



Boris Johnson Tipped to Succeed Theresa May Amid Brexit Chaos

AROUND THE WORLD >>> 15

India's Moonshot: Explained

ET GRAPHICS

For India – to the moon, the second time, on the second successful attempt in a decade. For the world – the first time a rover will land, if everything goes as planned, on the moon's south polar region. And all this, at less than ₹1,000 crore. India's most powerful rocket successfully launched the country's second lunar mission, Chandrayaan-2, at 2:43 pm on Monday. The launch was scheduled to take place last week but was aborted due to technical snags. ISRO expects its lander and rover on the moon's surface on September 7. ET gives the key highlights of India's second moon mission.

BIG TAKEAWAYS

India will become the fourth country after the US, Russia and China to land a spacecraft on the moon as it looks to explore the lunar surface for minerals and water and repeat the success of its first mission

Chandrayaan-1 helped discover the presence of water on moon, triggering a global interest in returning to the moon

ROCKET SCIENCE

Chandrayaan-2 showcases India's new workhorse rocket

The launch demonstrated the performance of the home-built Geosynchronous Satellite Launch Vehicle-3 (GSLV MkIII), which hurled the 3,850-kg mooncraft into an orbit 6,000 km higher than what was initially planned

GSLV (MkIII) performance has increased by 15% in the Chandrayaan-2 launch over the rocket's earlier mission

K SIVAN chairman of ISRO

The satellite (mooncraft) will have a longer life since it is left with more fuel because of the rocket's better-than-expected performance

An improved GSLV MkIII would be used for India's planned human space flight

DATE WITH MOON

Once the spacecraft enters the moon's sphere of influence, it will slow down and enter the moon's orbit. It will go around the moon at a height of 100 km from the lunar surface. The lander will then be released to soft-land near the moon's south polar region on Sept 7

A rover, with instruments on board, will analyse moon soil for minerals and Helium 3, a potential energy source of the future. Experiments will be conducted over one lunar day, or 14 earth days

The orbiter will remain active for a year

ISRO'S BRAGGING RIGHTS

India's space agency will demonstrate its ability to soft-land on the lunar surface and operate a robotic rover

This will also be the first attempt globally at soft-landing a spacecraft in the south polar region of moon

The mission will contribute to better understanding of the moon by mapping lunar surface to study soil composition. It will look for presence of water in the south polar region

South polar region has craters that are cold traps, and contain a fossil record of the early solar system

WHAT NEXT

Scientists will conduct a series of orbit manoeuvres using Chandrayaan-2's onboard propulsion system

The spacecraft will go around the earth and use the earth's gravitational force to hurl itself into the Lunar Transfer Trajectory

This will enable it to travel to the vicinity of the moon

WOMAN POWER

Chandrayaan-2 mission is headed by senior women scientists

Mission Director Ritu Karidhal

Project Director Vanitha M



HAILED ON TWITTER



@narendramodi

Special moments that will be etched in the annals of our glorious history! The launch of #Chandrayaan 2 illustrates the prowess of our scientists and the determination of 130 crore Indians to scale new frontiers of science. Every Indian is immensely proud today!

@NASA

Congrats to @ISRO on the launch of Chandrayaan 2, a mission to study the Moon. We're proud to support your mission comms using our Deep Space Network and look forward to what you learn about the lunar South pole where we will send astronauts on our #Artemis mission in a few years

TEXT: BHARANI VAITHESVARAN

Promoter Share Pledges at 6-yr Low in June

Regulatory scrutiny and negative investor sentiment trigger move at NSE cos

Rajesh.Mascarenhas@timesgroup.com

Mumbai: The pledging of shares by promoters of NSE companies dropped to a six-year low in June following increased regulatory scrutiny and the negative sentiment attached to this by investors. Promoters of about 75 large and midcap companies including Sterlite Technologies, Adani Ports, GMR Infra, Emami, Indiabulls Housing, Indiabulls Real Estate and Jubilant FoodWorks redeemed pledged shares in June amid liquidity stress and a drop in stock prices.

"Given recent developments, both promoters and lenders are turning averse to share pledging," said Pranav Haldea, managing director, Prime Database Group. "Investors too are looking negatively at companies with high share pledge levels."

The Securities and Exchange Board of India (Sebi) last month said detailed

reasons will have to be provided for pledging more than 20% of the share capital or 50% of the promoter holding. There's also a closer watch on mutual funds' exposure to loan against share (LAS) schemes. The percentage of pledged promoter holdings in NSE companies fell to a six-year low of 10.2% at the end of June, according to Prime Database.

Seven companies — Sterlite Technologies, Mangalam Drugs & Organics, Himatsingka Seld, Indiabulls Real Estate, Indiabulls Housing Finance, Byke Hospitality and Cigniti Technologies — slashed pledged shares to zero in June.

Pledging Declines 7.18% in Value Terms >>> 10

Fall Season

Company	% of promoter holding pledged		Tentative value of pledged shares reduced (₹ Cr)
	May '19	Jun '19	
Sterlite Technologies	96.67	0	-3,416
Indiabulls Housing Finance	12.72	0	-767
Emami	46.08	45.11	-611
Max Financial Services	86.39	80.36	-490
Ahluwalia Contracts (India)	40.87	0	-486
Indiabulls Real Estate	17.13	0	-309
JSW Energy	60.47	58.09	-207
DB Corp	39.00	30.52	-175



Source: www.nseintofbase.com

COMING SOON: FEWER JOBS

From Ecommerce to IT

Generating Jobs? Tough Job. Job-creation trends distilled from two TeamLease Services reports, exclusively for ET, present a grim picture for the months ahead. Key Job-creating sectors are likely to see a big drop in the generation of fresh employment, thanks in part to automation.

Sectors including ecommerce, BFSI (banking, financial services and insurance) and BPO-IT-enabled services could see a drop of up to 37% in 2019-23 compared with the earlier estimates for 2018-22.

Sectors in which job creation has slowed down include marketing and advertising; agriculture and agrochemicals; telecommunications; knowledge process outsourcing; information technology; media and entertainment; and healthcare and pharmaceuticals.

The silver lining is 'new age skills'. Employers are now handsomely rewarding those with such niche skills. TeamLease Services collated data from two of its reports – The Jobs and Salaries Primer, 2019, and Employment Outlook Report, HY1, 2019-20. The numbers include both permanent and temp jobs.

"The four-year job creation estimates we compute indicate that long-term job creation for most sectors will dip unless employers and policymakers take proactive measures to counter the impending effects of AI/robotics-based automation," said Rituparna Chakraborty, executive vice president, TeamLease.

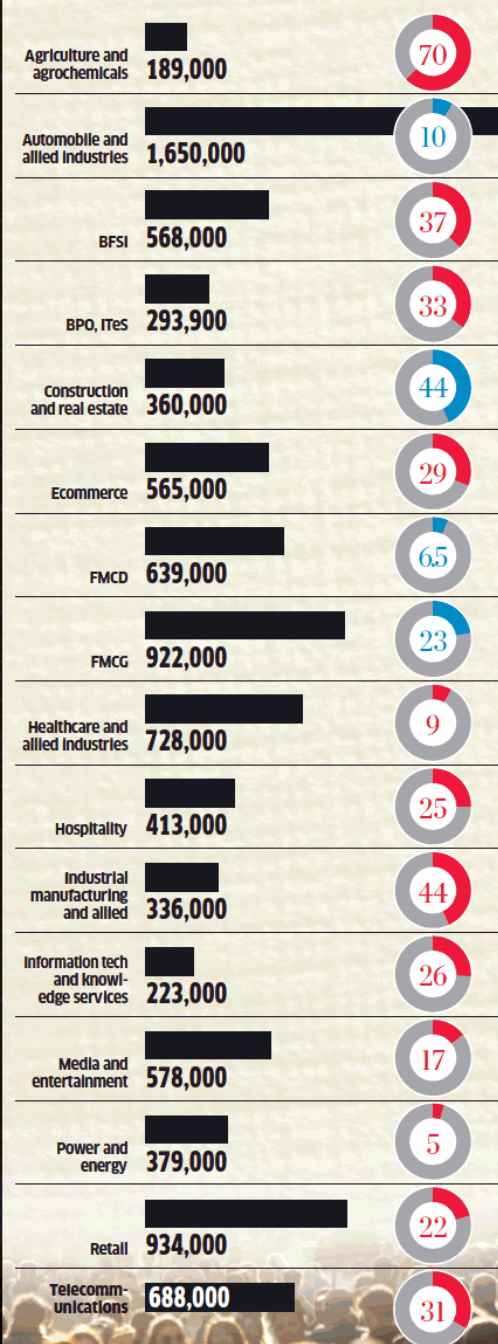
In the short term, there has been an appreciable rise in the Net Employment Outlook for the April-September period with 95% of the employers surveyed indicating an inclination to raise hiring during these six months, she added.

The silver lining is 'new age skills'. Employers are rewarding those with such niche skills handsomely. Those with relatively older skills are seeing lower salary growth, according to the reports.

TEXT: SAUMYA BHATTACHARYA
SOURCE: TeamLease Services: The Jobs and Salaries Primer, 2019, and Employment Outlook Report, HY1, 2019-20.

JOB CREATION FORECAST

■ Estimated New Job Creation 2019-23 ■ Increase 2018-22 Estimates (In %) ■ Decrease Over 2018-22 Estimates (In %)



Regulator Raises Alarm Over Poor Health of National Insurance Co

Govt will need to infuse around ₹3,000 crore in insurer to keep it afloat for the next two quarters

Dheera J. Tiwari@timesgroup.com

New Delhi: The Insurance Regulatory and Development Authority of India (IRDAI) has shot off a letter to the finance ministry raising the alarm over the deteriorating financial situation of state-run general insurer National Insurance Company Limited.

"IRDAI has flagged this issue repeatedly with the government as the company's solvency ratio has gone below 1%, as aga-

inst the regulatory requirement that all insurance companies maintain a surplus of 1.5 times the liabilities at all times," a government official aware of the matter told ET on condition of anonymity.

ET's queries emailed to the IRDAI did not elicit any response till press time.

National Insurance Company's solvency has gone below regulatory requirements despite the special dispensation provided by the regulator, which had earlier helped it along with the Oriental Insurance Company and United India Insurance Company, to meet the mandatory solvency ratio at the end of March 2018.

Merger Plan for General Insurers >>> 10

Health Check

IRDAI raises concern over finances of National Insurance

Writes to finance ministry, sounding alarm

Solvency ratio of general insurer has fallen below 1%

Will require around ₹3,000 cr capital to meet norms

Merger of Oriental, National and United India in the works



Buying a Home? Say Bye to 10:90 Schemes

National Housing Bank directs HFCs to desist from offering interest subvention schemes

Kallash Babar@timesgroup.com

Mumbai: The liquidity squeeze in the real estate sector is expected to deepen further with the National Housing Bank's latest directive to home finance companies (HFCs) asking them to desist from offering loan products involving

debt servicing by developers on behalf of borrowers.

The directive is expected to limit the sales velocity builders have been achieving through interest subvention schemes such as '5:95' and '10:90'. Under these schemes, homebuyers make the down payment for the property (5% or 10%, for instance), while developers assume

responsibility for paying the loan interest until completion of the project.

This arrangement eased the home buyers' liability for the stipulated period, ensured sales for builders and project funding through financial institutions. However, the new directive will halt such offers, impacting sales and financing. NHB had issued an advisory

on these schemes earlier too, in 2013. Buyers who have opted for such schemes earlier will have to shift to construction-linked payment plans.

The NHB cited the prevalence of fraud in such subvention schemes as the reason for its

latest move, adding that home finance companies should disburse loan payments to the developer based on construction status.

Focus on Project Execution >>> 10

What Are Interest Subvention Schemes

Home buyer makes 5-10% down payment

Financial institution disburses loan for remaining amount basis home buyer's income

Builder assumes responsibility for debt servicing until possession

Eases home buyer's financial burden for stipulated time

Builder gets project financing without leveraging balance sheet

Acts as an incentive for home buyer to buy, pushes project sales





Cloutail, Appario Push Brands for Higher Margins

BRANDS & COMPANIES >> 5

Iran Claims to Have Arrested 17 CIA Spies, Executed Some

AROUND THE WORLD >> 15

Hima Nearing Her Best: Performance Director

SPORTS: THE GREAT GAMES >> 17



Today on

ETPrime.com
Is India's 'New Space' company really new?
A ₹10 lakh crore lure: What could make India go back on its EV pledge
FaceApp could use your face – but not for face recognition
BRANDS & COMPANIES >> 5

Inside story

Trump Claims Modi Asked Him to Mediate on Kashmir; MEA Denies

US President Donald Trump on Monday offered his mediation in solving the Kashmir issue and claimed PM Narendra Modi had 'sought his help in addressing the dispute.' 'If I can help, I would love to be a mediator,' Trump said in his opening remarks at the Oval Office during his meeting with Pakistan premier Imran Khan. Late in the night, the MEA spokesperson tweeted that 'no such request has been made by the PM' >> 3

SC Status Quo on Essar Steel Sale

The Supreme Court on Monday ordered status quo on the proposed sale of Essar Steel to ArcelorMittal till the court examined objections by the committee of creditors, lenders and Arcelor itself to an NCLAT order directing that financial and operational creditors be treated on a par in the process of settling claims, reports **Samanwya Rautray**. >> 11

ET INSTA POLL

Do you think the rise of fintech companies is a challenge for state-run banks?

58% YES, 40% NO, 2% CAN'T SAY

TODAY'S QUESTION: Is it fair to single India out for criticism when all the world is on a slowdown mode?
www.economicstimes.com

HIGHER SURCHARGE EFFECTIVE FROM APRIL 1

Super-rich Need to Pay Interest on June Advance Tax

Experts say govt should provide a waiver as taxpayers aren't to blame

Deepshikha.Sikarwar
@timesgroup.com

New Delhi: The super-rich are likely to be hit with a double whammy. They will have to pay interest on the advance tax instalment that was due on June 15, in line with their increased liability on the back of higher surcharge on those with incomes above ₹2 crore.

The surcharge, although announced only in the July 5 budget, will be effective from April 1, the start of the financial year. Interest on the additional liability due to the surcharge has to be borne as there is no specific waiver from this. 'Tax experts said the government should provide a waiver as the taxpayers aren't to blame. "Individuals will be saddled with the liability for payment of interest under Section 234C for no default on their part," said Dilip Lakhani, a senior chartered accountant. The government should carry out a suitable amendment to waive interest, levied at the rate of 3%, he said. "This seems to be an anomaly and would unnecessarily penalise taxpayers who are not at

Taxing Times

The surcharge will be effective once finance bill passed	The surcharge for first quarter will be delayed payment
First instalment of advance payment already paid	Assessees will have to pay 3% interest penalty now

RELIEF PITCH

Experts seek relief

Say taxpayers not responsible for delayed payment

Higher surcharge on those with incomes above ₹2 crore was proposed in July 5 budget

fault," said Amit Maheshwari, partner, Ashok Maheshwari & Associates LLP. The government should come up with necessary amendments so that interest won't have to be paid. Government officials, however, played down the impact. "Interest will only run post June 15 and should not amount to anything significant," said one. This issue has arisen only because the full budget was presented in July, as is typical in an election year.

FPIs Affected >> 10

SEBI TOLD TO PROBE COS IN DIVIDEND CASE

Cairn India, Vedanta under Scanner

The Securities Appellate Tribunal has asked Sebi to probe if Cairn India and Vedanta violated securities laws while withholding Cairn UK Holdings' dividends, reports **Pavan Burugula**. >> 7

LOANS LIKELY TO BE REPAID IN 3 YEARS DURING IPO

Mizuho, Nomura Back Agarwal

Japanese financial groups to fund Oyo founder's \$2-billion share purchase plan

Biswarup Gooptu & Arijit Barman

New Delhi | Mumbai: Japanese financial groups Mizuho and Nomura Holdings are the principal lenders that have financed Oyo founder Ritesh Agarwal's purchase of shares in Oyo Hotels & Homes. The two are part of a three-member Japanese consortium that is funding Agarwal to buy his company's shares worth \$1.5 billion from early investors such as Sequoia Capital and Lightspeed Venture Partners — the biggest undertaken by an Indian founder till date and also investing another \$500 million into the company. The identity of the third Japa-

nese bank could not be independently verified. The three-year loans that have caused stir in banking and technology circles have been given against shares. They are expected to get repaid during the company's proposed IPO in three years. Agarwal is pledging his current 10% in Oyo to buy the next 20-30% from Sequoia and Lightspeed by using this share-backed debt funding from Nomura.

