

January 2016

GMR

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GMR Group Newsletter



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NUMBER
ONE
AIRPORT

25-40 Million Passengers Per Annum Category
AIRPORT SERVICE QUALITY SURVEY-2014



Towards a Decade of
EXCELLENCE

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 Internal Communication at Corporate Office, Delhi for and on behalf of the GMR Group.

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A Year of Making a Difference at Mactan Cebu International Airport

GMR Megawide Cebu Airport Corporation (GMCAC) celebrated its first year of operations and management of Mactan-Cebu International Airport on November 1, 2015. Upon take-over in 2014, our first objective was to reduce congestion in a terminal operating at just under 7 mppa with a design capacity of 4.5 mppa. Some of these challenges brought back memories of Delhi's Terminal 2 congestion. Our first focus was to create an expanded Domestic Initial Security Screening Zone to reduce congestion. We also transitioned to a new Common

User Check-In platform (ARINC CUPPS) providing for more efficient allocation of Check-In Counters thereby reducing congestion. We commissioned 9 Self Service Check-In Kiosks and stopped the use of dedicated airline kiosks, so as to enable us to extend the kiosks to locations such as Hotel Lobbies and the Ferry Terminals for greater passenger convenience. We developed a new Common Final Security Screening Zone thereby doubling capacity and again reducing congestion. The improvement in lighting, ceiling condition, repair and polish of marble



flooring all contributed to the spacious airy feel of what was once considered a very congested Terminal. During the same year passenger throughput rose by 1 million as 12 new flights were launched and following the diligent route development efforts we are pleased to announce the first ever direct Cebu - USA flight when Philippine Airlines launches Cebu-Los Angeles-Cebu in March 2016. The Terminal IT environment was further enhanced with the provision of new 96 FIDS installed in addition to the implementation of BRS scanners and the installation of VeriPax automated security gates. Physical changes to the Terminal also extend to a transformation of the Duty-Free shops which have been expanded. We have also commissioned 2 new coffee houses and increased the number of Terminal ATM's from 6 to 32. To improve passenger convenience a new taxi bay with simultaneous boarding capacity for 10 taxi's was commissioned and the first 2 of 10 renovated passenger toilets were expanded by 38% and opened to the public. These are the first 5 star washrooms of any airport in the Philippines and they feature an electric sliding door for the Disabled Washroom, another first in the Philippines.

The next phase of Terminal 1 includes the complete replacement of all Baggage Handling lines and the replacement and expansion of 2 Domestic Reclaim carousals. By July 2016 a new 3 Level In-Line X-ray system will also be commissioned and partitions with interlocking doors will be installed to create Swing Gates to address congestion as the Domestic and International peaks. Through all this work we are demonstrating our core capability of transforming legacy airports into award winning airports and the positive perceptions of passengers are clearly being reflected through various feedback forums including passenger surveys (modelled on ASQ surveys), Social Media and Stakeholder consultation. Concurrent with improvements to the existing Terminal 1, GMCAC is constructing Terminal 2 scheduled for completion in 2018. Ground was broken for

the project on June 29 by Philippine President Benigno Aquino III, who called development at the airport a long-term investment that will initiate a virtuous cycle of growth. The president said that adding flights and increasing passenger capacity while providing a more comfortable travel experience will bring more tourists and other visitors to Cebu. Indeed, annual passenger throughput is projected to rise to 12 million once Terminal 2 is completed, an increase of around 5 million, and the benefits of airport development are already being felt in the Mactan-Cebu area.

The new terminal will serve international flights with 8 aerobridge-equipped aircraft parking stands and will be connected by a link-bridge to Terminal 1, which will be refurbished for exclusively domestic use. Terminal 2 will feature 48 Check-In counters that are expandable to 72. Terminal 2 has modular expansion capability to ensure operations can continue uninterrupted whilst expansion takes place as traffic growth warrants. When Terminal 2 is commissioned in 2018 it will increase the Terminal's current design capacity from 4.5mppa to 12.5mppa. In terms of employment generation, more than 3,000 jobs will be created during the construction of Terminal 2 with another 550 employment opportunities through Concessionaires once Terminal 2 is commissioned. GMCAC has hired about 250 full-time employees and is reaching out to impoverished communities around the project area through its CSR health, education and livelihood initiatives. GMCAC has already built and donated a 2-storey 4 classroom school block for a local school adjacent to the airport. Our work will continue to extend beyond the boundary of our airport through our CSR and Stakeholder engagement programmes and beyond the boundary of the Philippines as we work with Tourism Stakeholders to market Cebu to the world and connect Cebu to as many global points as we believe the market can support.



Service Legends



DIAL –QSD Team has been successfully organizing Q-Fest, the Quality Festival in November every year. This year's theme – “Innovate to Deliver Delight”, emanates from DIAL motto of: “Deliver to Delight”. Around this theme, we celebrated the Quality Month dotted with proud and glorious moments with the vibrant IGI Airport Community who participated in the myriad activities across the month. One key attraction of the Quality Month was the Annual Forum of Service Legends which was organized on 18th November. During this event, QSD–DISHA Team unveiled the ‘Service Legends: Volume-7’, a book dedicated to the true heroes of IGIA. These service legends are indisputable icons of selfless service that has brought our IGIA, the pride and glory which reflects from the testimonies they earned, leading us to the coveted World # 1 position.

