80</u>
Net decrease in cash and cash equivalents (A+B+C)	<u>2.78</u>	<u>(0.31)</u>
Opening balance of cash and cash equivalents	<u>3.53</u>	<u>4.16</u>
Effect of exchange difference on cash and cash equivalents	0.21	(0.32)
Closing balance of cash and cash equivalents	<u>6.52</u>	<u>3.53</u>
Closing cash and cash equivalents comprise of:*		
Cash in hand	0.01	0.02
Balances with banks	6.51	3.51

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, 2021 of 1 USD = ₹73.50 (previous year 1 USD = ₹75.39).

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

For Grant Thornton Bharat LLP

Siddharth Talwar
Partner

Place: Faridabad
Date: July 03, 2021

For and on behalf of Shiv Nadar Foundation and Group*

Kiran Nadar
Trustee
Shiv Nadar Foundation

Place: New Delhi
Date: July 03, 2021

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www.ShivNadarFoundation.org



blog.shivnadarfoundation.org



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SHIV NADAR FOUNDATION

ANNUAL REPORT 2020-21



SHIV NADAR FOUNDATION