Funds to be Transferred to SPV >> 10

SVF may Get More Execs on India Team

SoftBank Vision Fund (SVF) is expanding its India team, as the Japanese heavyweight investor looks to add a dozen executives in next few months, primarily for its new operating team, report **Samidha Sharma & Aditi Shrivastava**. >> 6

Oyo valued at about \$5b in its last funding round

In 2018, co had raised an estimated \$1.1b from a clutch of global investors

\$1.6b raised in equity financing so far from SoftBank, Sequoia, Lightspeed, Didi, Grab & Airbnb

Plan to bring in as many bigger brands to show growing global confidence in 6-year-old firm

Funding will allow Agarwal to retain Oyo's control

Illustration: ARINDAM

RCom Lenders to Seek ₹580 cr from Ericsson Claiming Violation of IBC

Money Trail

- 2013: Ericsson signs deal to provide services to RCom
- 2016: Relations sour over unpaid dues
- May, Aug 2018: Ericsson initiates insolvency against RCom; later approaches SC
- Feb 2019: SC instructs RCom to pay Ericsson ₹580 cr

IBC TWIST

- RCom admitted to insolvency in February 2019
- Lenders seek refund of ₹580 cr citing start of IBC proceedings

Money was paid by RCom to Ericsson under SC order

Mohit.Bhalla@timesgroup.com

New Delhi: Lenders to Reliance Communications (RCom) have decided to send a demand notice to Ericsson, asking the Swedish telecom equipment maker to refund the ₹580 crore that it received from the erstwhile Anil Ambani-owned telco under a Supreme Court directive, according to people directly aware of the matter. The lenders claim the payment to Ericsson qualifies as a 'preferential transaction' under the Insol-

veny & Bankruptcy Code (IBC). The decision was taken at a recent meeting of RCom's committee of creditors, and the consortium of lenders led by SBI is likely to send a formal communication to Ericsson soon, according to two independent sources. RCom was admitted for insolvency proceedings in the National Company Law Tribunal in February.

Lenders may Move Court >> 10

JIO INFRA TEL MAY RAISE ₹10K CR AFTER BROOKFIELD DEAL >> 13

BONDS BUCK ASIA TREND

Yields Rise as Rate Cut Hopes Dim

Effectively a 100-bps cut already delivered, RBI Gov Das told ET

Our Bureau

Mumbai: India's benchmark bond yields climbed, bucking the largely softening trend in Asia, as traders interpreted the latest comments on inflation and funding costs by central bank governor Shaktikanta Das to point to fewer rate cuts this financial year than anticipated earlier.

A day after Reserve Bank of India (RBI) governor Das told ET that the Monetary Policy Committee had changed its stance to "accommodative and already cut policy rates by 75 basis points," market participants said odds were now lengthening on a further 50-basis-point (bps) reduction in rates. The probability has increased that the current round of rate easing would stop at a 25-bps additional cut in the cost of debt financing, they said. A basis point is 0.01 percentage point.

The benchmark yield was 6.42% on Monday versus 6.36% on Friday. Bond yields and prices move in opposite directions.

Govt may Borrow more >> 10

Sensex & Nifty Sink to Over 2-Mth Lows

The Sensex and Nifty closed at over two-month lows on Monday hit by a carnage in HDFC twins and FMCG stocks. The Sensex fell 305.88 points to end at 38,031.13 while the Nifty sank 82.10 points to close at 11,337.15.



THANK YOU

On that day, 50 years ago, humankind took its first daring steps onto the lunar surface. But perhaps the greatest discovery of all, was the beauty of our own home. Today, we salute those pioneering astronauts for taking OMEGA to the moon - and for sharing history's most inspiring view of Earth.



#MOONWATCH



OMEGA BOUTIQUE • C.P. 41513255
Ethos • Saker 40588700; Johnson Watch Co • S.Ex. 41646766
Genuine & Gorgeous • Pitampura 8585988585
Kapoor Watch Co • S.Ex. Part I 41345678 • S.Ex. Part II 41658888
Pitampura 45533477 • Mall of India Noida 6765808
MGF Gurgaon 4017773 • Ambience Gurgaon 4665500
Ethos • Airport T3 49633438

Trump Drops Kashmir Bombshell, Claims Modi Asked him to Mediate; India Denies



think they would like to see it resolved and you (Imran Khan) would like to see it resolved. If I can help, I would love to be a mediator," Trump said at the joint press briefing with Imran Khan.

MEA spokesperson Raveesh Kumar denied the claim with a post on social media site Twitter. "We have seen @POTUS's remarks to the press that he is ready to mediate, if requested by India & Pakistan, on Kashmir Issue. No such request has been made by PM @narendramodi to US President. It has been India's consistent position..... that all outstanding issues with Pakis-

tan are discussed only bilaterally. Any engagement with Pakistan would require an end to cross border terrorism. The Shimla Agreement & the Lahore Declaration provide the basis to resolve all issues between India & Pakistan bilaterally."

The "prayers of over a billion people will be with you if you can mediate and resolve the situation," Khan responded.

Trump and Modi met last month on the sidelines of G20 Summit in Osaka, Japan. It was earlier reported that the two focused on trade; Iran and 5G during that bilateral meet.

DipjanRoy.Chaudhury @timesgroup.com

New Delhi: US President Donald Trump on Monday stunned India by offering to mediate in the Kashmir issue while claiming that PM Narendra Modi had sought his help in the matter.

"I was with Prime Minister Modi two weeks ago and we talked about this subject and he actually said: 'Would you like to be a mediator or arbitrator?' I said 'where', he said 'Kashmir'. Because this has been going on for many, many years... I

INVESTMENT IDEA OF THE WEEK

Govt. targets 70 lakh sales of electric vehicles by 2020

Invest in companies driving the EV ecosystem with the **Electric Mobility smallcase**

Find this portfolio on [smallcase.com](#)

Available on

smallcase

Investments in securities are subject to market risks. Please read the related documents before investing.



BILL RUSH MPs Seek More Time to Weigh Bills

Nidhi.Sharma @timesgroup.com

New Delhi: Irked by the government pushing through legislation in Parliament, the Opposition parties are all set to write to presiding officers of both Houses demanding Bills be referred to select committee and members given time to consider new Bills.

The Opposition parties — including Congress and Trinamool Congress — would meet on Tuesday morning to discuss a common floor strategy in both Houses of Parliament. The parties are also planning to write to Lok Sabha Speaker Om Birla and Rajya Sabha chairman M Venkaiah Naidu on the number of Bills being pushed in both Houses without the standing committees being in place. The Opposition is likely to point out that 12 Bills have already been passed by Lok Sabha without any parliamentary scrutiny.

Cong Protests Action Against Priyanka

Our Political Bureau

New Delhi: The Congress Members of Parliament staged a dharna in front of the Gandhi statue in Parliament complex on Monday to register their protest against the killing of tribals in the Sonbhadra land dispute in Uttar Pradesh and against the detention of party leader Priyanka Gandhi by the state police when she tried to visit the area last week to meet the victims' families.

Holding placards, they raised slogans against the BJP government in the state — 'Sonbhadra ke logon ke saath nyaya karo' (Do justice with the victims of Sonbhadra) and 'Priyanka Gandhi hirasat mein kyun, sarkar jawab do' (Why was Priyanka Gandhi detained, the government should answer us).

MP Death: Oppn Objects to 1/2 Day Off

Our Political Bureau

New Delhi: Opposition members registered their protest over the Lok Sabha speaker adjourning the House only till 2 pm on Monday following the death of sitting MP Ramchandra Paswan. They argued that the House used to be adjourned for the entire day under similar circumstances in the past.

However, the House resumed functioning in the afternoon even as Union minister Ram Vilas Paswan appealed that there should be "no politics" over the death of his brother Ramchandra Paswan who died on Sunday. When the House commenced in the morning, Speaker Om Birla led the House in expressing condolences over passing away of Paswan and former Delhi CM Sheila Dixit.

Lok Sabha Clears Amended RTI Bill Amid Criticism from Opposition

Government now has powers to prescribe term of office, salaries of state & central info commissioners

Our Political Bureau

New Delhi: The Lok Sabha passed Right to Information (Amendment) Bill amidst criticism from Opposition parties inside the House and protests from social rights activists outside Parliament. Through the amendment bill, the government has given itself powers to prescribe term of office and salaries of state and central information commissioners.

The Opposition parties, including Congress, Trinamool Congress, Left Front, SP, BSP, BJD and National Conference, criticised the government for bringing the Bill to undermine people's right to information and scuttling probing questions. The government brushed aside all criticism and said it was trying to tighten the transparency regime and plugging the loopholes introduced by the previous

KILL BILL

PRESENT STATUS

Sec 13 (5) of RTI Act: Salaries, allowances etc of CIC and information commissioners shall be same as that of CEC & election commissioner respectively

Sec 16 (5) of Act: Salaries, allowances etc of state chief information commissioner and state information commissioners shall be same as election commissioner & chief secy to state govt respectively

THE AMENDMENT BILL

There is a difference between constitutional body (EC) and statutory body (Information Commission) So, status and service conditions of information commissioners need to be rationalised

Govt now has power to fix tenure and salaries of state and central information commissioners

Congress-led UPA government. Minister of state Jitendra Singh said, "As far as the Modi government is concerned, we have nothing to hide. This has been proven by the mandate we have got from the people. So why

PLUGGING 'LOOPHOLES'

Govt said it was trying to tighten transparency regime and plug loopholes introduced by UPA

is the Opposition making it out as we are doing something to be little governance?"

The minister set out UPA's record of appointment of commissioners and said, "We have been accused of delaying appoint-

EYE ON 2020 ASSEMBLY POLLS

Nitish Gears up to Police Law & Order in Bihar

Creates separate wings for investigation process & maintenance of law and order for the first time at the police station level

Sanjay.Singh2 @timesgroup.com

New Delhi: With just over a year left for the assembly polls, Bihar chief minister Nitish Kumar has given special attention to the implementation of police reforms in the state.

The move may help the CM save his image as 'Sushasan Babu' (able administrator), which has taken a hit due to increased incidence of crime in the state. The focus of the reform is on improving the investigation process and maintenance of law and order by creating separate wings for the first time at the police station level to handle the two functions.

From August 15, police officers associated with the investigation wing would not be engaged in law and order duty. The government has also created 7,800 posts of sub-

spectors, assistant sub-inspectors and senior police officers. Every station will have three officers — a station house officer and an additional SHO each to handle investigations and law and order.

There will be a new post of manager (Thana Prabandhak) at every police station to ensure cleanliness of the premises and maintenance of vehicles, besides taking care of other things, a source in Bihar police said.

All police stations in the state will have visitors' rooms. The government has sanctioned ₹34.2 crore for this purpose.

The CM had announced the plans in the assembly recently. Under the plan, Patna, Muzaffarpur, Darbhanga, Bhagalpur, Gaya and Purnea would be headed by IG-rank officers, while the other six zones of Bettiah, Saran, Saharsa, Munger, Sahabad and Begusarai will be headed by DIG-rank officers. State information minister Neeraj Kumar said Bihar was aiming to become a model state.

NEW POSTS

The state has also created 7,800 new posts of sub-inspectors, assistant sub-inspectors & senior police officers



PRIVATE COS LOOK FOR LEVEL PLAYING FIELD

PSEs Rule Even 18 Yrs After Defence Mfg was Opened Up

FY19 turnover of private cos was ₹15kcr against PSEs' ₹63,208cr

Manu.Pubby @timesgroup.com

New Delhi: More than 18 years after defence manufacturing was opened up to the private sector, state-owned enterprises still rule the roost, contributing four times more than privately-held entities, latest government data shows.

In a rare set of numbers shared in parliament, the defence ministry has said that the annual turnover of private sector companies in the defence and aerospace sector is close to ₹15,000 crore, with public sector units' over four times as large at ₹63,208 crore.

The numbers pertain to the FY19 and reflect the known trend that private sector participation in defence has not moved at the expected pace to make it the cornerstone of the Make in India initiative. While the private sector



UNFAIR ADVANTAGES
At least 3 top industry houses have written to the govt in the past 4 years, pointing out unfair advantages being given to PSUs

has been moving up since defence manufacturing was opened up in May 2001 and a slew of policy initiatives to ease licensing and procedures taken since 2014, industry insiders say that it has been an uphill battle to get a level playing ground with the public sector units.

At least three top Indian industry houses that have ventured into the defence sector have written to the government in the past four years, pointing out unfair advantages being given to PSUs and have protested against moves to nominate state-owned enterprises for large defence contracts.

Big projects that have gone on nomination basis to the public sector since 2014 include a deal to make Kamov Ka 226 helicopters for the army and air force, minesweeper vessels and frigates for the navy and AK 203 rifles for the armed forces.

India, Iran in Talks to Free 18 Indians on Board Seized British Oil Tanker

DipjanRoy.Chaudhury @timesgroup.com

New Delhi: India is continuing to engage Tehran for the release of Indians who are among the crew on board a British-flagged oil tanker seized by Iranian forces in the Strait of Hormuz.

The Strait of Hormuz, lying between Oman and Iran, carries about a fifth of the world's total crude oil production. Tension ran high in the area since the US tightened sanctions on Iran and deployed troops. Reports say 18 crew members are Indian on board the tanker. Iran seized the tanker to retaliate seizure of an Iranian tanker by British forces at Gibraltar. ET has

learnt that India remains engaged with Iran for the release of its citizens on board the tanker. Delhi is using its good offices with Tehran to secure the release. "All the crew members, including Indian nationals, are in good health, they are still on board the tanker," the Iranian embassy to India told Reuters in a message.

V. Muraleedharan
Our High Commission in London @HC_London has confirmed all 24 Indian nationals on board vessel 'Grace 1' detained by Gibraltar police authorities are safe.

BUSINESS OPPORTUNITY

Our Client Leading DATA CENTER company looking for partner and co-investor in data center project for Delhi.

Investment requirement Rs. 25-100 cr. Interested parties may get in touch with dcproject@drmehta.in

APNAGHAR

Home Loan **8.40%** Onwards

Get benefit of subsidy upto **₹2.67 lakhs*** on your home loan

Under Pradhan Mantri Awas Yojana Credit linked subsidy scheme

For information log on to www.lichousing.com or place a missed call on 8422832132 or contact nearest area office

5G WILL TRANSFORM THE WAY WE MANAGE OUR HOMES & OFFICES.

Last Date to apply is 26th July 2019

At Bennett, Imagination and Technology come together to create engineers of the Future.

Technology turns everything upside down. Engineers make possible what was thought to be impossible. At Bennett we prepare engineers who can think about the possibilities of what science and engineering can achieve tomorrow. Here's an opportunity to prepare for it now, so that you won't be found wanting in days to come.