The event was inaugurated with the lighting of the auspicious lamp by Mr. I. Prabhakara Rao, DIAL – CEO along with Guests of Honor, Mr. Deepak Chouhan, Senior Commandant –CISF and Mr. D.K.Paul, AFRRO – Immigrations; Mr. Asim & Mr. Gulati, special guests from Airports Authority of India and DIAL SCM. While the CEO, motivated the audience with an inspirational speech, Mr. Marcel Hungerbuehler, DIAL–COO also addressed the audience and shared his words of wisdom along with Mr. Sujit Kumar Nag, CPEO–DIAL and Mr. Shyam Sundar, CCO– DIAL (Non Aero).

“Service Legends: Volume-7” was unveiled by DIAL – CEO, Guests of Honor and Special guests amidst the presence of the real heroes appearing in the compendium and IGIA community members. This compendium features 37 stalwarts of IGI Airport who went extra mile for serving passengers and in safeguarding IGI Airport, the national asset.

Diwali 2015



Indira Gandhi International Airport (DEL) celebrated the Festival of Lights like never before with all its passengers and partners. A month long celebration commenced in mid-October and continued till a

MIRCHI T3 – India's First Airport Radio at Delhi Airport



Radio Mirchi, a pioneer in Indian music and entertainment industry joined hands with Delhi International Airport (P) Limited (DIAL) for setting up a 24 x 7 custom-produced entertainment program. Radio Mirchi and DIAL announced the introduction of MIRCHI T3; curated by Radio Mirchi and the legendary music trio – Shankar, Ehsaan & Loy. MIRCHI T3 is India's first and one-of-its kind airport radio that will transform and enhance the travel experience of passengers at IGI Airport

Unveiling India's first Airport radio, MIRCHI T3, Prashant Panday, CEO and Managing Director, ENIL, said, “We are absolutely delighted to partner with DIAL for Mirchi T3. Mirchi has always been ahead of the curve in offering innovative audio content, and with Mirchi T3 we are confident that the premium Mirchi experience goes up a notch higher. It will surely elevate the travelers moods & make the journey a more memorable and enjoyable one.”



few days after Diwali. Passengers were greeted with a truly delightful experience at both at T3 and T1 as they flew in and out of Delhi Airport during the festivities. A record 3 km long LED lighting on terminals, decorated entry gates and lamp posts were part of this mammoth decoration. Two 15 feet tall and wide idols of the Indian national bird – the Peacock, placed in the SHA of both international and domestic departures, served as the hallmark of this initiative. 15 National languages and 13 International languages were used for Diwali Greetings.

A 'Selfie Contest' with the diya and peacock installations entitled winners to win exciting prizes. All that the passengers had to do was to take a selfie with either of the installation and post it on Facebook/Twitter using #ShineOnDelhi and #DelhiAirport.

The Airport, in conjunction with its concessionaires, also offered a wide variety of Diwali special offers across various brands and product categories including perfumes, cosmetics, apparels, Indian handicrafts, confectionary, electronics, watches, fashion accessories at the retail stores.

This unprecedented campaign was undertaken with the sole objective of leaving passengers in awe of India's rich and unique culture.

As Mr I Prabhakara Rao stated, "Nothing else announces the spirit of Diwali than lights and diyas! This year we went a step ahead and instituted LED edge lighting on our terminals along with lit diyas. We thought it was the best way of welcoming our passengers as they drive to and from the terminals."

BLIP Felicitation



DIAL SPG Team organized a BLIP Felicitation Event on 19th September, 2015 to recognize the efforts of various teams in FY 2014–2015 with 32 BLIP projects being audited which resulted in an audited saving of ₹ 19.31 Crore.

Mr. Indana Prabhakara Rao, CEO–DIAL, shared his perspective on how BLIP at DIAL has emerged as a "way of life" and how it has paved the way to growth for the company's savings. He encouraged all teams to emphasize on sustaining the savings and growing from thereon. He also highlighted how DIAL must set their aim higher than competition by cultivating their functions as per world standards.

An independent BLIP Audit Committee under the Chairmanship of Mr. Bhaskarudu was constituted to evaluate all BLIP initiatives in a transparent and process centric approach.

Regional Training Centre of Excellence



GMR Aviation Academy (AA) the aviation-skills development arm of GMR Group today announced that it has been recognized as the Regional Training Centre of Excellence (RTCE) by the International Civil Aviation Organisation (ICAO). The Academy is the only one of its kind in India to have been conferred with the "Regional Training Centre of Excellence" (RTCE) stature by ICAO and as "Global Training Hub" by the ACI.

