

Schulich School of Business Inaugurated



Welcome to the World of GMR.

We are pleased to bring to you 'Prerana', the quarterly newsletter of the GMR Group, showcasing important business developments, updates on all projects and matters related to the GMR Group.

'Prerana' is edited and published by Corporate Communications at Corporate Office, Bengaluru, for and on behalf of the GMR Group.

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Schulich School of Business Inaugurated

The Schulich School of Business & GMR School of Business was inaugurated in the RGIA premises, Hyderabad on 26th September 2014. Mr. K Chandrashekar Rao, Honorable Chief Minister of Telangana, inaugurated the School while Mr. G Jagadish Reddy, Minister of Education, Government of Telangana was the Guest of Honor.

The launch was held at Novotel Hyderabad Airport Hotel amid a grand ambience graced by Mr. GM Rao, Group Chairman, Mr. Srinivas Bommidala, Business Chairman – Airports, Mr. BVN Rao, Business Chairman – Urban Infra & Highways and Dr. V Raghunathan, CEO- GMRVF, along with other dignitaries of the Government of Telangana, Mr. Ratan Tata, Chairman – Tata Charitable Trusts,

Mr. Mamdouh Shoukri – President & Vice Chancellor – York University, Dr. Dezso J Horvath – Dean, Schulich School of Business, Mr. OP Bhatt – Independent Director Tata Steel, Mr. Bahram Vakil, an eminent lawyer.

Speaking on the occasion, Chief Minister,
Mr. K Chandrashekar Rao, congratulated the Group
and Schulich School of Business. He elaborated on the
vision and plans for rapid industrialization and enhancing
knowledge base in Telangana. In his address,
Mr. Ratan Tata praised the Vision and endeavor of the
Group Chairman. He said, "Mr. Rao has covered ground
usually where no road exists. We see a wall and
Mr. Rao sees a door. This is in keeping with his
pioneering spirit."



The School's Hyderabad Centre is the first in the country and plans to bring world-class curriculum complemented by top-class training facilities. The Group Chairman expressed pride and happiness at the latest honor and pledged his commitment towards contributing to the overall prospects of the new State of Telangana.



















Mr. BVN Rao & Mr. KVV Rao presenting the cheque to Mr. Chandrababu Naidu

Employees distributing groceries

Supporting Hudhud Victims

As an organization and responsible citizens, employees of the Group have come together to support the affected people and contributed towards the rehabilitation and settlement of the fellow human beings impacted by Cyclone Hudhud at Andhra Pradesh.

Mr. BVN Rao, Business Chairman – Urban Infra & Highways, presented the cheque to Mr. Chandrababu Naidu, Honorable Chief Minister of Andhra Pradesh towards AP CM Relief Fund, at the Collector's Office, Visakhapatnam, on 18th October 2014. Mr. KVV Rao, Director GIL & GCMO and Mr. Ramakrishnan, Advisor & Chief of Staff GCMO were present on the occasion.

Mrs. Ramadevi Bommidala, Wife of Mr. Srinivas Bommidala, Business Chairman – Airports, employees of GHIAL, and GMRVF extended financial support along with the distribution of necessary provisions.

GHIAL employees through the 'Rice Bucket Challenge' during 'DAAN Utsav' (Joy of Giving Week) collected 500 kg Rice and 200 kg Dal which were sent to Rajam.

GMRVF team distributed groceries – Rice, Dal, Oil Packets, Blankets and utensils to 179 flood victim families in Purli, P. J. Peta and Buradapeta villages of Regidi Amadalavalasa and Santhakaviti Mandals near Rajam.



The ninth batch of Business Excellence Assessor Certification Program was recently conducted at Delhi International Airport. Over 20 members representing the

BE **Assessor Certification**Program

GCS, Energy, Highways, Rajiv Gandhi International Airport and Delhi International Airport actively participated in the four day workshop. The Certified Assessors will be eligible to conduct BE assessments across the Group.





Parampara Family Business Institute

Making a difference to Family Businesses

Parampara Family Business Institute (PFBI) serves as an Education and Research platform to enable family businesses sustain, grow and perpetuate through generations. PFBI will engage with family businesses in four evolving stages:

- 1 Awareness
- 2 Education
- 3 Development
- 4 Adoption

The Institute will provide state-of-the-art expertise through research, global partnerships and knowledge exchange entrepreneurship development in family businesses will be a mission critical objective of the Institute. Partners of PFBI include leading global and Indian experts such as Business Families Foundation, Family Firm Institute and Entrepreneurship Development Institute of India.