B.Tech. from Bennett. Engineering a New Generation.
Biotechnology | Electronics & Communication | Engineering Physics | Mechanical

Industry interface through Times of India Group | Entrepreneurship support through in-house Hatchery | Interdisciplinary learning

Admission Scholarships - B.Tech. 2019					
% of Scholarship (on First Year Tuition Fees)	100%	50%	30%	20%	10%
CASE (Normalised for other Boards)	99% & above	95% - <99%	90% - <95%	85% - <90%	80% - <85%
Percentile in JEE Main 1/2 OR NEET*	95 - 100	90 - <95	85 - <90	80 - <85	75 - <80
SAT Score (by The College Board)	1500 - 1600	1350 - 1499	1310 - 1349	1280 - 1309	1250 - 1279
IB Diploma Score	43 - 45	41 - 42	39 - 40	35 - 38	32 - 34

*NEET is only for B.Tech., Biotechnology, JEE is only for B.Tech., CSE, ECE, Engineering Physics & Mechanical. For complete details, please refer to the University website.

www.bennett.edu.in | Campus: Techzone II, Greater Noida

THE TIMES OF INDIA

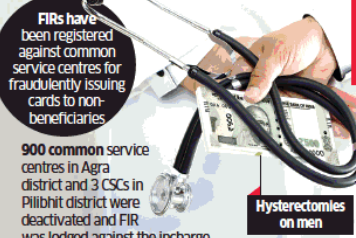
TRACKING FRAUDS IN 10 MONTHS OF HEALTH SCHEME

NHA De-empanels 250 Hospitals After Ayushman Health Checkup

Nidhi.Sharma@timesgroup.com

New Delhi: About 250 hospitals have been de-empanelled for fraudulent practices and FIRs registered against common service centres for fudging beneficiary data within 10 months of implementation of Ayushman Bharat or Medicare. Data provided to ET by the National Health Authority (NHA), the nodal agency for the health insurance scheme, reveals that in less than a year hospitals and common service centres have found innovative ways to beat the Ayushman system. A single doctor conducting surgeries in four districts on the same day, patients charged for expensive procedures not conducted on them, multiple surgeries conducted on a single day late in the night, hysterectomies on men and fake beneficiaries issued cards by common service centres (CSCs) are some of the innovative ways used to beat the health insurance system, which promises an insurance cover of up to ₹5 lakh per annum per family for secondary and tertiary care. The scheme is termed as the world's largest government-funded healthcare programme targeting more than 50 crore beneficiaries. So far, 15,965 hospitals (7,992 private and 7,963 public) have been empanelled. Several cases of fraud have been found by NHA's National Anti-

Action Taken Report



FIRs have been registered against common service centres for fraudulently issuing cards to non-beneficiaries

900 common service centres in Agra district and 3 CSCs in Pilibhit district were deactivated and FIR was lodged against the in-charge

Hysterectomies on men

Multiple surgeries on a single day late in the night

Long List of Frauds:

A single doctor conducting surgeries in four districts on the same day

A single doctor conducting surgeries in four districts on the same day

Fraud Unit which has, in turn, forwarded them to the state authorities for verification. These cases include even frauds in the beneficiary identification system. Though the government has kept Census 2011 as the basis of identification of beneficiaries, cases have been found where ineligible persons have colluded with CSCs (authorised to identify beneficiaries under the Ayushman Bharat scheme) to deprive the real beneficiaries. There were complaints from Agra and Pilibhit of such collusion. An investigation was conducted and the complaints were found to be true. Later, 900 CSCs of Agra district and three CSCs of Pilibhit district were deactivated and FIR was lodged against the CSC incharge. A senior official at NHA's National Anti-Fraud Unit (NAFU), who did not wish to be identified, told ET, "The cases come to our notice either through direct complaints by the insured patients or mostly through our own system of checks."

FRAUD DETECTION TECH HELPED
NAFU has a fraud detection module which triggers alerts when certain parameters do not match. For instance, if the same doctor's name is thrown up multiple times, the system checks when the sur-

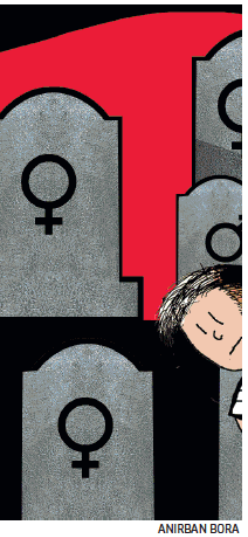
geries were conducted.

"With this, we got to know about the ghost charges — how a single doctor was shown by the hospital of having conducted surgeries in four districts on the same day. This exposed one modus operandi," the official said. "There have been numerous cases where unnecessary expensive procedures have been conducted on patients who did not require it so that the hospital could tap into higher packages' reimbursement. In many cases, the billing was done even when that particular procedure was not conducted. These were red-flagged by the system when it automatically detected sudden spurt in similar procedures in a single day in the same hospital. After complaints, the hospitals have been de-empanelled. An NHA spokesperson said: "NHA is also carrying out advanced analytics with the support of off-site companies and aberrant/outlier cases, suspect entities are flagged for scrutiny, investigation and due diligence. The medical audit team of NAFU analyses cases of over utilisation, abuse and flags off to state agencies for further verification. Action post detection of fraud, abuse or suspect behaviour includes issuance of show-cause notices to the hospital, suspension or de-empanelment, denial of fraudulent claims."

Girl Child Survival Rate Higher Than Boy in Only Five States

19.8% of deaths due to untrained functionaries and others: 2017 SRS

Rahul.Tripathi@timesgroup.com



when it comes to female infants, in both urban and rural areas. As per the survey, the southern state recorded IMR of 9 and 10 for male infants for rural and urban Kerala, respectively, compared with 10 and 11 for female infants in the same regions. Assam (44) recorded the highest IMR after MP, followed by UP (41). The IMR came down from 57.1 in 2005-07 to 34.7 in 2015-17, a decline of 39.2%, according to the SRS. Among the biggest states, the decline varies from 52.4% in Jammu & Kashmir to 21.4% in Uttarakhand. In rural areas, decline in IMR varies from 52.8% in Jammu & Kashmir to 27.5% in Kerala. In urban areas, the highest decline in IMR during the period has been 55.3% in TN, it states. The mortality rate of children between the age group of 0-4 years was estimated at 8.9, with rural India showing high mortality at 10.0 compared to 6.0 in urban areas. For children below the age of five, the mortality rate is estimated at 37 and it varies from 42 in rural areas to 25 in urban areas. The under-five mortality rate is the probability per 1,000 that a newborn baby will die before reaching the age of five. According to the SRS report, 28.9% of the deaths occurred at government hospitals, and it varies from 26.7% in rural areas to 35% in urban areas. In 2016, the percentage of deaths occurring at government hospitals was 28.5%. Deaths in private hospitals account for 18.1%. About 19.8% of deaths occurred due to untrained functionaries.

New Delhi: A female infant is more likely to survive in only five out of 29 states, according to the 2017 Sample Registration Survey (SRS), with the Infant Mortality Rate (IMR) overall dropping a notch to 33 in 2017 from 34 in 2016. IMR is defined as deaths of infants less than one year old, per thousand live births. Female infants experienced higher mortality rates than male infants in all states except Chhattisgarh, Delhi, Madhya Pradesh, Tamil Nadu and Uttarakhand, as per the survey. The report, based on a three-year survey from 2015-17, was recently released by the Office of the Registrar General and Census Commissioner, India (Census of India), under the Ministry of Home Affairs. Among states, MP (47) recorded the highest IMR overall, while it was lowest in Kerala (10). IMR of male infants (48) in MP was, however, higher compared to female infants (45). The trend is similar for urban and rural MP, where IMR for female infants was recorded at 29 (urban) and 49 (rural), compared to 34 and 52, respectively, for male infants. On the contrary, Kerala, which registered the lowest IMR overall, has a higher mortality rate

THE WORST & THE BEST
At 47, Madhya Pradesh records the highest IMR overall while it was lowest in Kerala at 10

TIMES interact SPECIAL
Connecting People, Connecting Needs.

FILEMYIT
Income Tax Return E-filing
Special offer **Rs.199+GST**
No registration fee
* Prepares Salary / Pension ITR-1
* Pay only when you approve
* Save time and money
* E-filing ITR by us
* Get IT Acknowledgment from IT Dept
* Just by FileMyIT & enjoy its simplicity
63855 52121
support@filemyit.com

ALARD Charitable Trust, Pune
A Trusted Educational Group, Since 2004
S.No. 50, Marunje, Near Rajiv Gandhi IT Park, Hinjewadi, Pune - 411 057.
Approved by AICTE, Govt. of Maharashtra, Affiliated to Savitribai Phule Pune University | M : 098224 37729 / 97637 80906
Website: www.alardinstitutes.com | E-Mail : info@alardinstitutes.com

ADMISSION OPEN 2019-20

Alard College of Engineering and Management	DTE Code : 6325	BE, ME (Admission also Open for Direct 2 nd year)
Alard College of Pharmacy	DTE Code : 6359	M. Pharma, B. Pharma
Alard Institute of Management Sciences	DTE Code : 6135	MBA, MCA
Alard College of Business Studies		BBA, BCA
Alard Academic of Yoga and Naturopathy		Diploma in Yoga & Naturopathy
Alard Jr. College of Arts, Sci. & Com.		XI, CBSC / State Board

Excellent Placement record, Separate Hostel for Boys & Girls, Playground, Banking & Medical Facilities in campus.

Bright Edu Mont
EVERYTHING BEST FOR PRESCHOOLS

START YOUR PRESCHOOL
Supported by: LEADER IN EARLY CHILDHOOD EDUCATION

- ✓ Holistic & Content rich curriculum-developed 10,000+ children.
- ✓ 10+ years of preschool expertise, ISO 9001 Certified & Tech. enabled.
- ✓ Excellent Digital Marketing Support & Branding.

Now in 17 States | 42 Cities & Towns

Affordable Fees, Zero Royalty, No Franchise Terms.
Invest only in Preschool and run our Multiple Programs.

To know more, call our Toll Free Number **1800 1036 106**
Bright Edge Edusystems Pvt. Ltd.
807, 8th Floor, BRIGADE RUBIX, Bangalore - 560 013.
www.brightedumont.com & www.brightkidmont.com

COTTONWORLD

SALE UPTO 60% OFF*
ONLINE AND IN-STORES

SHOP ONLINE AT COTTONWORLD.NET

BUSINESS OPPORTUNITY
HYDRO PROJECTS IN HIMACHAL PARDESH
Two Small Hydro Projects available for acquisition. All documents complete, Ready for construction.
LOOKING FOR DIRECT INVESTOR
Interested party may contact at : **AJAY DOGRA - M. +91 94180 00303**
baagolisandwoods@gmail.com, ajaydogra303@gmail.com

Stainless Steel 2205 Duplex Plates Available in Bulk Quantity with various thickness & sizes
Contact :- Gopal Goyal
8320749967, 9099082041, 99621 75353
Email: ss2205duplex@gmail.com

LOAN Available
Above Rs. 10 Crore, No Forthright & Upfront Fees/ Costs/Charges/ Expenses.
Email: loan90900@gmail.com

SRI BALAKAMAKSHI PROJECT SOLUTIONS PRIVATE LIMITED
2 CRORES & ABOVE
LOAN FOR BUSINESS PEOPLE
Loans Against Property, Secured Loan, Unsecured Loan, Project Loan, Industries Loan, SME & Corporates, NPA Release.
8939879002 / 8939879008 / 8939879004
info.sribpspltd@gmail.com

Prime Large Spaces & Open Plots
Available on lease/sale in Goa.
Retail Brands, Bank Institution & Corporate Houses looking for Prime Offices/ Retail Spaces/ Open Plots/ Showroom Spaces in and around Goa.
Available At - Airport-Cortalim Junction, Central Panjim City, Porvorim- Mapusa Highway, Ponda City Highway & Vasco City. Also if you want to buy or sale Hotels, Shops or Properties all over Goa Contact-
Mr. Sandesh Kundaiker, Mob. 9225902518, Email- sandeshkundaiker@rediffmail.com.

Yield4 Finance
A complete trade finance solutions company offering following products:
1. Letter of Credit at Sight
2. Standby Letter of Credit
3. Bank Guarantees
4. Usance Letter of Credit
5. RWA/POF/Swift
From International Banks & Financial Institutions across the world. Contact us through Mobile/Email/ Whatsapp:
Yield4 Finance Pvt. Ltd.
VIPUL CHADHA +91-9888672938
+91-9781197633, +91-7837039490
Email: vipul@yield4finance.com Website: www.yield4finance.com

INDUSTRIAL LAND FOR SALE IN TUTICORIN
18.27 Acres Industrial Land available for Sale. Facing towards Tuticorin to Madurai Highway. 18 kms from Tuticorin Post Trust.
Contact: 82966 58879 prop.seller7@gmail.com

FRONTLINE FINCORP SOLUTIONS
LOANS ONLY FOR BUSINESS PEOPLE
2 CRORES & ABOVE
✓ Loan Against Property (Take Over)
✓ Secured Loan
✓ Unsecured Loan
✓ SME & Corporate
✓ NPA Release
✓ Cheque Basis
CIBIL NOT REQUIRED FLEXIBLE ROI
48HRS EVALUATION
9150446519 / 7358408941
info@frontlinefincorp.com / www.frontlinefincorp.com

INDUSTRIAL LAND FOR SALE MANGALORE
50 Acres of Industrial Land available for SALE / Build to Suit. Good Water and Power Connection. 30 kms from NMPT on Highway.
Contact: 82966 58879 prop.seller7@gmail.com

COMMERCIAL SPACE FOR RENT
24,000 Sq.ft space in Yaliamanchi Complex, above Spencer Hyper market, Vijayawada, New Capital City of Andhra Pradesh. East Facing on Ring Road (NH-65) Chennai to Kolkata, Access to East NH Road & West side 80 ft road.
Cont: Kaushal Yaliamanchi. Ph. 9860609564. Email: kaushalyaliamanchi@gmail.com

To book your Classifieds ad call
011-49378353, 23492242 (Service available from 10:00 AM to 6:30 PM)

FOR SALE
An INS fully accredited award winning Advertising agency with good portfolio of clients since more than two decades. Ideal for Corporate Companies & Creative agencies.
Call 7619221219 or vanil8333@gmail.com

KAPIL
BENTON KAPIL CHOPRA ENTERPRISE
MOTOR STARTER, SWITCHGEAR, CEILING FAN, PUMPS, KWH METER, MCB, MCCB, ELCB
REQUIRED DISTRIBUTORS IN UNREPRESENTED AREA
Contact: **BENTON CONTROL & SWITCHGEAR CO.**
B-63-65/3, Naraina Industrial Area, Phase-II, New Delhi-110028 Ph. 011-45596100 Toll Free No.: 18002008244 e-mail: benton3@rediffmail.com

COACHING INSTITUTES
(JEE/NEET/Foundation/Banking/SSC/IAS)
JEE Main/Advanced, NEET - Full Year, Foundation Class 6-10, CBSE Boards 9-12 - NTSE, IAS Prelims, Banking/SSC, Online Test Series
Competitive Prices - Updated Content
Call us for FREE Samples
DISHA
DISHA Publication, Delhi, Mob. 9999904495

TODAY ON
ETPrime.com

Eye on Space

The government has quietly announced a new company to commercialise space products. Can it learn from past mistakes?

EV Agenda

India could save on forex if it imports lithium rather than oil. But that will be easier said than done. The heavy dependence of state coffers on petroleum taxes will make it tough for the government to tweak the energy mix.

Face This

Some Democratic members of the US Congress are now calling for an FBI investigation into FaceApp. Users are also worried that their face could be used to track them in the future through face recognition.

Bosch Announces 5-day Production Cut at TN Plant

Our Bureau

Mumbai: The Indian arm of German components manufacturer Bosch has announced five days of production cut at its plant in Tamil Nadu to adjust for shrinking demand amid an ongoing slowdown in the automotive industry. Production will be suspended at the Gangakondan plant from July 23 to 27 "to adjust production to meet the demand for products and to avoid unnecessary build-up of inventory", Bosch said in an exchange filing over the weekend. The plant handles production for Bosch's Gasoline Systems business division and manufactures powertrain sensors, fuel-delivery modules and air-management components for automotive and two-wheeler systems. On Monday, Bosch's shares closed nearly flat at ₹15,151.60 on the BSE. They earlier opened at the 52-week low of ₹15,053.65.

Amazon's largest sellers seek 18-20% hike on current margin base as they chase profitability
Cloudtail, Appario Push Brands for Higher Margins

Rasul Ballyay & Writankar Mukherjee

New Delhi | Kolkata: Cloudtail and Appario, the two largest sellers on Amazon.in, are renegotiating deals and asking for higher margins from brands and distributors as they chase profitability post equity dilution by Amazon, multiple people familiar with the development said.

"They are asking for 18-20% hike of margins on the existing margin base," said a top executive of a large FMCG seller on Cloudtail, owned by Infosys cofounder NR Narayana Murthy. "For example, earlier they were charging 10% margin for a particular product, now (they are) asking for 12% margin."

The move comes barely months after Amazon, which was a joint venture partner in both Cloudtail and Patni Group-owned Appario, significantly reduced its stake in both the firms to small minority shares following a change in foreign direct investment (FDI) rules for e-commerce marketplaces in December.