Dr Mahesh Sharma, Hon'ble Minister of State (Independent charge) Culture & Tourism and Minister of State Civil Aviation graced the occasion as the Chief Guest. Shri Rajiv Pratap Rudy Hon'ble Minister of State (Independent charge) Skill Development & Entrepreneurship and Minister of State Parliamentary Affairs was the Guest of Honour.

The academy was established at Rajiv Gandhi Airport, Shamshabad, Hyderabad in 2009, with the objective of providing professional training and enhancing the knowledge and skills of GMR Airports' personnel. Today GMR AA offers 3-6 months certificate programs, ICAO

membership programmes and several other coveted modules for the aviation aspirants.

The programmes have the accreditation from world renowned international organisations such as Airport Council International (ACI), International Air Transport Association (IATA), International Civil Aviation Organisation (ICAO), Directorate General of Civil Aviation (DGCA), and Bureau of Civil Aviation Security (BCAS) of India with focus on Asia Pacific, Middle East and Africa regions.

Commenting on the occasion, Mr Srinivas Bommidala, Business Chairman-Airports said, "Our aim is to nurture talent to enrich and enlarge cutting edge knowledge and skills required for Human Capital Development. Our focus is to create new knowledge through research; applying the same through consultancy and disseminating it by conducting need based training programs. The GMR Aviation Academy will be a Centre of Excellence in perpetuity for developing world class professionals for aviation and related segments of the industry."



First e-boarding Implemented @ RGIA

GHIAL has always been at the forefront of innovation and enabling technology-driven solutions to ease airport operations and enhance passenger service. As a part of this and in line with the Hon'ble Prime Minister's "Digital India" initiative, GHIAL successfully implemented a 3-month pilot project of E-boarding. Following inspection of the project, Bureau of Civil Aviation Security has accorded approval for full scale implementation of the e-boarding initiative for domestic flights.

Refurbished Haj Terminal

GHIAL has completely revamped the Hajj terminal offering enhanced facilities to passengers & greeters. The enhancements include improved baggage handling facilities, air Conditioning, prayer halls and wash facilities, installation of flight Information Display Systems, new parking facility with circulation roads, improved PA system and covered waiting area for greeters among others.

Mr. Mohammad Mahmood Ali, the Honorable Deputy Chief Minister of Telangana greatly appreciated the new facilities and arrangements made by GHIAL. The passengers also gave an overwhelmingly positive response for the enhancements.

Robust Traffic Growth – Apr–Oct FY 16 @ Rajiv Gandhi International Airport

Trujet & Alliance Air launches its Flight Operations from Hyderabad



Passenger growth continued its strong upward trajectory and reached 7.02 million for YTD Apr-Oct FY16, a growth of 19% y-o-y. The airport also saw its highest ever monthly traffic of 1.06 million in October'2015

Similarly, cargo also posted a strong growth and reached 66,405 MT for YTD Apr-Oct FY16, a growth of 11% Y-o-Y. The airport also saw its highest ever monthly cargo traffic of 9,836 MT in August'2015.

GHAL added an 8th domestic airline into its kitty with Alliance Air starting operations on 20th July 2015. The regional airline, which has its aircraft based out of Hyderabad, has enhanced the Airport's Southern India connectivity introducing connections to Vijayawada & Vishakapatnam.

SHE Cab – the Women Special Cab Services Launched @ RGIA



GHAL has always been committed to the Group's philosophy of being an organization that works for the benefit of the society at large. Ensuring women's safety and comfort while travelling is the need of the hour and to that end GHAL has pro-actively partnered with the Govt. of Telangana for their initiative of SHE Cabs. This initiative plays the twin role of empowering women, by enabling them to earn their livelihoods by operating cabs of their own, while at the same time ensuring the safety and comfort of women travellers, especially those travelling alone. The SHE cab services were flagged-off jointly by Shri SGK Kishore (CEO, GHAL) and Shri CV Anand (Commissioner of Police, Cyberabad).



GMR Kamalanga Energy Ltd. Gets Revised Tariff Order from CERC



CERC has announced revision of power tariff for GMR Kamalanga Energy limited, an SPV of GMR Energy Limited on 16th Nov, 2015. GMR Kamalanga Energy Limited had submitted an application to CERC for determination of the tariff under the PPA.

Pending order of CERC, GMR Kamalanga was being reimbursed @ ₹ 2.75/unit of total tariff. Post the CERC order, GMR Kamalanga will now be entitled for approximately ₹ 3.97/Unit and ₹ 3.4/Unit thereafter. Commenting on the development, Mr. GBS Raju, Business Chairman- Energy, said: "This is another reaffirmation of the Government's and Regulator's resolve to solve the problems of the Power sector. We are pleased to note

that CERC has passed this tariff order which will go a long way in improving the profitability and liquidity of the Group."

This long pending order will entitle GMR Group to collect all the arrears of power supply from GMR Kamalanga Energy limited to GRIDCO for power supplied till September 2015. Going forward the order will help improve company's EBITDA by Rs 120 crore. Around 85% of Plant's power generation capacity is tied up through long term Power Purchase Agreement (PPA) which includes PPA with GRIDCO, Orissa for off taking 25% of the power generated from the power station.