Family businesses in India account for 70% of the total market capitalization and contribute to 57% of the employment. As they succeed, they contribute to the economy of the country because family businesses contribute to 60–70 percent of the GDP of most developed & developing countries. India is no exception.





PFBI aims to promote thought leadership in family business management by conducting meaningful research on Indian business families. The experiences and insights gained from these family businesses shape the case studies that will contribute to the body of knowledge.

PFBI embarked on this mission with the completion of its first case study on "Sadvaidyasala Pvt Ltd" (SVL) that manufactures Ayurvedic medicines in Nanjangud, Karnataka. It is a 101 years old family owned business which is currently managed by third generation family members. This case provides

useful insights about the legacy & values that has driven this traditional Indian family business as well as struggles involved in retaining it as a family owned concern.

A two day awareness program on Basics of Family Business for Partners was conducted for a group of partners of M/s Bramayya & Co followed by a two day program on 13th and 14th October 2014 for the Relationship Managers of ICICI Bank.

The Institute has commenced engagement with Business families directly by facilitating a program titled – "Compass – Road Map for Entrepreneurial Families".

The PFBI website (www.pfbi.institute) was officially launched by

Mr. PM Kumar, MD & Vice Chairman - PFBI, on 8th December 2014 at Corporate Office, Bangalore, in the presence of Mr. Natarajan Krishnan, CEO - PFBI and the PFBI team. The website offers exclusive member login for access to a wealth of knowledge and will feature Blogs by experts. PFBI is also on the social media - Facebook, Linkedin, Twitter and Youtube.

Contact PFBI on: info@pfbi.institute





IGIA Wins **Kaizen Award**



IGIA team receiving the award

IGIA won the Second Prize in the KAIZEN contest under the Category - Safety/5S/Morale in the 7th National Cluster Summit organized by the Confederation of Indian Industry - Avantha Centre of Excellence between 29th -30th October 2014 at New Delhi.

Mr. Madhav Lal, Secretary-Ministry of Micro, Small and Medium Enterprises (MSMEs), Mr. Harbhajan Singh, Director General-National Productivity Council, Mr. Yogesh Munjal, Chairman, National Cluster Summit and other CII Senior Officials graced the Summit. IGIA submitted five entries including the Award Winning Kaizen with the theme – "Shorter Route for Trolley Management"

Speaking on the occasion, Mr. I Prabhakara Rao, CEO-DIAL, said "The above achievement demonstrates our organisation's focus and commitment towards Operation Excellence at IGIA. I would like to appreciate the efforts Terminal Operations and QSD team in taking the lead in this initiative".



'Vistara' unveils 1st aircraft @ IGIA

Vistara welcomed its first A320 aircraft painted with the airline's livery at IGIA on 15th October 2014, marking the 82nd anniversary of JRD Tata's first commercial flight from Karachi to Mumbai. Mr. Srinivas Bommidala, Business Chairman – Airports, Mr. I Prabhakara Rao, CEO – DIAL, Mr. Prasad Menon, Chairman – Vistara, Dr. Mukund Rajan, Director on Board – Tata SIA Airlines and Mr. Phee Teik Yeoh, CEO – Vistara, were present on the occasion.

Speaking on the occasion, Mr. Srinivas Bommidala said "We wholeheartedly welcome Vistara to IGI Airport and congratulate the team for the delivery of their first liveried aircraft. We thank the Vistara leadership for posing their confidence in DIAL & GMR and look forward to a fruitful partnership with Vistara. I am confident that Vistara will positively contribute to the growth of traffic at IGIA."

RGIA Wins 'Customer Choice Award & Green

Award'

RGIA continues its streak of winning awards at International forums. Payload Asia, one of the most respected and oldest publications focussing on air cargo and logistics has awarded RGIA with Customer Choice Award for Middle East/Indian Subcontinent Airport of the Year and Green Award beating competition from some of the biggest airports in the region.

RGIA has been recognised for its 'Innovative Integrated Logistics Solutions' that are backed by its strong operational performance, excellent infrastructure, commitment to customers in cargo operations and also for undertaking environment friendly initiatives in the air cargo supply chain.