Two senior executive of consumer electronics brands that sell through Cloudtail and Appario said the demand for higher margin had started 2-3 months ago, after the Indian partners increased their shareholdings in their separate JVs with Amazon. Other FMCG and fashion brands said the renegotiations have gathered pace in recent weeks.

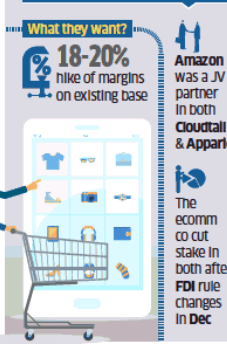
Cloudtail and Appario did not respond to emails seeking comments as of press time Monday.

In December, the government had amended FDI policy for e-commerce marketplaces in a bid to plug loopholes that both Amazon and rival Walmart-owned Flipkart were widely alleged to have misused. Both were accused by many of virtually running "inventory-led" marketplaces—that India forbids—by selling products through Cloudtail and Appario in Amazon's case and RetailNet and other preferred sellers on Flipkart. The December policy change also barred marketplace operators from selling products from any of its "group companies".

In February, when the new legislations kicked in, Murthy's Catarman Ventures hiked its stake in

Margin Battle

Amazon's largest sellers | Cloudtail & Appario



Cloudtail's parent company Prione Business Services to 76% from 51%, reducing Amazon Asia's stake to 24% from 49%. Similar changes were made in Appario as well. With the changes, Cloudtail and Appario ceased to be an Amazon group companies, thus becoming eligible to sell on the marketplace.

"The entire focus of Cloudtail and Appario is now on profitability and viability as compared to revenue and building market share (that was the focus prior to the change in FDI rules)," said one of the executives cited earlier.

The FMCG seller quoted earlier said, "Earlier there was no issue with working capital as there was free flow of money from Amazon. Now, Narayana Murthy is not running a charity here."

The latest renegotiation of margins by Cloudtail and Appario is also factoring in logistic cost and marketplace commissions to Amazon.in, considering the US-based retailer has decided to not offer any priority treatment to any seller such as concession in logistic charges and commission, the executives said.

The two firms are now demanding 20-21% margin on audio products, up from 17% earlier, while in television, they are asking for 10-11% margin against 9% earlier, they said. However, for some brands in smartphones the sellers are ready to sell even at no margin.

Tatas want Voltas to Be Durable, Plan to Hive Off its Projects Biz

Move part of strategy to cut costs, boost efficiency by integrating ops that have synergies

Kala Vijayraghavan @timesgroup.com

Mumbai: The Tata group is looking at the possibility of hiving off the projects business of Voltas and merging it with infrastructure company Tata Projects, senior officials close to the development said.

Voltas chairman Noel Tata and group chairman N Chandrasekaran have held early discussions around the business synergies in this regard, they told ET on condition of anonymity.

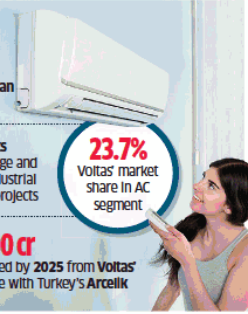
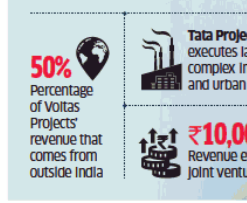
The move is part of group holding company Tata Sons' strategy to consolidate and restructuring the group under 10 verticals by merging and integrating operations that have synergies to cut costs and improve efficiency. Voltas has been placed under the consumer vertical after the restructuring and the leadership wants the company to focus on scaling up its presence in the durable sector where it's struggling to keep up with competition, officials said.

The company is also a national and international provider of turnkey electromechanical solutions and services, having executed key projects in more than 35 countries as per its website.

Tata Sons did not comment while a Voltas spokesperson was non-committal in his reply to queries. "It should be noted that Voltas

Bid to Scale Up

Noel Tata, Voltas chairman and N Chandrasekaran, group chairman have held early discussions



While Voltas is the market leader in the room air-conditioner space, its joint venture with Turkey's Arcelik signed in 2017 to make and sell a wide range of household appliances such as washing machines, refrigerators, microwaves and dishwashers under Voltas Beko brand has been a slow starter.

Some top retailers told ET that the room AC strength of Voltas could not translate into similar presence for Voltas Beko products, and they do not stock any products under the JV brand.

The Voltas spokesperson, though, said Voltas Beko's target of generating ₹10,000 crore turnover along with a 10% market share by 2025 is achievable. "The JV formally launched a limited suite of its products in September 2018 and is currently sourcing these via imports and 3P manufacturers," the person said.

"Production at our new facility in Gujarat will commence from end of 2019 and will aid cost-effective ready availability of larger volume direct cool refrigerators and washing machines. Meanwhile, we have started to place our JV products across MBOs and regional distributors."

The company used to sell refrigerators, washing machines and air-conditioners under Voltas brand till 1998 when it exited other segments to concentrate on air-conditioners, commercial freezers and projects as part of a restructuring.

Projects has a significant MEP (mechanical, engineering and plumbing) presence in the Middle East. In fact, more than 50% of Voltas Projects' revenue comes from outside India," the Voltas spokesperson said. "Tata Projects is mainly focused on the Indian market across different segments, working as an EPC (engineering, procurement and construction)."

Tata Projects executes large and complex industrial and urban infrastructure projects. The company operates through four strategic business groups— industrial systems, core infrastructure, urban infrastructure, and services.

Group insiders said Noel Tata is looking to scale up Voltas businesses and has directed the top mana-

gement to focus on aggressively growing the durable business with an eye on profitability.

Tata, who took over as Voltas chairman in September 2017 when his predecessor Ishaat Hussain retired, is now monitoring operations closely, they said.

The firm's large air-conditioning and commercial refrigeration products have fallen behind competition in the last few years.

However, the company sees significant B2B growth opportunities in the commercial refrigeration vertical. Voltas has "put in place a new structure and are working on a vibrant and renewed product portfolio, to address this growth opportunity", the company spokesperson said.

Stay Committed to Make in India, Samsung Told

South Korean co says it's willing to start production if duty on panels is removed

Writankar Mukherjee @timesgroup.com

Kolkata: A high-powered committee on electronics set up by the Prime Minister's Office is said to have expressed concern over Samsung Electronics' decision to stop manufacturing LED televisions in the country and wants the South Korean company to be committed to the 'Make in India' initiative. Samsung stopped TV production at its Chennai plant in October 2018

after a 5% customs duty was levied on open cell panels, a key component that accounts for 65-70% of the total production cost of a television. The company started importing TVs from Vietnam through the free-trade agreement route at nil duty.

Samsung informed the committee that it can start LED TV panel and TV set production at its Chennai plant only if the government scraps the customs duty on open cell panels, two senior industry executives said. The company conveyed this decision to the committee, which met Samsung India officials earlier this month in New Delhi, and through a letter thereafter.

"The government committee had expressed to Samsung India that its decision to move television production to Vietnam has been a blotch on 'Make in India' and wants the company to remain



GETTY IMAGES

committed," an executive said.

As per government data, TV imports from Vietnam soared to ₹2,317 crore in FY19 from ₹62 crore in the previous year. As per industry, Samsung alone is likely to account for this surge in imports from Vietnam due to its plant there.

At the same time, Samsung plans

to expand its mobile phone production in India through contract manufacturing and is about to sign a deal with an Indian manufacturer for feature phones and Taiwan's Wistron Corporation for smartphones, the executives said.

₹2,317 CR

FY19 TV IMPORTS FROM VIETNAM ROSE AGAINST ₹62 CR IN FY18

Emails sent to Samsung India and Wistron did not elicit any response till Monday press time.

The government committee's task is to assess the potential of 'Make in India' in the current geopolitical scenario and propose a policy framework to attract global investment in Indian electronics manufacturing.

TARA AND 16 LAKH OWNERS TRUST MAGICBRICKS TO SELL THEIR PROPERTY. SO, WHAT ARE YOU WAITING FOR?

Post your property for FREE

TO SELL OR RENT PROPERTIES, TRY OUR SPECIAL SERVICES FOR OWNERS

Assisted Selling | Verified Properties | Premium Photoshoot | Property Valuation

magicbricks
India's No. 1 Property Site

No. 1 as per comScore Total UV Jan 2017 to Sep 2018 | Source: Magicbricks Data As on June 2019

vistara
Fly the new feeling

SINGAPORE NOW ON INDIA'S BEST AIRLINE DAILY FROM DELHI AND MUMBAI

Flights from Delhi start on 6th August, from Mumbai on 7th August.

Origin	Departure	Destination	Arrival
Delhi	23:45	Singapore	08:15 [†]
Singapore	09:30	Delhi	12:45
Mumbai	23:55	Singapore	08:15 [†]
Singapore	10:30	Mumbai	13:55

[†]Indicates arrival next day. Flight schedule is subject to regulatory approvals and changes.

Introductory round-trip all inclusive fares starting at ₹21,877/- Bookings open

airvistara.com

Brought to you by Tata & Singapore Airlines

SoftBank Fund to Hire More to Push India Business

PLAN OF ACTION SoftBank will hire at least six operating partners to spot investment opportunities and also help its portfolio companies scale globally

Samidha Sharma & Aditi Shrivastava

Mumbai | Bengaluru: SoftBank Vision Fund (SVF) is expanding its India team, as the Japanese heavy-weight investor looks to add a dozen executives in the next few months, primarily for its new operating team. SoftBank, which opened an outpost in Mumbai recently, will hire at least six operating partners who will not only spot opportunities for prospective investments, but also help portfolio companies scale up globally and leverage from the group's overall ecosystem. "We want to make the ecosystem connections through this team. Young entrepreneurs could

benefit from added management bandwidth in order to scale faster, tap international markets, and roll out adjacent products," Munish Varma, managing partner, SoftBank Investment Advisers, told ET. Last year, SoftBank roped in Sumer Juneja from Norwest Venture Partners to head SVF India. Juneja has since strengthened the local team by bringing on board half a dozen new hires. Varma is based in London and sits on the boards of Indian companies such as digital payments major Paytm, hospitality chain Oyo, and logistics firm Delhivery, while Juneja takes care of the Mumbai office for the \$100 billion fund. "While the operating team will focus on helping our portfolio compa-



ANIMISHA

group has also been assisting a number of these firms tap international markets. Among its India portfolio companies, Oyo has expanded to China, Europe and the United States; Paytm has entered Japan and Canada; FirstCry, the baby product retailer, has launched in the UAE, and Ola has made inroads into the UK and Australia. SVF is beefing up its investment team globally to manage its ever-increasing portfolio. Last month, Son said at the company's annual general meeting that SVF would more than double its team size globally to 1,000 members along with its portfolio, taking it up to 150 companies over the next two years.

On the financial services theme that the fund is tracking, Juneja said, "Financial services is a very big opportunity, highly underpenetrated and it's not a winner take-all market unlike a lot of other sectors. ICICI, HDFC, Kotak are all large businesses happily coexisting and growing. No one company can satisfy the loan demand of an economy; there will be multiple large outcomes in this space." So far, Paytm has been the only bet for SoftBank in India in the financial services industry. SoftBank, which plans to invest \$2-4 billion in India over the next two years, has been in talks with the Piramal group to back its financial services arm.

Next two years. On the financial services theme that the fund is tracking, Juneja said, "Financial services is a very big opportunity, highly underpenetrated and it's not a winner take-all market unlike a lot of other sectors. ICICI, HDFC, Kotak are all large businesses happily coexisting and growing. No one company can satisfy the loan demand of an economy; there will be multiple large outcomes in this space." So far, Paytm has been the only bet for SoftBank in India in the financial services industry. SoftBank, which plans to invest \$2-4 billion in India over the next two years, has been in talks with the Piramal group to back its financial services arm.

ET tech
For comprehensive and insightful stories about all things startups and technology, log on to www.ettech.com

Tweet OF THE DAY

BILL GURLEY
@BGURLEY

Perhaps the key reason Silicon Valley should be wary of US regulation of big tech is that it will make it that much harder for the new startup to disrupt said incumbent

Tech Buzz
Pixel 4 Leak Shows Huge Front Bezel



What appears to be a leaked image of Google's upcoming Pixel 4 smartphone shows an unusual trait — a large "forehead". The forehead is the top part of the bezel, the rim that runs around a phone's screen. The leak comes from smartphone leaker Ice Universe and shows an array of sensors and front-facing cameras.

Quick Byte ANIRBAN BORA

A hacker stole personal data of entire Bulgarian population

Nowhere to hide

278 million
Indian online gaming subscriber base in 2018 —FICCI, EY report

Samsung has Fixed its Galaxy Fold



Seoul Now that South Korean tech giant Samsung's much-awaited foldable smartphone — the 'Galaxy Fold' — has passed the final round of tests with "flying colours", the company may soon announce its release date. Earlier, Samsung Display vice president Kim Seong-cheol confirmed that the Galaxy Fold's problems have been fixed and it is ready to hit the market. —IANS

Jargon Buster
Treeware
Any documentation, manual, text or diagrams that are printed on physical paper rather than published in a digital format

Piggy Bank

Fintech continues to hold the attention of investors with NBFC Five Star Capital landing fresh funding and PayMate taking home more than \$10m

TPG Leads \$50m Round in Five Star



Pratik.Bhakta@timesgroup.com

Bengaluru: Non-banking finance company Five Star Business Finance has raised \$50 million in a new funding round led by private equity major TPG Capital, valuing the Chennai-based lender at \$950 million. The company, which was founded back in 1984, has been on a strong growth trajectory since 2014, creating a book size of ₹2,500 crore this year and aims to take it up to ₹4,000 crore by March 2020. Five Star Business Finance is backed by Matrix Partners, which first invested \$3 million in 2014. After that, the company raised equity rounds from multiple prominent investors such as Morgan Stanley, Sequoia Capital, Norwest Venture Partners and others. Investors hold a 70% stake, while promoter D Lakshmiipathy has a 21% shareholding, with the rest being distributed among the management and other individual investors. "Till date, we have raised a total equity of less than \$200 million and have achieved a near unicorn status," said Rangarajan Krishnan, chief executive officer, Five Star Business Finance. "We are currently present across eight states, predominantly in the south of India and steadily expanding to Maharashtra, Madhya Pradesh and Chhattisgarh." The company extends business loans to micro-merchants, mostly small kirana stores and street corner shops, but takes property as security against the loan. It has managed to maintain a sub 1% gross non-performing

asset level, said Rangarajan. "This is the second time that TPG has invested in the company. Last year, too, the growth fund had participated in a \$100 million equity round in the NBFC. "We have maintained a physical presence in the areas we operate in and have created a 2,250 member team spread across our more than 200 branches," he said. "Even over the last six months, when times (for the NBFC business) have been challenging, we have raised \$100 million in debt from Franklin Templeton, showing the confidence of external investors in the company." Vikram Vaidyanathan, MD at Matrix Partners, said, "Five Star's product approach, critical underwriting process, profitability focus and relentless execution has made them the market leader in their segment. We believe in their vision of creating a financial services institution with IPO scale." Going ahead, the NBFC will face competition from digital payment companies like Paytm and new-age fintech lenders like Capital Float and others which target small kirana stores based on cash flows.

PayMate Raises \$10m Plus from Existing Backers

Pratik.Bhakta@timesgroup.com

Bengaluru: PayMate, a Mumbai-based digital payments startup catering to the needs of business payments, has raised more than \$10 million in a Series D round from existing investor Mayfair 101, along with participation from Japanese software conglomerate Recruit Strategic Partners, Brand Capital and card payment leader Visa. Through this investment Visa is taking a strategic bet on PayMate, with whom it had partnered last year to take the company to the Middle East. Brand Capital is part of Bennett, Coleman and Company Ltd, which publishes this newspaper.