Renewal Consent Obtained to Operate for GMR Warora Energy Limited

GWEL 600 MW (2X300 MW) operational Thermal Power Project in Warora, Chandrapur district Maharashtra, obtained "Consent to Operate" renewal from Maharashtra Pollution Control Board for next two years i.e. 2015-2017. This is one of the significant statutory requirements to run the plant.



GCEL's Environmental Laboratory Inaugurated



GMR Chattisgarh Energy Limited (GCEL) Environmental Laboratory was inaugurated by the COO, Shri Ravi Shanker on 17th October, 2015. A large number of employees came together for the program. The Environmental Lab



will facilitate testing of various parameters e.g. BOD, COD, TSS, oil & grease, pH pertaining to effluents generated. Additionally the testing of surface water, ground water and drinking water quality will be in house from now onwards. Further ambient air and stack emission will now be tested manually. Earlier, in absence of the Lab, above mentioned tests were outsourced. It will lead to cost saving for the company. Developing the testing facility in-house shall help monitor the environmental parameter meticulously and frequently. This strengthens our commitment and concern towards environment. Congrats to EHS Team of GCEL for the Milestone achieved.

GKEL's Mahali Awarded 'Best Safety Officer'



Mr. Chittaranjan Mahali- Manager (EHS) of the GMR Kamalanga Energy Limited (GKEL) received Best Safety

Officer Award for his "Significant Contribution in the Field of Industrial Safety" during the Odisha State Safety Conclave-2015, held on September 30, 2015.

Mr. Mahali received the award from Mr. U P Singh, IAS, Joint Secretary, Ministry of Petroleum & Natural Gas, Government of India & Chief Managing Director of Oil India Limited, Mr. D N Padhi, IAS (Retd.), State Chief Information Commissioner, Odisha & Mr. Himanshu Sekhar Mohanty, former director, Factories & Boilers, Government of Odisha at The New Marrion Hotel in Bhubaneswar. This award was given to Mr. Mahali in recognition of his outstanding contribution in the field of industrial safety & innovative concepts in occupational health & safety for close to six years in GKEL and in his earlier job.

The function was jointly organized by Institute of Quality & Environmental Management Services and Odisha State Productivity Council and supported by Directorate of Factories & Boilers, Odisha and Ministry of Labour & Employment Government of India.



GMR Warora Energy Limited Holds First Thermal O&M Meet



GMR Energy Limited has three operating facilities in India viz. GWEL 600 MW (2X300 MW) operational Thermal Power Project in Warora, Chandrapur district Maharashtra, GKEL 1050 MW (3X350 MW) operational coal based power plant located in Kamalanga Village, Dhenkanal district, Orissa and GMR CTPP 1,370 MW1 (2X685 MW) super critical coal based power plant located in Raikheda, Tilda block, Raipur district, Chhattisgarh.

In view of addressing the common issues across the Thermal Vertical of GMR Energy linked to operations and maintenance an “O&M Meet” was conceptualized and the

first of such meets was hosted by GWEL on 24th & 25th November 2015.

The same was chaired by Business Chairman Energy, Mr. GBS Raju along with Mr. S.N. Barde, President Thermal, all Plant Heads, O&M Head, CHRO, Corporate Finance team, Corporate Asset Management team and Corporate Legal team. Everyone participated with great enthusiasm and the energy team took one stand and one goal to address all the common issues related to O&M, standardization of process across the thermal facilities and sharing congruence over policy & strategy related issues and finally setting up the GMR way of O&M.

Energy Updates:

Talabira mines production started on 3rd August 2015 and about 60,000 Tons has been produced till 24th September 2015. About 7921 Tons coal has been dispatched to GCEL site.

A 1 MW solar power plant will be commissioned in January 2016 at Rajam. This plant will supply electricity to GMR Institute of Technology and GMR Care Hospital as per two 25 years' power purchase agreements (PPAs) with the engineering college and the hospital with an attractive tariff, which is lower than prevailing Discom tariff in the State of Andhra Pradesh.



National Energy Excellence Award
Indira Gandhi International Airport
Rajiv Gandhi International Airport



National Tourism Awards
Indira Gandhi International Airport



World's Number One Airport
Indira Gandhi International Airport



Sustainability Award
Indira Gandhi International Airport



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International Airport



ce Award
International Airport



Golden Peacock Award

Indira Gandhi International Airport (Sustainability)
& Rajiv Gandhi International Airport (Environment Management)



Business Excellence Star Awards

Indira Gandhi International Airport



GMR Varalakshmi
Foundation

Success Stories of GMR Varalakshmi Foundation

Navodaya- A New Dawn

Diksha aged 11 years is from a small village Majharan in Holi Panchayat of Himachal Pradesh. She lost her mother, and her father who is illiterate works as a labourer and earns about Rs 4000 a month. Diksha is the youngest of the 4 members of her family. Her father re-married but she continues to carry some of the burden of domestic work like cleaning, cooking, washing etc. which is affecting her studies.