Metropolis World Congress



Mr. SGK Kishore at the event

Inaugurated by Mr. K Chandrasekhar Rao, Honorable Chief Minister of Telangana, the XI Metropolis World Congress event took place at Hyderabad from 6th to 10th October 2014. The event with the theme – 'Cities for All' aimed at triggering a fruitful debate and discussion amongst Government, private sector and general public on topics such as urban equity, governance, urban financing and urban India.

The five-day event saw huge participation of international delegates from over 50 countries. Former President of India, Dr. A P J Abdul Kalam, Honorable President of India, Mr. Pranab Mukherjee, Nobel award winner Dr. Rajendra Pachauri, President of Metropolis and President of Ile-de-France region, Mr. Alain Le Saux, Metropolis Secretary General, Mr. Jean-Paul Huchon, Director – UN Global Compact – Cities Programme, Mr. Paul James and Urban Economist Prof. Om Mathur participated in the event.

CII-National Award for Excellence in Energy Management 2014

GHIAL received the Confederation of Indian Industries (CII) Award for "Excellent Energy Efficient Unit" during the 15th National Award for Excellence in Energy Management 2014.

Units of some of big Groups such as TATA, Reliance, Jindal, IOCL, Ultratech, Godrej, Kirloskar, ITC, ACC, Wipro, TCS, Dr. Reddy's etc. also participated for the Awards. The contestants were evaluated on the trends for reduction in Energy consumption, adoption of innovative Energy saving initiatives, quantification of Energy savings, specific methodologies adopted and efforts for harnessing renewable Energy.







Mr. P Ashok Gajapathi Raju, Mr. K T Rama Rao & Mr. GM Rao at the Aesi Conference

Aeronautical Society of India AGM & Conference

On the sidelines of the Annual General Meeting of the Aeronautical Society of India (AeSI), a conference on "Strategies for Indigenous Development of Civil & Military Aircraft" was held on 16th & 17th September 2014 at Novotel HICC, Hyderabad.

Mr. P Ashok Gajapathi Raju, Honorable Union Minister for Civil Aviation, Government of India, Mr. K T Rama Rao, Honorable Minister for Information Technology & Panchayat Raj – Telangana State, Mr. Rajeev Sharma, Chief Secretary – Telangana State, Dr. V K Saraswat, Chairman – AeSI, Mr. G M Rao, President, AeSI & Group Chairman – GMR Group and other dignitaries graced the occasion.



The clarion call for 'Swachh Bharat Mission' given by the Honorable Prime Minister of India, Shri. Narendra Modi found a highly spirited patron in Rajiv Ghandi International Airport. The GHIAL team resolved to enhance the Airport's environment as a collective endeavor. Commemorating

the birth anniversary of Mahatma Gandhi, the employees of GHIAL along with the airport community took the oath – 'Swachhta Shapath' to contribute to the motto – Clean Airport, Clean India.



Maryland Delegates @ RGIA

Delegates from the State of Maryland and Montgomery County visited RGIA on 14th November 2014.

Mr. Isiah (Ike) Leggett, County Executive - Montgomery County, Maryland and Hyderabad Mayor Mr. Mohammed Majid Hussain signed the Sister City Agreement between Montgomery County and Hyderabad to enhance the economic and regional tie-ups in the presence of guests and dignitaries. Mr. SGK Kishore, CEO-GHIAL delivered a presentation featuring the Airport City project. Mr. G M Rao, Group Chairman, also graced the occasion and interacted with the delegates.







Mr. GM Rao with the deligates



Defence & Aerosupply India – 2014

The Defence & Aerosupply India 2014, a three-day exhibition cum conference was organized by the

Government of Telangana in partnership with the Israeli exhibitor – Kenes Exhibitions and Brightstar Group from Hyderabad between 12th to 14th November, 2014. Organized for the first time in India, the event showcased Telangana State as the new investment hub for Defence and Aerospace Engineering. RGIA participated in the event along with other global aerospace players like Airbus, Eurocopter, Dassault, Honeywell, Lockheed Martin and Bell Helicopters. The event was inaugurated by Honorable Chief Minister – Telangana State, Mr. K Chandrashekhar Rao.