In Business
40,000 Businesses that currently use the platform

FIRM TO USE FUNDS TO

- Expand its scope of operations in the Middle East
- On-board fresh set of businesses onto its platform

"We are looking for a total \$25 million funding to be able to close this round; we hope to get the next set of investors on board within the next 60 days," said Ajay Adisesmann, CEO, PayMate. With the new funding round, the company intends to expand to multiple countries in the Middle East and onboard a fresh set of businesses on to its platform. It currently has 40,000 businesses which use the platform to settle all forms of business payments. "Our primary aim is to tap into the opportunities in Central Europe, Middle East and Africa. We will be launching operations in the United Arab Emirates within the next 30 days, and after that in Oman and Saudi Arabia," he said. PayMate is one of the few payment companies operating out of India that concentrates only on business payments. It counts companies like Indigo, Kansai Nerolac, among others, as clients. The company offers business cards in partnership with Visa.

100 Million Reasons Why Startups Need to Speak Local Lingo

Online companies offer regional languages to drive adoption in the country's heartland

Sanghamitra Kar & Pratik Bhakta

Bengaluru: Online firms are relying on regional languages to drive adoption as they battle to capture the next 100 million internet users from the country's heartland. Digital payment companies, banks and consumer internet startups are all starting to offer regional languages to connect better with consumers. Hindi, Bengali, Tamil and Telugu are being widely adopted, companies say. They are offering products in these languages to enter tier-II locations and beyond. "We are present in 12 languages, with Hindi and Tamil being the most popular ones; we feel it has helped consumers connect with the app better and adopt it faster," said Praveena Rai, chief operating officer of National Payments Corporation of India, which manages the BHIM app. The country's largest payments application, Paytm, is also available in 10 languages and the company claims regional language adoption has jumped four times over the last two years since it introduced non-English languages as part of the app. Paytm is most widely used in Hindi, followed by Telugu, the company said.

InMobi's Glimpse, which claims to have 30 million daily active users, sees 60-65% users from tier II and III cities who prefer regional language to consume videos for news, entertainment, fashion, travel and sports. Regional languages may be the easier way to connect, but for companies, developing these capabilities is no easy task. Quality content is still a problem and curating them is even more difficult, industry insiders say. Deepak Sharma, who heads digital initiatives at Kotak Mahindra Bank, said that while chat bots can be made to pick up multiple languages, multi-lingual keyboards are not that ubiquitous. "Thus, we see voice as the predominant multi-lingual medium. The Keya voicebot uses an advanced natural language understanding engine with translation capability," he said. Keya is the bank's voice bot offering. Startups that specialise in artificial intelligence like Nikl.ai and Active.ai have already started work in this space, but scalability is still an issue. There is also need for more data in local languages, which can make the AI-bots smarter. But, the availability of such data is still a challenge, industry experts say. "The demand for local languages in India for financial services is evolving from English (a mix of Hindi and English) to English plus regional. I would say we are about 12-24 months away before this is mainstream," said Ravi Shankar, chief executive officer, Active.ai.

Business-to-consumer startup Nikl.ai offers an app that allows users to pay utility bills and book tickets in multiple languages through a virtual agent.

Word for Word

ISSUES WITH DEVELOPING REGIONAL LANGUAGE CAPABILITIES

- Quality content still a problem
- Curating content is difficult

INTERNET USERS GROWTH IN INDIA LAST YEAR

Regional language **13%**

English **1%**

Startups that specialise in AI have already started work in this space, but scalability is still an issue

TCS says Large Contracts will Help it Absorb Cost of Keeping Bench Talent

Firm issues joining letters to over 30,000 graduates; 40% have been onboarded in first quarter

Anandi Chandrasekhar & Jochelle Mendonca

Mumbai: Tata Consultancy Services expects to absorb the cost of retaining bench talent as it looks to execute large contracts it won over the past year, following the highest net addition of employees in the last five years, at over 12,000 people. The hiring by TCS comes at a time when peer Cognizant has been trimming talent in its top-heavy pyramid in order to rationalise costs. TCS had issued joining letters to over 30,000 fresh graduates, of which 40% have been onboarded in the first quarter. The rest are expected to join by the second quarter. The company's attrition rate has also been lower than peers, at 11.5% in the June quarter, compared to 23.4% for Infosys. Wipro's attrition rate on a trailing 12-month basis was at 17.6%. "Sometimes, a few delays may happen based on market situations, which is okay — we are a large organization, we can absorb these costs without an impact on P&L... Even if there is a delay in one quarter or the other, we will continue doing this, we will continue to hire," Milind Lakkad, global head of talent at TCS told ET. He attributed the company's growth in digital technology areas as a key reason for low attrition rates. TCS' revenue from digital rose 42.1% year-on-year in the last fiscal year, increasing its share to 32.2% of total revenue. "The whole strategy was democratization of talent. It is working well, this is the first year for us and obviously we will learn and refine on it as we go along," Lakkad said. Speaking on the TCS' initiatives to redeploy talent, he said younger resources within the organization are deployed on multiple projects at a time to develop various skills, compared to senior management which can stay on with single projects for up to three years.

Why Wipro Prefers to Hire US Freshers

Firm says US campus recruits are faster to deploy and require shorter training time than Indian hires

Ayan.Pramanik@timesgroup.com

Bengaluru: The employee cost of fresh campus recruits in the United States is about the same as IT professionals sent on work visas from India, Wipro said. They are also faster to deploy and require shorter training time than tech workers from India, said the software services exporter major. The IT services firm is adding more employees locally in the US and Europe, two key global markets, and also deploying them faster in projects. Wipro recruited more than 6,000 fresh graduates globally during the April-June quarter, with localisation in the US, its biggest market, at 65.4%. "What we are seeing today is that the landed cost of a person going from India and the fresher we are hiring there is not much different," Wipro HR head Saurabh Govil told ET, without disclosing the number of people employed in the US. "But, I think programming, coding and communication skills — you will see the quality of people, they are much more application oriented (and) their ability to get deployed is faster." Companies such as Wipro, Infosys and TCS have long been dependent on sending Indian software engineers to the US on H1B visas. During the past five years, rising protectionism in the US and partly in the Europe has pushed these companies to hire more locally. A lot of the increased hiring is happening from local universities, and they are subsequently trained.



FASTER DEPLOYMENT
The IT services firm is adding more employees locally in the US and Europe and also deploying them faster in projects



Globe Trotter Meanwhile in tech...

How Money Follows eyeballs

MOBILE INTERNET \$72.6b

TELEVISION	\$6.9b
OUTDOOR	\$3.0b
CINEMA	\$2.1b
RADIO	\$1.1b
DESKTOP INTERNET	-\$2.4b

ESTIMATED CHANGE IN ANNUAL WORLDWIDE ADVERTISING SPENDING BETWEEN 2017 & 2020

Source: Statista

Paytm Teams Up with Clix to Offer Loans

BENGALURU Paytm has partnered with Clix Capital to offer loans. The loans will be extended through Paytm Postpaid as a deferred payment option for consumers and to merchants as credit lines, the company said. ET first wrote about the deal in its June 24 edition. Using proprietary ML models developed by Paytm and Clix, Paytm customers and merchants will get digital loans on the Paytm platform. — Our Bureau

Microsoft is Investing \$1B in OpenAI

SAN FRANCISCO Microsoft announced it is expanding its partnership with AI research company OpenAI to build supercomputing AI technology for its cloud. The partnership is both technological and financial, with Microsoft investing \$1 billion in OpenAI. OpenAI was originally launched by Tesla CEO Elon Musk and Y Combinator chairman Sam Altman, with a \$1 billion endowment from tech all-stars. — BI

Straight Drive

A roundup of top events and moves on the street. Yes Bank Surges 9% On Talk of DHFL Deal

Shares of Yes Bank jumped 9.49% to close at ₹91.15 amid reports that DHFL is likely to announce a deal with AION Capital for a majority stake.

600 Stocks at 52-week Lows. As many as 619 stocks, including Mahindra & Mahindra, Andhra Bank, Apollo Micro Systems, Central Bank of India, Cylent, Eicher Motors, Es-corts, Force Motors and Forbes & Company, hit 52-week lows on the BSE.

287 Stocks Hit Lower Circuit. Overall, 287 stocks, including Indiabulls Integrated Services, Cox & Kings, Capital Trust, Lancer Container Lines, Spaisa Capital, Rushil décor and BK Miles Software hit lower circuits.

Nishant Kumar/ETMarkets.com

Tribunal Gives Sebi 2 Months Time to Respond to NSE Plea

Bourse has challenged Sebi's penalty of over ₹1,100 crore in co-location case

Maulik.Vyas@timesgroup.com

Mumbai: The Securities Appellate Tribunal (SAT) has given the capital markets regulator two months to submit its response in a plea filed by the National Stock Exchange (NSE).

In April, Sebi had directed NSE to pay over ₹1,100 crore for favouring a few brokers to help them make illegal gains by using unauthorised trading software and networks in the same room where the exchange's main trading servers were located.

The Overseas Sovereign Bond Conundrum

Expert Take MANOJ RANE

For several decades, issuing an overseas sovereign bond has been the holiest of holy cows. Readers will appreciate how serious this analogy gets since I am using it in today's environment.

Many reasons are cited for the government not accessing global markets directly: 1. Selling family silver to overseas investors; 2. Subjecting India's credit rating to the vagaries of global markets; 3. Inducing undue currency risk into the government's fiscal management and lastly, as pointed out in detail by ex-governor Raghuram Rajan, since global investment bankers, tainted by the lure of the lucre, have been strongly lobbying the government and RBI to issue sovereign bonds, there must be something to worry about there.

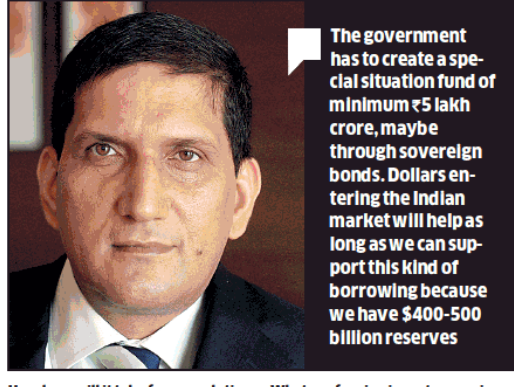
ET Q&A RAJ BHATT CEO, Elara Capital

Liquidity Very Serious Issue for FPIs, Not Taxes or Surcharges

Taxes or surcharges are not an issue for FPIs. But liquidity crises and poor confidence in the market which led to a major slowdown are worrying them, said Raj Bhatt, CEO, Elara Capital, an investment bank.

What is your view on the Indian economy compared to other emerging countries?

The Indian economy is going through some industry-specific problems like liquidity and poor confidence in market leading to a major slowdown which nobody wants to admit. Unless the government does something drastic like US's Troubled Asset Relief Program (TARP) scheme, the US government created a TARP of \$400-\$500 billion as the banks were not lending and there was no trust from investors and analyst community.



How long will it take for a resolution to the liquidity crisis?

As I mentioned before, the government has to create a special situation fund of minimum ₹5 lakh crore, maybe through sovereign bonds. Dollars entering the Indian market will help as long as we can support this kind of borrowing because we have \$400-500 billion reserves.

What are foreign investors saying about the increase in CESS and tax in budget 2019?

Foreign investors are very happy with the current government. With Modi being in power they foresee optimism going ahead. Taxes or surcharges are not a big issue for FPIs. But liquidity crises and poor confidence in the market are worrying them.

Do you think corporate governance is improving in India?

FIIs don't invest in small companies because they don't trust their numbers. We have been through this crisis of corporate governance. For the last year and a half, only the benchmark indices are rising because of passive money from ETFs.

How long will this correction continue and which are the sectors that look promising in India?

I am very positive that the government will come out with some announcement and surprise everyone. Rate cuts will take place - after which we expect the market to rally.

What is your view on the government's plan to increase the free float from 25% to 35%?

This free float could create unnecessary pressure on promoters to sell their shares. It should be more of a recommendation that people should dilute their stake but should not be made mandatory.

What is your view on the government's plan to increase the free float from 25% to 35%?

As Cox & Kings Loses Value, Investors Demand Answers

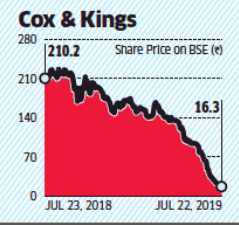
Firm pins bond defaults on cash flow mismatch; investors not convinced, write to regulators

Rajesh.Mascarenhas@timesgroup.com

Mumbai: Shares of Cox & Kings, among the world's oldest travel firms with a continuous operating history of more than 250 years, have lost 90% this year after the company took on debt that could not be serviced on time due to cash-flow mismatches.

But analysts are pointing to a bloated balance sheet for the precipitous stock decline even as investors sought to involve regulators to probe, what they alleged, was fraud and mismanagement.

Promoter Peter Kerkar's goal of making aspirational travel affordable through NBFC Cox & Kings Financial Services has also remained elusive, with the stock falling 97% from ₹72 on January 1 to ₹2.49 last Friday.



Cox & Kings Share Price on BSE (₹)

The company's failure to explain the reason for default despite sufficient liquidity. Cox & Kings told ET that it has since repaid certain credit facilities and its working capital position was stretched in the first quarter of FY20, resulting in a cash-flow mismatch due to which the company could not repay commercial papers due end-June.

Investors and analysts said it is difficult to believe the company's version of cash-flow mismatch. Some investors in a letter to the Special Fraud Investigation Office (SFIO) and market regulator Sebi last week alleged that the promoter diverted funds from the company's books, with no details on the end use of the proceeds of ₹4,387 crore from last year's sale of the education business to Midlothian Capital Partners. It is alleged that the money never reached the balance sheet of Cox & Kings.

"Despite inflows exceeding ₹2,000 crore from the two transactions, the company diverted from its guidelines of using entire sales proceeds toward debt repayment and reduced debt only by ₹1,350 crore until April 2019," said Ramesh Shah, analyst, ICICI Securities.

Rating agency CARE raised the red flag by the end of June over the

company's failure to explain the reason for default despite sufficient liquidity. Cox & Kings told ET that it has since repaid certain credit facilities and its working capital position was stretched in the first quarter of FY20, resulting in a cash-flow mismatch due to which the company could not repay commercial papers due end-June.

Investors and analysts said it is difficult to believe the company's version of cash-flow mismatch. Some investors in a letter to the Special Fraud Investigation Office (SFIO) and market regulator Sebi last week alleged that the promoter diverted funds from the company's books, with no details on the end use of the proceeds of ₹4,387 crore from last year's sale of the education business to Midlothian Capital Partners. It is alleged that the money never reached the balance sheet of Cox & Kings.

"Despite inflows exceeding ₹2,000 crore from the two transactions, the company diverted from its guidelines of using entire sales proceeds toward debt repayment and reduced debt only by ₹1,350 crore until April 2019," said Ramesh Shah, analyst, ICICI Securities.

Rating agency CARE raised the red flag by the end of June over the

and higher FPI participation. However, this all seems perfectly logical in times of normal market behavior: When markets are in turmoil, debt issued and traded overseas would be worse hit than onshore debt. The government and regulators always have the ability to support and bring orderliness back to domestic markets, which however, is not true for overseas markets.

Therefore, at such times, valuation of overseas bonds would be hit much worse than domestic ones. Also, the ability of the government to issue more such overseas bonds would be severely impaired. Onshore sovereign debt can always be repaid by printing money, which is not possible in respect of overseas debt, which would have to be repaid in hard currency.

Several Latin American and East European countries have learnt this the hard way. One of the reasons cited for issuing overseas sovereign bonds is their cheaper cost. This argument has been demolished by enough commentators on the point of hedging costs being ignored, hence I will not go into it. Offshore bond issuances will remain more expensive than domestic ones on a fully hedged basis, for several reasons which we don't have the space to go into now.

On the positive side, as noted by many analysts, modest-sized sovereign issuances overseas, would help establish a fair market price for Indian debt, help other Indian issuers price their issuances more easily, help establish a credit default swap market for the Indian sovereign, which in turn would augment the liquidity and improve the pricing for all Indian debt overseas. It would open up an investor universe that finds Indian markets and FPI rules too difficult to navigate. Hopefully, it would also instil discipline and consistency into income recognition, taxation and other regulations that have been frequently tinkered with by the powers that be in India.