Diksha was an average student. In 2013-14 when Foundation team started Navodaya Coaching program and asked students to attend coaching centre, she told the team that while she wanted to join, she was not sure if her parents would allow her to. So the Foundation contacted her father and motivated him to send her.

Flying Start for Kavitha

In 2013, 26 years old Kavitha from Pandukeshwar, Badrinath, was a normal unemployed graduate with lots of aspirations and dreams. Her father, was physically challenged and being the eldest daughter of the family, she had to take up the responsibility of running the family. She attended one of the training programs run by Foundation for the members of Self Help Groups. During the training program, Foundation staff recognized her talent and recommended her for a job at a local reputed NGO. Foundation also supported her to pursue Post Graduation in distance mode. For some time, Kavitha worked as a trainer at Foundation and then GMRVF staff encouraged her to apply for a vacant position at Deccan

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Consequently, she started attending the classes. After joining coaching classes there was noticeable change in her and she started participating in all activities organized by Foundation. She did not have much idea about the Jawahar Navodaya Vidyalaya at this stage. The Foundation team explained the opportunity and motivated her to take it seriously and study hard. Something sparked and she started taking more interest in studies. Her class teacher and GMRVF volunteer also focused on her and gave extra time and support as required. Preparation material i.e. entrance guide book, notebook, Geometry box and bag were also given. Her motivation was so high that during winter season too, she regularly attended coaching class, walking about 3 kms every day on snow-covered footpath. She attended classes for 3 hours a day for over a year. All the effort paid off! Diksha had qualified the JNV entrance exam.

Late that night, her father called and shared his feeling with Foundation team: 'I am very thankful to Foundation team on the achievement of my daughter. I have no words to express my happiness. It happened only because of you people. If you had not taken initiative, there was no one to support us and even think of us.'

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Charters (Deccan Air offers Heli-services from Joshimath to Ghangaria/ Hemkund Hahib) office. Now, Kavitha is a full time employee of Deccan Charters and manages their Joshimath office. Kavitha thanks GMRVF for guidance and support at the right time of her life.

PHD Chamber of Commerce Award for Outstanding Contribution to Social Welfare for GMRVF



GMRVF has been awarded the PHD Chamber of Commerce Award for Outstanding Contribution to Social Welfare for 2015. Sri. Rajanath Singh, Hon'ble Union Minister for Home Affairs gave the Award to Sri BVN Rao on 28th November at New Delhi. PHD Chamber Annual Awards for Excellence were instituted in 1997 to recognize Indian businesses, entrepreneurs and individuals for their outstanding achievements/contributions in selected areas and for promoting corporate and individual initiatives in economic, social, educational and cultural areas. It is now one of most sought after Awards in India. The distinguished Jury chaired by Hon' ble Dr Justice A.S. Anand, Former Chief Justice of India with eminent jury members Shri. Sudarshan Agarwal, Former Governor of Uttarakhand and Sikkim; Shri. S. Y. Quraishi, Former Chief Election Commissioner selected GMRVF as the winner after intensive deliberations.

A Delegation from Afghanistan visits GMRV Centre for Empowerment and Livelihoods, Delhi



A high-level delegation consisting of Mr. Hekmat K. Karzai, Deputy Foreign Minister, Afghanistan, officials from the Afghanistan Embassy and representatives from the Ministry of External Affairs and National Skill Development Corporation (NSDC) visited GMR Varalakshmi Centre for Empowerment and Livelihoods, Delhi (vocational training centre run by GMRVF) on 23rd November 2015. The visitors were very happy to see the facilities and process of training and have shown keenness to send candidates from Afghanistan for training at the centre. Afghan delegation understood the process in detail and got a feel of do's and don'ts if they start the vocational training in their country. They were given detailed presentation about the Group, Foundation, Skill development program and about the Centre for Empowerment and Livelihoods.



GMRVF Partners with Castrol India to Certify Two-wheeler Mechanics



GMRVF has signed a MOU with Castrol India Ltd for conducting a one-day training program for road side two wheeler mechanics who do not have any formal training and certification. The objective is to help the mechanics deliver better customer satisfaction, and improved business. The mechanics will be educated about the latest two wheeler technology, safety issues and tips for improving their service delivery and certified. They will be given a stipend of Rs 500, a tool kit worth Rs 400 and a certificate jointly issued by GMRVF and Castrol. Castrol is funding the entire project cost of Rs 17 lakhs. The course will commence by the end of November targeting to train about 1000 mechanics from Hyderabad, Rajam, Vizianagaram, Delhi and Bangalore.

Recognition for GMRVF's Vocational Training Program



The vocational training case study of GMRVF from Rajam was shortlisted for a presentation at "National Workshop on Good Practices in Rural Development Sector" under Sansad Adarsh Gram Yojana (SAGY) organized by the Ministry of Rural Development, Govt. of India at Vidhan Sabha, Bhopal, Madhya Pradesh. A three member team from Community Services Wing of GMRVF, Rajam presented the case study and received applause from eminent personalities like Sri. Chowdari Bheerendra Singh, Union Minister for Rural Development and Sri. Sivaraj Singh Chowhan, Chief Minister of Madhya Pradesh.