GMCAC Transition Journey

As part of its focus on developing infrastructure through Public Private Partnership process, the Government of the Republic of Philippines initiated an international competitive bidding process in December 2012 for the management and development of MCIA. In December 2013, GMR Infrastructure in partnership with Megawide Construction Corporation of Philippines emerged as the highest bidder after offering a bid premium of 14.4 billion Philippine Pesos (approximately US\$ 320 million).

As per the Concession Agreement signed between GMR Megawide Consortium (GMCAC) and Department of Transportation and Communication (DOTC), GMCAC has taken full operational control from 1st November 2014 for renovation & modernization of MCIA. According to the agreement, GMR Megawide Consortium will operate the airport for a period of 25 years (commencing 1st November 2014).



GMR-Megawide Cebu Airport Corporation (GMCAC) achieved financial close on 22nd December, 2014.





'Infra Award' for GMR Highways

GMR Highways won the Dun & Bradstreet's Infra Award – 2014 for development of Chennai Outer Ring Road from Vandalur to Nemilicheri. Mr. N V Shetty, COO – Highways, received the award at an award ceremony in Mumbai on 30th October 2014.

Mr. Shankar Aggarwal, IAS, Secretary - Ministry of Urban Development, Government of India, Mr. Sanjay Bhatia, IAS, Vice Chairman & MD - CIDCO, Mr. Bhushan Gagrani, IAS, CEO - Maharashtra Industrial Development Corporation, Mr. Aditya Vikram Somani, Chairman - Everest Industries, Mr. Kaushal Sampat, President & MD India - Dun & Bradstreet, and Mr. Anurag Bansal, Whole Time Director - SMC Global Securities, graced the award function.

Dun & Bradstreet, the world's leading provider of global business information, knowledge & insights, has been enabling companies to Decide with Confidence® for 173 years now. The awards felicitated 22 of India's leading infrastructure companies and projects. D&B used a

proprietary model to choose the award winners based on various qualitative and quantitative factors. The projects were evaluated based on nominations received from various companies. Industry experts and eminent professionals from infrastructure and allied sectors were part of the independent jury.

Speaking on the occasion, Mr. Arun Kumar Sharma, CEO – Highways, said "Chennai Outer Ring Road project is a very unique Greenfield highway project taken up by the Group. It was the first State Project on PPP for Tamil Nadu and first project outside NHAI portfolio for the Group, hence had its own set of challenges. Our Highways & EPC Teams did a splendid job in completing the project in–spite of all the challenges. We have also used 2.5 million cum of Pond Ash for the project (almost 50% of the total earthwork) and helped the country move towards environment preservation and sustainability. I congratulate the entire team on this wonderful achievement"







Showcasina the Special Investment Regions

Showcasing Special Investment Regions

India's biggest Electronics Manufacturing Exhibition was organized at BIEC, Bangalore, from 23–25 September 2014. The event saw the participation of about 500 companies across 20 countries.

AEROMART 2014, the confluence of Aerospace industry, was held for the first time in Bangalore, from 18th–20th November 2014. The event provided an opportunity to develop Aerospace business and realize the dream

of making India a destination of choice for Aerospace companies. GMR Group participated in the Electronics Manufacturing Exhibition and AEROMART 2014 by showcasing its Special Investment Regions (SIRs) for potential business opportunities. GMR Krishnagiri SIR, GMR Kakinada SIR and Hyderabad Aerospace Park displayed their offerings on a common platform to showcase various projects setting up their manufacturing base in India.

Kakinada SEZ



Kakinada SEZ is in the advanced stages of discussion with one of the world renowned group to start rural BPO in Kakinada. It will have about 200 people as part of the first phase. It is also in the advanced stages of discussion with an international toy company to establish setup in Kakinada SEZ.

Ground water survey study, Drainage study & DPR for medium term water for industrial area are complete.

Environmental Impact Assessment study for the port is underway.



BCM Energy Reviews GKEL

Mr. GBS Raju, Business Chairman – Energy, visited GMR Kamalanga Energy project at Kamalanga, Odisha, on 22nd and 23rd November 2014.

Mr. R Raveendranathan Nair, Director & COO - GKEL and other senior leaders appraised the Business Chairman on the progress of the plant.