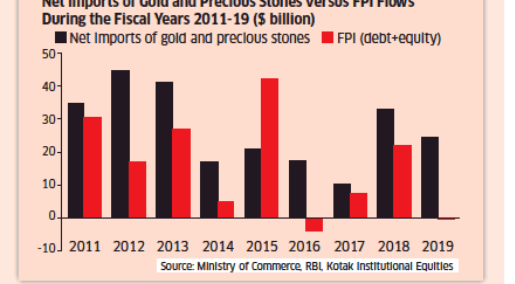
In conclusion, I would suggest that the government along with the RBI consider an appropriate amount of sovereign debt that may be held by foreigners (the aggregate of FPI investment limit for domestic sovereign debt and sovereign debt to be issued overseas) over 3-5 years.

To start with, the government could consider issuing overseas sovereign bonds to the extent of a part of the unutilized amount of FPI limits (say \$10 billion of the currently unutilised \$27 billion). This would limit reliance on overseas investors as well as keep the impact of such investments within manageable proportions and no worse than what we already face in terms of FPI investments. If there is sufficient demand for such issuances, then the aggregate limit may be gradually increased. Hopefully this solution should satisfy the proponents and the naysayers.

The author is partner at SIONIC, a global financial advisory firm

EXPORTS' SAVINGS AND RELIES ON FOREIGN CAPITAL

India's Gold Demand Higher than FPI Inflows for a Decade



The government's decision to raise customs duty on gold to 12.5% from 10% will result in additional ₹4,000-5,000 crore of revenues, said Kotak Institutional Equities in a report. However, it will increase the domestic price of gold by 2.5% and revalue the entire stock of gold with Indian households by the same amount, it added.

India has been 'exporting' its savings through large imports of gold and precious stones and has to rely on foreign capital to bridge the gap between savings and investment (CAD).

POWER PLAY Mid- & Small-cap Corner

RAJESH BHOSALE TECHNICAL ANALYST, ANGEL BROKING

Gujarat State Petronet Going Strong Amid Rout in Mid-caps

In spite of the recent carnage in midcaps, this stock has shown a comparative outperformance. On the weekly chart, the stock has finally broken above the hurdle after facing resistance around the ₹200 mark for more than six times in last three months.

ET in the Classroom

Foreign Borrowings may Not Come Cheap for Govt

The budget announced the government's intent to tap overseas markets to raise debt. Sovereign bonds, also called government securities, are debt instruments issued by a government to raise long-term funds with repayment obligations spread over years or in cases decades at a floating interest rate.

Infographic titled '1. What is the rationale for the government's move?' and '2. How are yields on sovereign bonds determined?'. It discusses India's debt, GDP, and borrowing costs.



ANIRBAN BORA

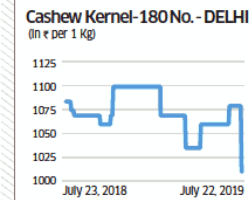
ANIRBAN BORA

COMMODITY INVESTMENT: A NATURAL INFLATION HEDGE. MCX METAL & ENERGY EXCHANGE.

Tweet of the Day

Lisa Abramowicz @lisabramowicz1 There's a popular belief that foreigners, namely Japanese banks & insurers, own a significant portion of U.S. collateralized debt obligations...

Quarts & Ounces



ET Index table showing COMMODITIES (2003=1000) for Bullion, Cement, Edible Oil, and Foodgrains.

\$48 MILLION GRAPES AND GRAPE PRODUCTS EXPORTED FROM INDIA TILL APRIL IN 2019.

Merger Plan for General Insurers

The government will need to infuse around ₹3,000 crore in the firm to keep it afloat for the next two quarters, the official said, adding that the finance ministry needs to fast-track the proposal for merger of the three state-run general insurers.

Lenders may Move Court if Ericsson Refuses

If Ericsson refuses to refund the sum, the lenders may explore legal options, the sources said. A 'preferential transaction' involves a payment to a single creditor or set of creditors ahead of others who are waiting in queue...

Banks to Assess Loan Seekers on their Own as Raters Come Under a Cloud

Joel.Rebello@timesgroup.com

Mumbai: Banks will increase dependence on their own internal risk assessment for loans in the light of questions being raised on rating agencies after investigations in the IL&FS case.

same. "In the light of this development, the importance of our own internal rating model will go up," said Prashant Kumar, CFO at State Bank of India.



External rating agencies base their assessment on the financial position and past record but we have our system that includes financials and also a deep dive into other info that is unique to banks like cash flows of the companies

PRASHANT KUMAR, CFO, State Bank of India

We look at different parameters internally like Ebitda to interest rate, fund flows and debt service ratio, which are all dynamic in nature. I have always given more importance to internal assessments and that will not change

PALLAV MOHAPATRA, CEO, Central Bank of India

Indiabulls Housing Fin may Invest ₹250 crore in LVB

Salkat.Das1@timesgroup.com

Mumbai: Indiabulls Housing Finance may invest ₹250 crore in Lakshmi Vilas Bank via bonds as the bank looks to boost its capital to comply with the capital needs for its pending merger with the mortgage firm, said two people with the direct knowledge of the matter.

Story So far: Indiabulls Housing Finance may invest in LVB via bonds. LVB board announced its merger with Indiabulls Housing Fin in a share-swap deal in April. Bank will receive 14 shares of the company for every 100 shares they hold.

year paper issued in 2014 offered a coupon of 11.80%. Perpetual rate is likely to be higher than this. Perpetual bonds are more of a quasi-equity obligation. If an issuing bank incurs losses in a financial year, it cannot make coupon payment to its bondholders even if it has enough cash.



Money to be Transferred to an SPV

From Page 1

The funds will be transferred to the Cayman Islands-registered SPV RA Hospitality Holdings (Cayman) that has been created for the buyback purpose. Subsequently, its entire shareholding will be collateralised with the Japanese financial institution.

EQUITY BETS Both Nomura and Mizuho are also taking equity bets in Oyo. Nomura will invest \$50 million in the company through a secondary sale of shares from SoftBank at a \$10-billion valuation, as the Japanese financial group looks to have more equity exposure in emerging companies with a higher growth potential in the Asia Pacific region, people aware of the development said.

Individuals in April, and helped oversee the mobile unit's initial public offering last December. Investment banking circles expect Nomura to also play a big 'fee generating role' in Oyo's proposed IPO or in any subsequent fundraising rounds.

FPIs Affected

From Page 1

The government has proposed to increase the surcharge levied on top of the applicable income tax rate from 15% to 25% for those with taxable incomes between ₹2 crore and ₹5 crore, and to 37% for those earning more than ₹5 crore, taking the effective tax rate for them to 39% and 42.74%, respectively.



assessors were due to pay higher levies when they paid advance tax by June 15.

Among those affected are foreign portfolio investors (FPIs) structured as trusts or AOPs. Finance minister Nirmala Sitharaman last week said they wouldn't be exempted from the higher surcharge and suggested that they convert themselves into companies.

ET reported on July 22 that overseas sovereign and pension funds structured as trusts or AOPs may lobby the government through diplomatic channels against the surcharge as they will find it difficult to convert themselves into companies.

Govt may Borrow More

From Page 1

"The latest media statements by the governor have trimmed expectations of sharper repo rate cuts this financial year," said Naveen Singh, head of trading at ICICI Securities PD.

Earlier, the markets had assumed a further reduction of 50 basis points in the cost of debt financing, and those assumptions were reflected in the recent decline in bond yields across maturities.

TAX REVENUE SHORTFALL

Comments from Rathin Roy, a member of the Prime Minister's Economic Advisory Council, also affected trading sentiment Monday, market participants said.

Pledging Declines 7.18% in Value Terms

From Page 1

Anil Agarwal-led Sterilite Technologies redeemed pledges worth ₹3,400 crore last month. Indiabulls Housing and Emami redeemed pledges worth ₹760 crore and ₹610 crore, respectively, in June.

Investors look askance at high pledge levels as a downturn in prices can lead to these being invoked, possibly leading to a change in management, said experts.

'Focus on Project Execution'

From Page 1

It didn't elaborate on the nature of the scam involved. "In the aspect where it seeks to control funds, it is obviously welcome, although the side effect will be further drying up of project funds," said Niranjan Hiranandani, president (national) of the National Real Estate Development Council (Naredeco) lobby group.

and Sequoia Capital. The restrictions were included following a negotiated shareholder agreement arrived at during SoftBank's Series D investment in Oyo.

Following a slide in the shares of Essel Group companies earlier this year, mutual funds that had given loans against shares came to a standstill agreement with the promoters. Under this, the funds wouldn't sell the shares even though they had fallen below the agreed threshold.

Work Station

Srei Infra Ties Up with Chicago Univ
NEW DELHI: Srei Infrastructure Finance has launched a leadership training programme for which it has tied up with University of Chicago's Energy Policy Institute of Chicago (EPIC) India to provide expert inputs.

M&M's AI Bot to Gauge Staff Mood

New Delhi: Soon, people working at Mahindra & Mahindra will have a bot popping up on their computer screens, making random conversations on different topics. Based on their response, the bot will gauge their feelings and if someone is found feeling unhappy, it would nudge managers to talk to the person.



Move comes at a time when personal experience is emerging crucial for an employee's long-term association with an organisation

you feel low?" "The problem is that managers don't speak to people at the right time," said Prince Augustin, the company's executive vice president of group human capital and leadership development.

Reskill to Survive: Tech Firms Retrain Staff on War Footing

Accenture, Infy, TechM, Cognizant, Mphasis investing to make workforce future-ready

Rica Bhattacharyya & Prachi Verma Dadwal

New on the Job
New IT skills/technologies
Big data/analytics, cloud, data science, IoT, mobility, design thinking, gamification, AI/machine learning, natural language processing, DevOps, cybersecurity

five years to cope with emerging trends like AI, IoT, machine learning and blockchain. "Reskilling is a top priority for the industry at present. The adoption of new technologies across various industries will eventually result in a widespread transformation of almost all currently established job roles," said Amit Aggarwal, CEO, IT-TES Sector Skills Council of NASSCOM.

ET ascent move up in life! ADVERTORIAL AND PROMOTIONAL FEATURE

ADB ASIAN DEVELOPMENT BANK India Resident Mission ASSOCIATE PROJECT ANALYST (Vacancy Reference No. 190229)

Government of India Public Enterprises Selection Board invites applications for the post of DIRECTOR (FINANCE) IN HMT Limited

EAST DELHI MUNICIPAL CORPORATION Rajmata Vijayaraje Scindia Nursing School Swami Dayanand Hospital, Dilshad Garden, Delhi-110095

Life Insurance Council Applications are invited for the post of SECRETARY - Life Insurance Council

Government of India Public Enterprises Selection Board invites applications for the post of Director (Technical) in Engineers India Limited

MDI GURGAON Management Development Institute Accreditations AMBA EQUIS AACSB

भारतीय रिज़र्व बैंक RESERVE BANK OF INDIA www.rbi.org.in APPOINTMENT OF SUPERINTENDING ENGINEER (VIGILANCE)

Appointment of Non-Academic Staff MDI Gurgaon invites online applications for Non-Academic positions on Regular/contract basis.

SBI Central Recruitment & Promotion Department, Corporate Centre, Mumbai, Phone: 022-22820427; Fax: 022-22820411 RECRUITMENT OF SPECIALIST CADRE OFFICERS IN SBI ON REGULAR BASIS

TIMES interact Connecting People, Connecting Needs.

personal CHANGE OF NAME I. Mukesh S/O, Binda Raikwar R/o A-27, Street No-13, Dass Garden, Bagpura, Near Mother Dairy, Sw Delhi, Nid-48 have changed my name to Mukesh Raikwar for all purposes.

I. Chandrawati W/o, Manoj Kumar R/o 23 A, First Floor, Sultampur Colony, Sultampur, Mehrauli have changed my name to Chandrawati Tiwari for all purposes.

I. Arun Kumar S/o Yag Dutt Sharma r/o K-3/35, Street no-12 Gangotri Vihar, West Ghonda Delhi-110053, have changed my name to Arun Kumar Sharma.

I. Anil Kumar Sharma S/o Sh. Gurdip Raj Sharma R/o A-51, Shivam Apts, D-Bik Vikas Puri Delhi-18 have changed my name to Anil Sharma for all future purposes.

I. Sachin Goel S/o Amrit Lal Goel R/o 110, Church Lane Bhogal New Delhi-110014, have changed my daughter's name Anishka Goyal born on 07.12.2006 to Anishka Goel.

I. Arvind Kumar S/o Sh. Baldev Jit R/o H.No. G-263, Sector-10, D.L.F. Faridabad have changed my name to Arvind Kumar Salwan for all future purposes.

I. Harleen Kaur D/o Surinder Pal Singh R/o 25-C, Pocket A, Vikaspuri Extn, N.D.-18, have changed my name to Harleen Kaur Matta for all purposes.

I. (Asadil) S/O (Naushad Khan) bo on (12-Jun-1999) residing at (WZ-612, Village Palam Badiyal, South-west Delhi, 110045), have changed my name to (Asadil Saifi) vide affidavit dated (06-Apr-2019) at (Delhi, Dwarka Sector-10).

I. Sudarshan Kumar S/o Pkhar Dass Sardana R/o 22/1054, Lodhi colony, ND-03 have all my surname Sardana, hence forth I may be known as Sudarshan Kumar Sardana for all purposes

I. Tejal S/o, Chokha Singh R/o, C-457/4, Nathu Pura Delhi-110064 have changed my name to Tejal Singh for all purposes.

I. Rajiv Luthra S/o Kishan Lal Luthra R/o H.No-E-86, 1st Flr, Arya Samaj Rd, Uttam Nagar, ND-59, have changed my name to Rajesh Luthra.

I. Payal Sanjay Agarwal W/o Sanjay Balkrishna Agarwal R/o 2401, Divyansh Pratham Apartment, Ahinsa Khand-2, Indrapuram Ghaziabad U.P. 201014 have changed my name to Payal Agarwal for all ever.

I. Gopal Singh S/o Jasmait Singh R/o 2C/31, New Rohtak Road, ND-05, have changed my daughter name from Ruhani Singh to Ruhani Kaur for all future purposes.

I. Anil Kumar S/o Sh. Multan Singh, R/o H.No. RZ-D-1/14, Flat No.101, 1st floor, Gali No.5, Mahavir Enclave, Palam Village, New Delhi-110045, have changed my daughter Name from Rishika to Rishika Kumari for all future purposes

BE AT THE RIGHT PLACE AT THE RIGHT TIME Here is a business opportunity to connect with your audience. Come and be a part of this initiative.

SPECIAL RATE FOR T-O-LET ADVERTISERS Now advertise at an extremely lucrative rate of ₹2200 for 5 Lines Economic Times (Fri) + Property Times (Sat) + Sunday Times Classifieds



I-League Clubs Write to FIFA

Top I-League clubs have written to FIFA president Gianni Infantino, asking for his help in their fight for survival in Indian football.

Phenomenal achievement by our golden girl @Himadas8. You are certainly making us proud. Hats off to your spirit. Wish you continued success. #Himadas

VIRAT KOHLI on twitter

Developing World's 'Best Cricket Team: Imran Khan

Pakistan Prime Minister Imran Khan has promised Pakistani-Americans that he is working on a plan to develop the "best cricket team of the world" following the debacle of the country in the recently-concluded ICC World Cup in the UK.

PHILIP DIPA SINGH: Bennett Coleman & Co. Ltd. by Rajeev Yadav at Times House, 7, Bahadur Shah Zafar Marg, New Delhi-110002. Phone: 011-23320000. Fax: 011-23323346 and printed by him at Times of India Press, 13 & 15/1, State, Industrial Area, Sahibabad (UP).

'Right Direction'



Hima Das has won five races since July 2. She has been improving on her timing even though the field in all the five races was mediocre.

Indian athletics' high performance director shares his views on Hima Das, other athletes and Olympics preparation

Phillem Dipak Singh

Indian athletics' high performance director Volker Herrmann feels star sprinter Hima Das is nearing her best, having won five successive gold medals in three weeks in Europe.

400m for the World Championships, to be held in Doha from September 26 to October 6. The World Championships qualifying marks stand at 23.02 and 51.80.

"We are preparing a series of competition to raise our performance level and then we will continue on a slightly higher level with higher intensity towards World Championships," he added.