Celebration of Joy of Giving Week

Joy of Giving Week was celebrated across different locations in the first week of October. Innovative ideas were implemented to ensure more participation from employees. Wish-trees were put in different locations and the childrens' wishes were hung on the trees. Swacch Bharat cleanliness campaigns were organized at several locations involving employees, school children and youth. Further, Foundation organized blood donation camps, organ donation campaigns and awareness sessions by employees. As October is also Breast Cancer Awareness Month, sessions on breast cancer awareness were organized involving employee volunteers. At Hyderabad,

fun-games were organized in all the staff buses and the amount collected was donated to an NGO working for the cause of distressed women. About 1000 employees and family members from across the locations participated in these celebrations.





DIAL Observes World Food Day



**WORLD
FOOD
DAY-OCT 16**

World Food Day (WFD) is celebrated on October 16 across the world. The day is marked every year to commemorate the founding of the Food and Agriculture Organization (FAO) of the United Nations in 1945. It is also the Food Engineer day and has been observed in more than 150 countries, raising awareness on the issues of poverty and hunger.

WFD adopts a different theme every year in order to highlight areas needed for action and provide a common focus. The theme for this year was "Social Protection and Agriculture" which aims to underline the role of social protection in reducing chronic food insecurity and poverty by ensuring direct access to food or the means to buy food. Social protection is more over a viable alternative for stimulating agricultural production and local economic activity.

For the last two years, Delhi International Airport (P) Limited has been observing World Food Day.

This year too, DIAL observed the 'World Food Day' by distributing food packets to underprivileged children & people living in the areas near the airport through GMR

Varalakshmi Foundation. In this social cause, our service partners like Oberoi Flight Kitchen, TajSats Air Catering Ltd., Ambassadors Sky Chef, Travel Food Services, Devyani Food Street Private Limited (DFSPL), Sumeru Processors Pvt. Ltd., Lite Bite & Plaza Premium Lounge voluntarily participated.

The two days programme on 16th-17th Oct'15 was supported by NGOs viz. "Mouksh Foundation of Dwarka" and "Sai Kripa Sewa Sansthan" of Mahipalpur. Both the NGOs are working with under privileged children in the vicinity, with special focus on their education.

Ms. Sunita from Mouksh Foundation acknowledged the effort by expressing her feeling as "We are very much thankful to DIAL and GMRVF for such activities for the under privileged children of the society and we will keep supporting you in future."

The event addressing such a great social cause was well supported by DIAL departments Quality & Service Delivery, Commercial Non Aero & Aero, GMR Varalakshmi Foundation – Delhi Wing, Environment & FMS.



150 Teachers Felicitated by GCEL



GMR Chhattisgarh Energy Ltd., through GMR Varalakshmi Foundation, felicitated 150 teachers of 12 village schools on their exemplary work on education at a program held in GMR Chhattisgarh Energy Ltd. (GCEL) plant campus Raikheda.

The function was chaired by GCEL COO S Ravi Shanker and graced by retired Principal Iswari Prasad Sharma. Education cluster coordinator Bala Ram Verma and other distinguished guests along with Project Manager GCEL Sandeep Pachpor were also present on the dais.

Addressing the gathering, COO GCEL said: "Teachers play a very important role in the society as they provide

education and show the right way to the children and youth. They should put their best efforts so that every child becomes a responsible citizen in the society". Retired principal Sharma said: "All teachers should focus on quality of education at all govt. schools so that students of the village govt. schools can also become good citizens of the country as well as villages. Project Manager Sandeep Pachpor said: "Since ancient times teachers have been playing special role in the society and worship of Guru is done prior to that of God Govind. " At the end of the programme all the guests were felicitated with mementoes. Welcome speech was extended by GMRVF program leader and vote of thanks was extended by GCEL project Manager Sandeep Pachpor.

Some other social activities at GCEL

- Introduction of Mobile Medical Unit (MMU) to provide free health services to 6 villages situated near the Plant.
- Distribution of TOMS shoes to more than 2300 primary school students in the surrounding villages.
- Introduction of dedicated vehicle to transport girl students from nearby villages to Tilda Degree College.
- Plantation of saplings at regular intervals in the identified area under the CG Government's Hariyar Chhattisgarh theme.
- Distribution of fish seeds to more than 50 fishermen of Raikheda village for their livelihood.