Mr. GBS Raju visited the BTG, Control Room, Stores and other areas of the plant for review. During the review meeting, the Business Chairman reviewed the sales, coal, O&M, finance and other departments. The discussion focused on enhancing the Power evacuation capacity from 550 MW to 1050 MW, devising an effective payment security mechanism for Bihar and Odisha, transfer of coal linkages from ECL



to MCL, and enhancing the upkeep of coal handling area for smooth running of the plant. Mr. Aniruddha Ganguly, President – Business Planning & Strategy, accompanied the BCM on his visit.

Union Minister Felicitated



Mr. SN Barde, President - Thermal SBU - Energy, felicitated Mr. Hansraj Gangaram Ahir, MP - Chandrapur on taking charge as the Union Minister of State for Chemicals & Fertilizers at Delhi, on 19th November 2014.

Mr. Hansraj Gangaram Ahir is the fourth time MP from Chandrapur and the first BJP member from the District

to obtain a berth in the Union ministry. Mr. Ahir is the recipient of the Best Parliamentarian Award for raising the maximum number of questions over people's issues and was instrumental in exposing the Coalgate Scam. He was also lauded by the Honorable Prime Minister, Mr. Narendra Modi, for his efforts during the election campaign of Maharashtra Assembly at Nagpur.







'Sustainability Report FY-14' Released

Mr. GBS Raju, Business Chairman – Energy, released the inaugural issue of GMR Energy Sustainability Report FY14 in the presence of Mr. PM Kumar, Business Chairman –

Institution Building & Governance (joined through VC) and other senior leaders on 25th September, 2014 at New Shakti Bhawan, Delhi.

GMR Stall Wins First Prize





GMR Stall was awarded the first prize in the PSU/large industries category at the Rajyotsava 2014 organized by the Chhattisgarh State Industries Development Corporation to commemorate the State's 15th Foundation Day.

GMR team led by Mr. Vinay Sharma, GM - Corporate Relations received the award from the Honorable Speaker of Vidhan Sabha, Mr. Gaurishankar Agrawal, in the presence of Mr. Ajay Chandrakar, Honorable Minister for Parliamentary Affairs, Panchayat & Rural Development, Culture & Tourism, Mr. Brijmohan Agrawal, Honorable Minister for Water Resources, Agriculture, Animal

Husbandry, Fisheries, Ayacut & Endowment, Mr. Rajesh Munat, Honorable Minister for PWD, Housing & Environment, Transport, and other senior Government officials including Mr. Vivek Dhand, Honorable Chief Secretary and representatives from industry and media.

Rajyotsava 2014 was held at the sprawling Dr. Shyama Prasad Mukherjee Udyog and Vyapaar Parisar Campus at Naya Raipur between1st – 5th November 2014. The GMR Stall featured a photographic depiction of the Group's businesses along with an overview of the CSR activities undertaken by GMRVF in the communities near the GMR Chhattisgarh Energy Limited Power project.



Aspiring for Greater Heights

Gouthami lives with her parents and two younger siblings. Her father is a luggage auto driver earning just enough to take care of the family's basic requirements. She is a dropout graduate due to financial constraints.



Goutham

She came to know about GMRVF through one of her family friends who had participated in an awareness session organized by the Foundation. She joined the basic computer course training for three months. Post completion, she bagged a job at Wipro through campus recruitment organized by GMRVF. Today she earns a reasonably good income and is independent. Gouthami intends to complete her degree and pursue MBA.

Cheers to an independent & confident Gouthami!!

Securing Future

"Having multiple income generation activities not only increased our family income, but also reduced the risks associated with a single livelihood. Now we are earning more, and are more secure about our future" says Bholeswar.

Bholeswar Bhoi, is a small farmer from Barasahi village near Kamalanga, Odisha. His family of 12 includes his three sons, one daughter, daughter-in-laws and grandchildren. He owns two and half acres of land of which he sold a small part to GMR Kamalanga Energy for setting up its Power plant. Bholeswar and his three sons worked on the farm. Bholeswar was struggling to manage the entire family and to support the college education of his daughter, Loli, the only member from his family who has gone for higher education. GMRVF team trained Bholeswar in improved agricultural practices and also supported him take up groundnut cultivation, backyard poultry and fish farming activities. Two of his sons work at Power plant site as unskilled labour. The third son was offered training in mobile repairing at Cuttack and



Rholeswar

support for setting up a mobile repairing shop. With increased income sources, Bholeswar's family conditions improved.