India should develop its own philosophy and not copy from USA or another country to face specific challenges it has

Hima is progressing in the right direction. If you want to run sub 50 seconds (in 400m) you also have to be able to run sub 22.80 in 200m. She is getting closer

VOLKER HERRMANN India's high performance director

A CRAZY SUMMER

With eight ins, 10 outs and over €500m changing hands, it's been a very busy summer at the Wanda Metropolitano – and it could get busier yet



Joao Felix



Ivan Saponjic

Ameo Ruzskal

When Atletico Madrid were stunned by Juventus in the Champions League last season, surrendering a 2-0 lead from the first leg of their last 16 tie to lose 3-2 on aggregate, it looked like the end of Diego Simeone's chances of leading the Rojiblancos to glory in Europe's top competition.

players to develop them here. Like what happened with [Jan] Oblak, [Jose] Gimenez, Lucas Hernandez when they came through from youth teams – or Griezmann." Simeone said before the €126m (£113m/\$142m) deal was announced.

Want to Be Consistent Like Virat: Krunal

Consistency is the best way to impress a skipper and all-rounder Krunal Pandya wants to put his best foot forward in front of Virat Kohli during the upcoming T20 series against West Indies starting August 3 in Florida.

career much-needed fillip. "West Indies tour I am looking forward to it because there is a lot of cricket in future. Obviously, I want to perform consistently in both batting and bowling," Krunal told bcci.tv.



Africa, New Zealand and England. It gives you experience and advantage when you tour these countries with the senior team," he said.

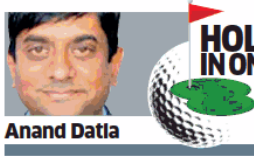
Sindhu Looks to Complete Unfinished Business

Ace Indian shuttler P V Sindhu will have to quickly pick up the pieces after her deflating loss in the Indonesia Open final and prepare for the next battle at the Japan Open BWF World Tour Super 750 starting today.

A Uniting Force



Shane Lowry's title-winning performance at Royal Portrush has brought an entire island to its feet without the baggage of their conflicted identities



The true power of sport lay in its ability to unite people. On Sunday, as Shane Lowry marched up the 18th hole, Royal Portrush, on the northern coast of the Irish island, reverberated to the musical chanting of "ole, ole, ole."

home for an Irish party. Strangely, Shane Lowry was flying under the radar, receiving hardly any attention. As the three men crumbled under the weight of those expectations, Lowry rose like a colossal giant, feasting on the opportunity from the very first round.

a difference a year makes, I suppose." But after finding caddie Brian Martin and a renewed commitment to the sport, Lowry knew he had the lane to his destiny covered.

Masterclass advertisement for IPO. VALUE CREATION THROUGH IPO MASTERCLASS. WITNESS THE NEXT LEVEL OF GROWTH! Includes details about the course, dates (19 July Delhi, 26 July Bengaluru), and a list of expert speakers like Girish Joshi, Sandip Khetan, Manan Lahoty, Akash Aggarwal, Arjun Lall, and Dr. Devesh Prakash.

A wake-up call
Rising early may not be the way to success
P2



Now with The Economic Times, five days a week, Monday to Friday

'Only one of the two of us would go up into space'

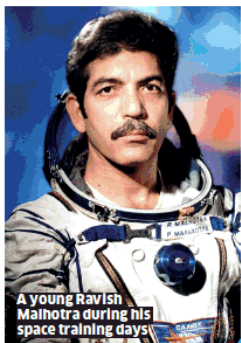
Both were shortlisted. Both were selected. Both were trained. So then how did it feel watching fellow Air Force officer Rakesh Sharma become the first Indian in space? Ravish Malhotra rewinds to a historic chapter in his life

rohan.abraham@timesgroup.com

It was a bright, cold day somewhere in Central Asia, and the clocks were striking thirteen. The year was 1984. Steve Jobs, sans turtleneck, had unveiled the first Apple Macintosh at the Flint Centre in Cupertino. On the Fourth of July — America's national holiday — Ringo Starr gave a rendition of The Beatles' hit track, 'Back in the USSR' to a sold-out crowd in Washington DC. But back in the Soviet Union, interesting things had been afoot in the preceding months.

At Star City, a high-security closed military township on the outskirts of Moscow, two Indian Air Force (IAF) officers awaited their fate. Ravish Malhotra and Rakesh Sharma — 'Mallu' and 'Ricky' to each other — were more than just compatriots who fate had brought together in terra incognita. They were both of Punjabi extraction, and adherents of the strict military code that wingmen are bound to. However, at the thirteenth hour, only one of them would be handed a return ticket to the cosmos.

On April 2, 1984, the Soyuz T-11 took off from the Baikonur Cosmodrome at precisely 13:08 Coordinated Universal



A young Ravish Malhotra during his space training days

Time (UTC). Sharma, who was aboard the spaceship, watched the earth recede. As the Soyuz T-11 hurtled into outer space, the din of the engines was gradually replaced by the silence of the steppe.

Malhotra watched his comrade take to the skies from the control centre. "From the beginning, it was known that only one of the two of us would go up into space with the Russians. The other would be a standby," he says in a video interview from Houston. "I was

disappointed, but you accept it, and move on with the mission."

Air Commodore (Retd) Malhotra, 75, lives in Bengaluru and is visiting his son in the US. In the conversation, during which his grandchildren can be heard asking him for earphones, he discusses proposed Indian space missions, among other subjects. And he says that the spartan lifestyle he led in Moscow all those years back has held him in good stead.

purple Greg Norman T-shirt, he cuts a dapper, sprightly figure, not far removed from the iconic image of him in a spacesuit in the 80s.

Silent night, mottled dawn

Malhotra was born in Lahore on Christmas day, 1943 — the year of the Bengal famine. After India's Independence in 1947, the sceptre of Partition passed over the map of the subcontinent. Millions were

displaced. Thousands lost their lives. "I was only five when my family shifted from Lahore to Delhi. I don't remember any details, except that we stayed with my father's elder brother in Delhi," Malhotra says.

His parents settled in Kolkata, with Malhotra and his three

siblings shifting base yet again. Upon graduation, a young Ravish gave the entrance exam for the coveted National Defence Academy (NDA). He was admitted.

"Three of my cousins were in the Navy, and I had made up my mind to join them," he says. However, fate intervened, and

instead of his first preference, he was drafted into the IAF. He would play a vital role in the 1971 Indo-Pak war, performing 17 sorties across the border in his Sukhoi-22, often returning with bullet holes in his aircraft.

"It was destiny that I joined the Air Force and not the Navy. I am glad that it happened as otherwise, I wouldn't have been a part of this great adventure," Malhotra says with a chuckle.

Space beckons

The war had ended with a decisive Indian victory. East Pakistan was liberated. Bangladesh was born. Life returned to normalcy. Malhotra was selected to undergo the Test Pilot's course at the USAF Test Pilot School at Edwards Air Force Base, California. "Being a test pilot was a plus point for being selected for astronaut training," he says. He was then shortlisted to take part in the Indo-Soviet Space Mission. After extensive tests at the Institute of Aerospace Medicine in Bengaluru and then in Moscow, Sharma and Malhotra were selected.

Turn to page 2 >

"It was destiny that I joined the Air Force and not the Navy. I am glad that it happened as otherwise, I wouldn't have been a part of this great adventure"



Rakesh Sharma

"I still do basic exercises every day for about 45 minutes. And I walk around 35 km every week," Malhotra says. Dressed in a



Malhotra during his training with Russian astronauts at the Yuri Gagarin Cosmonaut Training Center

PICS: BCCCL, FACEBOOK/RAVISH MALHOTRA

BIG SHOT



RING MASTER
Manny Pacquiao, 40, was pleased as punch after he became the oldest welterweight champion in history by defeating Keith Thurman during their fight in Las Vegas recently

PIC: AFP

A €10-million Dutch painting, Nazi thieves and its journey to Florence

Painter Jan van Huysum's 'Vase of Flowers' was returned to a museum last week, more than seven decades after it was stolen by Hitler's soldiers

More than 75 years after being looted by Nazi troops during World War II, a stolen painting has been returned to its rightful home in Florence.

'Vase of Flowers', valued at around 10 million euros, belongs to Pitti Palace and was one of boxes of artworks that were looted by soldiers in 1943.

Last week, it was returned to the place where it had previously hung more than a century, after a long judicial battle between Italy and Germany.

Eike Schmidt, director of the Uffizi Galleries, appealed for the return of the 18th century painting in January. "I want to make a plea to Germany:

We hope that in 2019 the famous 'Flower Vase' by Dutch painter Jan van Huysum, stolen by Nazi soldiers during the Second World War, can finally be returned to the Uffizi Galleries in Florence," he said in a statement at the time.

"Currently, the painting is owned by a German family that, after all this time,



A black and white photo of the painting was put up in the gallery with the words "stolen" written on it

has not returned it to the museum yet, despite several requests from the Italian state."

He also hung a black and white photo of 'Vase of Flowers', by Dutch artist Jan van Huysum, in the gallery, with the word "stolen" in English, German and Italian.

For 100 years, the canvas was exhibited in the gallery until in 1940 it was taken to the Medici villa in Poggio a Caiano and in 1943, for fear of looting, was hidden in the villa Bossi Pucci with other masterpieces.

Nazi troops stole thousands of artworks from Italian museums as they retreated through the country that year.



'Vase of Flowers'

Many of them have been recovered but there are still 1,653 important works, paintings, tapestries, sculptures and Stradivarius violins that have not been found, according to journalist and writer Salvatore Giannella who penned a book about looted art.

Some have been located and even exhibited in European museums, but others have disappeared completely.

— IANS

Miele

Perfect appliances make a kitchen complete.

A lifetime of acquiring the finest things. Every intricate detail in your house well thought out. The answer is simple. You deserve the highest grade appliances for your kitchen that reflects the quality perfected for over 120 years. A legacy that leaves a mark in your home for generations to come. And a brand that promises you a lifestyle for your lifetime.

Miele. Immer Besser.

120

YEARS OF PERFECTION

MADE IN GERMANY SINCE 1899

Locate the nearest kitchen expert in your region via www.miele.in or write to us at info@miele.in
NOW MIELE EXPERIENCE JUST A CALL AWAY: +91 98100 84493 | +91 11 469 00 000

Disclaimer: Features and specifications may vary as per the model. Products shown and colours are subject to availability.
 Join hands with Miele to reduce the carbon footprint. Recycle your old washing machine or refrigerator with us and switch to an e-waste free generation. Contact us today.

Early to bed, early to rise is giving you a cold

Lots of prominent people like to highlight how early they rise, but is it really something to brag about?

Tim Cook, the CEO of Apple, rises a little before 4 am every day. David Cush, the former Virgin America CEO, has said that he wakes up at 4.15 am. And Jennifer Aniston wakes up around 4.30 to meditate, as does Michelle Obama to hit the gym.

Is the key to success emulating high-profile achievers who are hacking their bodies to increase productivity? Even if capitalism favours early wake-up times, at least as a badge of honour, there is no data that shows that successful people get less sleep.

"This trend goes back a fair bit further than our recent tech CEOs," said Douglas B Kirsch, a neurologist and the president of the American Academy of Sleep Medicine. "Thomas Edison used to say the same thing: Four hours are good enough for me. What he left out of the picture is he was a pretty prolific napper as well."

Kirsch said that this early rising trend propagated by famous people is deeply troubling. And while some people seem to need less sleep than others, we can't game our body clocks.

What happens when we don't get enough sleep?

In a 2003 study, researchers at the University of Pennsylvania and Harvard Medical School found that reaction times and performance on cognitive tasks plummet for those getting four hours of sleep and those getting six

hours of sleep. In the study, 48 healthy adults, aged 21 to 38, had their sleep chronically restricted. Those who slept less than six hours a night "produced cognitive performance deficits equivalent to up to two nights of total sleep deprivation".

In 1999, researchers at the University of Chicago monitored a group who slept only four hours a night for six days in a row. That group quickly developed higher levels of the stress hormone cortisol, higher blood pressure and produced half the usual amount of antibodies to a flu vaccine.

Dr Charles A Zeisler, a professor of sleep medicine at Harvard Medical School, calls early rising a "performance killer". He says that regularly getting four hours of sleep is the equivalent of the mental impairment of being up for 24 hours.

Don't mess with the rhythm

But would you still face these issues if you sleep for eight hours and wake up at 4 am? Maybe. No matter how much sleep you get, if you're not wired for rising at the



PICS: GETTY IMAGES, IN RA RASIMHA MURTHY

hour of the wolf, and most of us aren't, according to many sleep specialists, messing with that normal rhythm is still detrimental.

Even if you think missing out on just a few minutes — say, getting up just a half-hour earlier — isn't significant, think again. In March, researchers at the University of South Florida and

Pennsylvania State University reported that losing out on as little as 16 minutes a night could have serious negative impacts on job performance.

The benefits of sleeping Sleep can boost immunity. In a study published in 2015, researchers found that shorter sleep duration was connected to an increased risk of getting a cold.

Sleep may be connected to weight gain. If you get less than seven hours a night, you can put on weight, since sleep loss can adversely impact energy intake and expenditure.

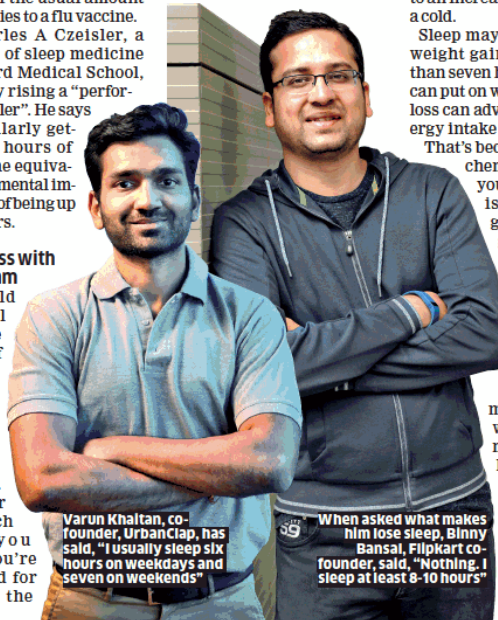
That's because, in part, the chemical that makes you feel full, leptin, is reduced, while, ghrelin, the hunger hormone, increases.

Additionally, there is a connection between sleep and mood. The less you get, the worse you may feel. People with sleep issues may also be at higher risk for depression and anxiety, while those disorders can also interfere with sleep.

— The New York Times



Jennifer Aniston has said that she deals with her insomnia by keeping her phone at least five feet away from her at night



Varun Khaltan, co-founder, UrbanClap, has said, "I usually sleep six hours on weekdays and seven on weekends"

When asked what makes him lose sleep, Binny Bansal, Flipkart co-founder, said, "Nothing, I sleep at least 8-10 hours"

hit rewind

An old flame that won't burn out

Can you be friends with benefits with an ex?

So, you and your ex couldn't make your relationship work, but that doesn't mean that all the feelings have disappeared.

The spark's there and you are still physically attracted to each other. And while she doesn't want to be in a committed relationship, she isn't willing to share you either.

Your friends think she is bad news and is just

interested in a physical relationship. In such a case you wonder: Can you be friends, but with benefits?

Well, a short answer would be yes, but it won't be easy.

Getting intimate with someone you were once close to can be easier at first, but the elephant in the room is bound to make its presence felt at some time.

With so much baggage, the shift from a committed relationship to a friends-with-benefits situation can be emotionally damaging for one or both parties.

While you may think that not getting emotionally attached is easy, that is not true for everyone. It can result in more heartache, especially if it's something you don't want.

Things can get complicated if feelings come back, or if they never really went away in the first place. So, if you and your ex can agree to a no-strings-attached situation without hang ups, enjoy it. But if not, take sex off the table, permanently.

— Agencies



PIC: GETTY IMAGES

Smooth operator

It's not just limited to maintaining beards anymore. Men are taking their grooming to the next level

shaven bodies."

According to beauty expert Angela Mongan, more men are coming in looking for the shaven body look and asking to be waxed. "Back waxing is most popular with men," she said.

The study further predicted that men will continue to increase their interest in looking good. It said: "Social norms are expected to continue to change as society becomes more accepting of individuals and it will no longer seem unusual for males to invest time and money in improving their appearance."

The report also revealed it is becoming more common for men to dye their hair.