SKILL AND EFFICIENCY

Shri. Madhukar Babu, ED, EGMM reviewing passing out parade of 75th Batch Security Guard Basic Course at Raxa Academy Ground on 09th Oct 2015



PRIDE OF ACADEMY

Introducing and Congratulating the outdoor staff of academy by Smt. Deepthi, FO, EGMM & Sri. Ramreddy, SMM, EGMM



WELL DONE

Shri. Mr. Kuldeep Kharayat, CEO/DAPS, reviewing passing out parade of 77th Batch Security Guard Basic Course at Raxa Academy Ground on 30th Oct 2015



WELL DONE

Shri P. Nageswara Rao, Principal additional Director General, National Academy Of Customs Excise and Narcotics(NACEN), reviewing passing out parade of 79th Batch Security Guard Basic Course at Raxa Academy Ground on 13th Nov 2015



VALEDICTORY FUNCTION

Shri. Pradip Kumar Suman, Additional Director, NACEN



FAMILY BUSINESS INSTITUTE
A GMR SOCIAL INITIATIVE

Parampara Family Business Institute

Creating Awareness, Education, Development, Adoption
in Family Business Management

Family Business Dynamics, a spiritual perspective

PFBI in association with The Art of Living launched a distinctive initiative called: “Family Business Dynamics – A Spiritual Perspective”. The first programme was conducted from November 26 to November 29, 2015 at the Art of Living International Centre, Bangalore. Sri Sri Ravishankar, the founder of the Art of Living, officially launched the initiative on the occasion of Vijaya Dasami on October 22, 2015. This programme is specially designed for families in business to offer useful and practical insights on fundamentals of family business management and the role of spirituality in the success of family business. The pilot programme welcomed participants from family businesses across the country.

PFBI ties up with Jain Group of Institutes

Parampara Family Business Institute (PFBI) signed a MoU with Jain University for conducting a full time Post Graduate Diploma in Family Business Management & Practice. The MoU was signed by Mr P M Kumar, Vice Chairman and MD – PFBI & BCM – IB&G and Dr Chenraj Roychand, Chairman – Jain Group of Institutes (JGI).

International Case Study Conference:



International Case Study Conference was held at IBS–Hyderabad on August 6–7, 2015 in partnership with PFBI and University Utara Malaysia. PFBI team conducted an experience sharing session on “What goes behind writing a Family Business Case”. The complexity of writing a primary case on Sadvaidyashala, a 100 year old Ayurvedic company was discussed in detail. Mr. N Krishnan, CEO–PFBI participated in a Panel discussion on “Issues and challenges in Case Writing”.

Activities @ PFBI

- PFBI participated in a Panel Discussion on “Educating the Family Entrepreneur: Issues & Challenges” at Global Conference by IIM Bangalore
- Conducted a session on “Values in Family Business” in Corporate and Spirituality Conference at Art Of Living
- Participated in Family Conference at ISB
- Presentation on “Learning from an Indian Family’s Governance Journey by Mr. Prasad Kumar at the Family Business Forum, London
- Multi Media Case Study of a 100 year old family business, Sadvaidyashala, an Ayurvedic company, has been successfully completed and uploaded on the PFBI website.
- A Virtual Expert Discussion Forum on the topic “Family Business to Business Family” was conducted on the PFBI website. Experts from the field of family business and family members actively participated in the discussion forum.
- “Parampara Connect”, the quarterly ezine of PFBI launched in Jul-2015.

Awareness Programmes conducted:



- Members of Family Business of Federation of Karnataka Chamber of Commerce & Industry (FKCCI)
- NHRD members at Bangalore
- Webinar on Working “In” the Business vs. Working “On” the Business For FOBs associated with ASCENT
- Session on Family Business Dynamics @ EO Bangalore Chapter & EO Indore Chapter
- Conducted a programme on “Family Business Dynamics” for Family Businesses in Mumbai in association with CII-FBN.

Our academic partners:

Contact PFBI on info@pfbi.institute



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GMR Group unveil Dilli Veer's logo, Let the Battle Begin!

The GMR Group on 1st December 2015, launched the Delhi franchisee of the Pro Wrestling League, christening it 'Dilli Veer.' The logo and the team were unveiled at a press conference addressed by GMR Sports team. The Pro Wrestling League took place from 10th December to 27th December, 2015. It was played in 6 cities across India & was broadcast on the Sony network.

Dilli Veer logo takes its inspiration from a Shield, Sahasra Chakra and the oldest combat sport – Wrestling. The logo overall with its strong outlook and heavy challenging spirits is roaring bold and comes across as fearless and non-beatable.

At the launch event, team members of 'Dilli Veer' were present along with the team coach and staff. The team comprises of 4 international players and 5 Indian players. The team is coached by Sujeet Mann, one of India's renowned wrestling coaches.

Hemant Dua, CEO GMR Sports, at the launch shared his views, "Delhi is a special city for us and the medium of sports keeps us connected with the vibrant and youthful city."

The team boasts of an array of national and international talents who participated in the first edition of the Pro

Wrestling League. It included three time European champion, Sofia Mattson and PWL Icon player who led the charge for the Dilli Veer team. Other members of the team were Vinesh Phogat 48 kg (India), Yesilirmak Elif Jale 58 kg (Turkey), Nikki 69 kg (India), Petriashvili Geno 96 kg (Georgia), Ravi Kumar 57 kg (India), Navruzov Ikhtiyor (Uzbekistan), Gurpal Singh 97 kg (India) and Dinesh Kumar 74 kg (India).

The tournament was held in nine different weight categories and the matches consisted of seven bouts lasting three minutes each. All six teams played against each other once before the top four teams progressed to the semifinal. The final match was played between Mumbai and Haryana. The Mumbai team emerged as the winner of the tournament.