Today, they have constructed two additional rooms in their house and are able to support Loli's education.





RBI Governor visits VTI

Dr. Raghuram Rajan, Governor - RBI and the RBI Board of Directors visited the Vocational Training Institute at Shamshabad, Hyderabad on 16th Oct, 2014. This centre is being run as part of the CSR activities of Rajiv Gandhi International Airport and trains about 600 unemployed youth every year and helps them settle in jobs or self-employment.

The Directors were welcomed by Mr. GM Rao, Group Chairman, Mr. SGK Kishore, CEO-GHIAL, Dr. Raghunathan,

CEO - GMR Varalakshmi Foundation, the CSR arm of the GMR Group and Ms. Meena Raghunathan, Director -Community Services, GMRVF.

The Governor took the time to interact with youth undergoing training in various courses. The Governor, being an Electrical Engineer, took special interest in the curriculum and notes being maintained by the students.

They interacted with girls at the Industrial Tailoring and Computer Data entry courses. The group also visited the Excavator Operators Training, Refrigeration and AC Training and Welding Training classrooms.



Joy of Giving Week

Joy of Giving Week was celebrated across locations in the first week of October. Wish trees with wishes of children were put in different locations. Mr. SGK Kishore, CEO – GHIAL, gave a call for "Rice Bucket Challenge" which resulted in contribution of more than 1300 kg rice, 300 kg dal, sugar, oil distributed at two orphanages.

Excavator Operator Course

GMR Varalakshmi Centre for Empowerment and Livelihoods, Delhi initiated a new course on "Excavator Operator" for underprivileged dropout youth. Mr. Muralidharan, President-Volvo Construction Equipment inaugurated the course and 16 youth have been enrolled in the first batch.



VIPs visit Vocational

Training Institute



Prominent personalities – Mr. Rajiv Pratap Rudy, Minister for skill development and entrepreneurship, Mr. Ratan Tata, Chairman – Tata Sons, Mr. Raghuram Rajan, Governor – RBI and his team, Mr. Kodela Shiva Prasad, Speaker–Andhra Pradesh Assembly, Mr. Pawan Kalyan, Film Star and President of Janasena Party and Ms. Syeda (Bilgrami Imam), Chairperson, Minority Commission visited and appreciated Vocational Training and other initiatives.

Lighting Lives, Warming Hearts

The villages near GMR Bajoli Holi Hydro Electric Project face problems of electricity supply during winter season. To address this problem, GMRVF provided solar lights to villages – Khannar, Garunda, Bajol, Surai and Urna, benefiting 103 residents. Solar lanterns have been provided for nine shepherds.





DaredevilsSchool Cup 2014

The third edition of the USA Pears Daredevils School Cup was played between 9th October - 24th of November, 2014. About 40 schools from Delhi and NCR took part in the tournament and 51 matches were played over a period of six weeks.

Students participated in huge numbers in the Caption Contest, Poster & Graffiti Making Contests which were organized online and offline. The event saw high engagement on social media and Daredevils website.

Abhishek Goswami from Modern School, Barakhamba, sizzled as the top scorer with a total of 234 runs in three matches. Mukulit Bhatt from Daredevils School Cup 2014 winner – Salwan Boys Sr. Secondary School was adjudged the Best Batsman of the tournament for his performance in the finals. The tournament also witnessed fine performance from Himanshu Bhardwaj who was selected for the U-16 State team of Delhi, recently.

TV host and popular Quiz Master, Gautam Bhimani conducted Quiz Sessions during the Daredevils School

Cup at Genesis School and Sardar Patel School which attracted students and teachers in huge numbers. This year, the School Cup introduced a League cum Knockout format to make the tournament exciting.

DDCA President and BCCI Vice President, Mr. SP Bansal who was present at the final match said, "This tournament for the past three years has not only been contributing to the grass root cricket but has also come up as a solid cricketing platform for the city's budding talent. We will closely watch the tournament and performances of the players in Daredevils School Cup in the coming days."

Indian cricketers and Daredevil players – Mhd.Shami, Saurabh Tiwary and Shabaz Nadeem spent time with the budding players and exchanged ideas. The cricketers gave the players tips on batting and bowling techniques. The final match was played between Salwan Boys Sr. Secondary School and DPS Mathura Road and the former retained the crown in a closely fought contest.