Daredevils Corporate Cup



The second edition of Daredevils Corporate Cup that saw the participation of 24 teams came to a nail-biting conclusion last month. This thrilling cricket carnival, spread over seven weeks, saw participation from corporates like Indigo, NDTV, Air India, ONGC Videsh, Jubilant Foodworks, Google, Daikin, Deloitte, Make My Trip and Snap Deal, to name a few. Friends and family were invited to cheer for their favourite teams amidst tarot card sessions, fitness workshops, bowling nights and dart games.

The riveting final was between Pavna Group and Jubilant Foodworks at the lush Jamia Islamia Sports Complex. The gripping match ended with Pavna Group lifting the winner's trophy after chasing a target of 100 runs. Talking about the tournament, Sunil Valson, AVP GMR Sports said, "Daredevils Corporate Cup is a unique platform that celebrates sportsmanship and teamwork. The Grand Finale was truly a difficult contest between teams given that both were powerhouses."

Daredevils School Cup



In order to promote cricket at grass root level and to identify promising cricketing talent from Delhi-NCR, Delhi Daredevils have completed the fourth edition of the 'Daredevils School Cup' in partnership with USA Pears. The dual purpose of this initiative is to provide wider exposure to school children to the world of sports and to help the sports fraternity seek new talent. Starting off this campaign, a power-packed inaugural match was played between Frank Anthony School and Modern Public School at the Modern Barakhamba School Grounds.

The tournament saw participation of cricket teams from across 40 schools in the city. The entire program was mentored by Sunil Valson – AVP GMR Sports, who said, "the Daredevils School Cup is a great opportunity for young sports enthusiasts as it involves coaching clinics, sports camps, international exposure and training for selected cricketers."



Indian Family Business Mantras

– Comprehensive Guide Book for Business Families

Indian Family Business Mantra, a unique and comprehensive manifesto for family owned businesses, was released amid much enthusiasm and presence of several dignitaries. This is an outstanding guidebook on how to overcome challenges and accomplish success in family businesses.

The book – coauthored by a well-known family business expert and a partner at Deloitte, Mr Peter Leach, and an internationally renowned Vedic scholar and eminent family business consultant, Mr Tatwamasi Dixit – takes a pragmatic approach and is interspersed with analogies and concepts from the Indian literature on values and culture. The authors focus on the ways and means to help family businesses manage growth, change and transitions.

The book talks about the genesis of the Great Indian Family Business laced with ancient Indian cultural traditions and practices. It has showcased the evolution of professions leading to the modern business era. It also highlights several challenges such as coping with the overlaps between the family and business systems, organizing responsible family ownership, working productively with non-family members and developing next generation leaders that the family businesses face in India. These complex dilemmas affect most family

businesses sooner or later and the aim of the book is to help family business people prepare themselves to approach the issues in the right way and arrive at appropriate decisions.

According to the book Indian Family Business Mantras, “Values are what a family and business stand for, while vision is a shared sense of where each is heading. Together, values and vision provide a major source of strength and resilience for the family firm. Different ingredients make for success in the three stages of family, business, ownership: the heroic entrepreneur in owner-managed businesses; teamwork in sibling partnerships; and effective corporate governance systems and structures in cousin companies.”

It reads: “The overriding characteristic that distinguishes most family businesses is a unique atmosphere, creating a sense of belonging and an enhanced common purpose among the workforce.”

Commenting on the book, Mr Tatwamasi Dixit, said: “Behind every successful family business, lies a successful family. Every family business has an intrinsic consciousness. The seeds of growth and perpetuity of the family business is embedded; one must invoke this consciousness to achieve the desired objective.”

Mr Peter Leach added, "Another way of looking at family business is to think about your family as a business and your business as a family. Family businesses are the growth engine of every major economy and thankfully now recognized as such."

In the book, the authors richly illustrate their arguments with real-life examples and present compelling instances of several family businesses with interviews and analyses of some of the top Indian business families such as GMR Group, Murugappa Group, Ambuja Group, Haldiram Group and Thermax Group. It also presents some of the interesting case studies from Biocon, Reliance, Rambaxy and Godrej among others.

The authors dealt with several practical issues that family businesses in India often face. While revered and aging patriarchs face uncertainty about what should happen next, western educated next generation family members find severe disconnect between what they learned and family business practices in India. These factors impact negatively on the Indian economy and GDP. Besides, family disputes have destroyed many business houses.

The authors make a vital point: in the absence of foresight, no business is immune to decline. Family business could become sustainable from generation to generation by overcoming the above menaces and uncertainties, they viewed.



Indian FAMILY BUSINESS *Mantras*

"The authors take you through the reality and behind closed doors of what actually happens in family businesses. They suggest solutions for problems and practical steps for realization of objectives of the family businesses. The book is a must-read for every family business."

—RAM CHARAN, bestselling author and global advisor to CEOs

Peter Leach • Tatwamasi Dixit

Indian FAMILY BUSINESS *Mantras*



2016

*season's greetings &
happy new year*