While men used to pay little attention to their greying locks in the past, it is now seen as more acceptable in the social media age to follow the female path. The study added: "Graying hair is an issue for many young males. The stigma and taboo of colouring men's hair is beginning to change, which has meant that more men are now embracing products that counteract grey hair."


And in recent years, there has been a dip in demand for shaving products owing to the trend for facial hair with A-listers such as Colin Farrell trying out a full beard.

According to Euromonitor figures, men in Germany, Monaco, Denmark and Ireland take the lead when it comes to spending on boosting their looks.

— Daily Mirror




PIC: GETTY IMAGES



Cello bomber jacket ₹2,499 onwards



Blackberry's durban sweater ₹2,195




Caslo vintage range watch ₹3,000 onwards




Numero Uno patched denims ₹3,299



Wrangler Infilcool range tee ₹1,395



Kompanero leather shoes ₹2,599 onward



Bugatti shoes loafers ₹5,999

LIGHTEN UP
Brighten up your basics with a pop of colour
gynda.alves@timesgroup.com

HOW TO

- With the monsoon bringing in the grey clouds, add a little brightness to your day by playing around with basics in vibrant hues. The easiest way to up your style game is to accessorise with colour — a watch, bag or jacket is a good way to start.
- Another way to add a dose of fun to your daily look is with embellished jeans or colour block shoes. Make sure you don't wear them together.
- Bright clothes are known to elevate the mood and can make you happier. So, if you're feeling a bit blue with the monsoons, reach for some colour.

ELITE CONNECT
GREAT OFFERS TO REV UP YOUR LIFE

WHAT YOU DISPLAYED WITH PANACHE, NOW SELL WITH PANACHE.



Introducing Elite Connect in ET Panache. A platform where your premium products get the limelight they deserve.

9312633518, 9560002888
9899792984, 9899120101

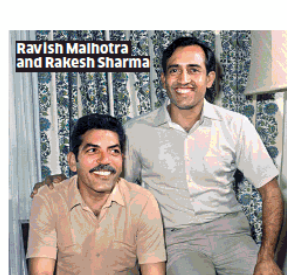
'Only one of the two of us would go up into space'

Continued from page 1

What followed was rigorous training for the better part of two years at the Yuri Gagarin Cosmonaut Training Center at Star City. The medium of instruction was Russian. "It took us about three months to become proficient in the language," Malhotra reminisces. "This was a compulsory requirement since all dials and equipment in the spacecraft had inscriptions in Russian. Also, the Soviet cosmonauts and team members did not speak English."


Their daily routine included theory classes in the morning. This was followed by practical training on the spacecraft simulator, as well as on a mockup of the Space Station, in the afternoon. The crew of cosmonauts hit the gym in the evening. Apart from work on the simulators, they were also given training in extraterrestrial conditions. "Micro-gravity conditions were simulated on earth by taking the cosmonauts in an IL-76 aircraft, which was fully padded on the inside. The aircraft did 'over the top' manoeuvres, which is similar to an outside loop. This creates near zero-gravity conditions for about 45 to 50 seconds," Malhotra says.

Their families were permitted to join them, but they had to eat their meals at the mess hall. Diet was controlled, and physical exercise was monitored. They were allowed some indulgence on occasion. "I did enjoy the odd beer during weekends," Malhotra says.



Ricky and Mallu Sharma and Ravish Malhotra

On April 2, 1984, the Soyuz T-11 took off from Baikonur. There were no technical glitches. Sharma was launched into orbit with two other cosmonauts — Yuri Malyshev and Gennadi Strekalov. Malhotra says that the final decision on who would go into space was taken by the Ministry of Defence in New Delhi. More than three decades later, he insists there has never been rivalry between the two friends. "We are very good friends and have mutual respect and ad-



The Yuri Gagarin Cosmonaut Training Center at Star City

In 1995, Malhotra took premature retirement, and after the specified cooling off period, ventured into business. "I set up a state-of-the-art aerospace manufacturing facility from scratch for a friend of mine in Bengaluru," he says. After turning 75, he stopped working.

Malhotra is still enthusiastic about advancements in space technology. However, he is sceptical of commercial space flights on account of the prohibitive cost and the challenges that untrained civilians will have to contend with.

When quizzed about the Indian government's plan to send another man to space, he exudes confidence and a sense of patriotism in the proposed mission. "When India sends up its own astronauts, in indigenously built spacecraft, even the sky will not be the limit anymore," he says. He jokingly excludes himself from the running.

Riding the change with tech at Tour de France

Technology is beating the charm of long-range attacks at the bicycle race

With all the technology stacked against them, the six breakaway riders at the Tour de France had no hope of making it to the finish without being caught.

Race directors were watching their every move on TV screens set up in their cars, and rival competitors riding behind were informed in instant time of the gap through earpieces. It was a day for a bunch sprint, and it could not be any different.

At the Tour, long gone are the days when bold riders would launch long-range attacks and foil the sprinters at the finish line. The sport has changed so much in the space of 20 years that, on the many long and flat stages peppering the three-week racing program, breakaways have nearly no chance of succeeding.

"A stage victory in the style of Jacky Durand or Thierry Marie? It's nearly impossible on Grands Tours, and even more at the Tour de France," said Emmanuel Hubert, team manager of Arkea Samsic.

Hubert, a former pro rider, mentioned Durand and Marie, two riders who epitomised the idea of panache. In the 1980s and '90s, both were capable of launching long-range victorious rides that made them fan favourites.



Thierry Marie



Emmanuel Hubert, team manager, Arkea Samsic

Such long-haul trips still take place nowadays, but they are seldom rewarded.

No easy breakaways

Take the six who were at the front of the pack in the southwestern Aveyron region last week. There were four climbs on the day's program, but the flat finale gave sprinters a golden opportunity to get a stage win. Tony Gallopin, Michael Schar, Natnael Berhane, Anthony

Turgis, Mads Wurtz Schmidt and Christian Eiking moved away from the pack soon after the start. With none of them a threat, the peloton was happy to let them go. But once their lead reached three minutes, the fugitives were kept on a tight leash, with



PICS: GETTY IMAGES



Jacky Durand



Christian Prudhomme, Director, Tour de France

Cut the power meters

These scenarios, which also affect racing in the mountains, are a problem for organisers who need to maintain excitement over the three-week period.

Cofidis manager Alain Deloell and Tour director Christian Prudhomme are nostalgic for an era when earpieces and power meters were words still to be invented. They believe riders don't use their instinct anymore, with their eyes glued to screens deter-

mining whether they should attack or chase down fugitives.

Prudhomme would like to see a ban on power meters. "Riders should not have permanent access to their data," Prudhomme told the Associated Press. According to Prudhomme, banning power meters would add a dose of romanticism to a sport heavily relying on data. "If riders could not read their power meters, there would be more emotions," he said. "But obviously the biggest teams don't want that."

— AP

Tracking devices capture info on wind speed and direction and gradient in real-time



A cloud-connected data centre analyses hundreds of datasets in real-time

Complex algorithms deliver predictions on the possible race outcomes

Earbuds that will go the extra mile with you

It comes with three sound settings and dual microphone for a clear listening experience



In.pcmag.com

The JLab JBuds Air Executive true wireless earphones are among the affordable pairs on the market, alongside JLab's own JBuds Air Sport. They have the same basic drivers and EQ settings, which means that both pairs deliver average audio quality in line.

The JBuds Air Executive differentiate themselves from the JBuds Air Sport in numerous ways. For starters, they lack ear hooks and the charging case is notably smaller. The black earpieces instead feature a form similar to that of the Apple AirPods — a stem descends from the main enclosure. The case is covered in black vegan leather and features a short USB charging cable.

Water resistance

With an IP55 rating, the earphones are safe from dust and can handle water spray from any direction. In other words, they're fine in the rain and can be wiped down with a cloth. The earphones should not be submerged, and the case isn't waterproof.

Tap to control

Each earpiece employs an 8mm dynamic driver and has a multi-function button on its outer panel. The left and right ears divide the

various controls — both can be pressed and held for three seconds to power up or down.

Battery life

The left side is responsible for volume down and track backward, while the right is for volume up and track forward. JLab estimates battery life to be roughly six hours per full charge, plus an extra 24 hours in the battery case.

Audio performance

The earphones default to Signature sound mode, and you can switch to Balanced or Bass Boost. The Balanced mode has a hollowed-out, thin, nasally sound signature. Bass Boost adds more bass depth to an already bass-heavy sound signature. On tracks with intense sub-bass content, the JBuds Air Executive delivers some real thunder. At the top, they don't distort. At moderate listening levels, the sound signature is still quite bass-forward and sculpted.

- Pros**
 - Water-resistant design
 - Impressive battery life
 - Above-average mic clarity

- Cons**
 - Bass-boosted, sculpted audio
 - Controls aren't always responsive

Word play

There's more to 'search' than meets the eye

Tricks to get the most out of Google's search bar

Did you know? Google lets you search over 100 years' worth of archived news from newspapers around the world

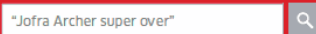
businessinsider.in

Google search couldn't be easier to use. But like most Google products, there is a surprising amount of depth to the search bar than you might think.

Inserting certain symbols into your Google search, for example, can limit millions of potential results so you only see the ones that are actually relevant to you. Here are the six best tips to Google searching like a pro:

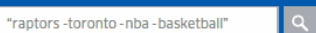
Putting quotation marks around your search helps you find exactly that word or phrase

If you search "Jofra Archer super over", for example, all the search results will have those search terms in them.



Adding a dash, or hyphen, before a word will exclude that term from your results

If you search "raptors -toronto -nba -basketball", you should find search results about raptors that don't have to do with the Toronto Raptors.



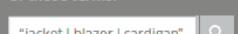
Add a tilde — that squiggly symbol "~" next to your 1 key — before any word in a search term and that word's synonyms will also appear in the results

If you search "basketball ~lessons", you will also get results about basketball training, coaching, classes and results of that type.



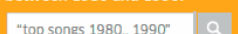
Put a vertical bar — like this "|" — between your search terms and Google will give you websites that have any or all of the terms. The vertical bar operator means 'OR' to Google

If you search for "jacket | blazer | cardigan" your results will have any or all of those terms.



Put two periods between two numbers and Google will give you results within those number ranges

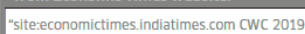
If you search "top songs 1980..1990" Google will show you the best songs between 1980 and 1990.



Search "site: any website.com" before any of your search terms to get results that are only on that particular website

If you search

"site:economicstimes.indiatimes.com CWC 2019", you will only find CWC 2019- (or Cricket World Cup 2019-) related stories from Economic Times website.



AI solves Rubik's Cube in less than a second

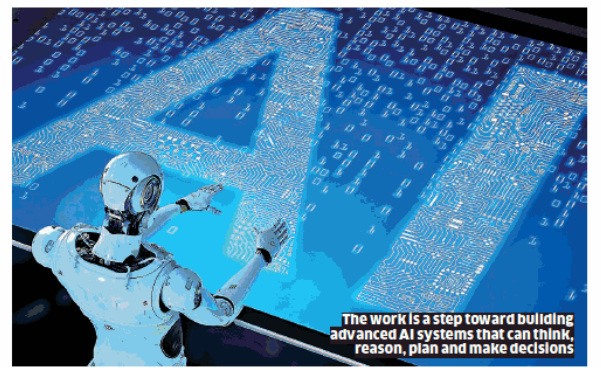
AI solves the puzzle in about 20 moves with deep reinforcement learning and search

Scientists have developed a new artificial intelligence (AI) based algorithm that can solve the Rubik's Cube logic puzzle in a fraction of a second, without any specific domain knowledge or in-game coaching from humans.

Since its invention by a Hungarian architect in 1974, the Rubik's Cube has furrowed the brows of many who have tried to solve it.

However, DeepCubeA, a deep reinforcement learning algorithm programmed by researchers at the University of California, Irvine (UCI) in the US can find the solution in a fraction of a second.

This is no simple task considering that the cube has completion paths numbering in the billions but only one goal state — each of six sides displaying a solid colour — which appar-



The work is a step toward building advanced AI systems that can think, reason, plan and make decisions

ently can't be found through random moves, researchers said.

The study, published in the journal *Nature Machine Intelligence*, demonstrated that DeepCubeA solved 100 per cent of all test configurations, finding the shortest path to the goal state about 60 per cent of the time. The algorithm also works on other combinatorial games such as the sliding tile puzzle, etc.

"The solution to the Rubik's Cube involves more symbolic, mathematical and abstract

thinking. So, a deep learning machine that can crack such a puzzle is getting closer to becoming a system that can think, reason, plan and make decisions," said Pierre Baldi, UCI Distinguished Professor of computer science.

The goal of projects such as this one is to build the next generation of AI systems, researchers said. People are touched by AI every day through apps such as Siri and Alexa and recommendation engines working behind the scenes of their favourite online services, they said.

— PTI

Your next phone may flaunt an in-screen TouchID

The expected launch of this year's line-up of iPhones from Apple is about two months away, yet there are already rumours and leaks about the 2020 iPhones. Analyst Ming-Chi Kuo — who has a track record regarding Apple-related news — has now revealed that the 2020 iPhones may feature in-screen TouchID.

Kuo, however, has not said whether the technology will be implemented across new iPhones or on a select variant. As per reports, Kuo said, "At least one of the new iPhones introduced in 2020 will have a smaller front-facing camera cutout". This would mean that there could be a smaller notch — or perhaps no notch — and it would give iPhones an improved

screen-to-body ratio. Notably, the in-display fingerprint sensor is a common feature now in Android smartphones across price ranges.

An investor note by Credit Suisse also reveals that Apple's screen splitters are actively working on displays without a notch. This would mean that Apple may modify its FaceID feature in 2020. Interestingly, Apple recently unveiled a new ad promoting its TouchID and how it's even more secure than FaceID. So, the reports of Apple ditching FaceID completely or partially should be taken



PICS: GETTY IMAGES

with a pinch of salt.

Earlier rumours about 2020 iPhones have indicated that a big change could be coming from Apple. The tech giant may launch three iPhones featuring only OLED displays in 2020. It is also expected that Apple could increase and decrease display sizes. It is rumoured that there will be a 6.7-inch, a 6.1-inch and a 5.4-inch display iPhone in 2020 as opposed to the 6.5-inch (found in iPhone XS Max), a 5.8-inch (iPhone XS) and a 6.1-inch (iPhone XR) sized iPhone.

— TOI Tech



I witness

A hired killer, an accountant, a former pilot, two partners and an ex-lover: Some of the testimonies that nailed Joaquin 'El Chapo' Guzman

A US judge sentenced Mexican drug kingpin Joaquin 'El Chapo' Guzman to life in prison, ending a trial that lasted nearly three months, whereby 56 government witnesses delivered dramatic evidence. And out came murky details of the functioning of the Sinaloa cartel, which Guzman led with blessings from the police, military officers and Mexican officials going all the way up to the President.

Torture techniques

Isaias Valdez Rios, a hired killer for El Chapo, testified that he saw the drug kingpin torture and execute three rival traffickers, burying one of them alive. The two others had their bones broken. Their bodies were then burned.

Other witnesses said they had seen El Chapo order kidnappings and killings of rivals or of police who refused to accept bribes. They said he had a permanent security guard of about 100 men armed



with pistols, automatic weapons, grenades and rocket launchers.

Government involvement

Two former partners testified that El Chapo paid millions of dollars in bribes to senior government officials to hunt down rivals, expand his business, and dodge the authorities and police. His attorney Jeffrey Lichtman said El Chapo also bribed two Mexican presidents —

Enrique Peña Nieto and Felipe Calderon — but they have denied this.

His face disfigured by repeated rounds of plastic surgery to conceal his identity, Juan Carlos 'Chupeta' Ramirez, former boss of a Colombian drug cartel, testified that with help from El Chapo, he smuggled more than 400 tons of cocaine to the US between 1989 and 2007.

Accountant's account

El Chapo's accountant, Jesus Zambada, told the jury how the former purchased Colombian cocaine for \$3,000 a kilo and sold it in New York for \$35,000 a kilo. All drugs, an average of 80 to 100 tons a year, were sent to the US, he said.

With the help of Christian Rodriguez, a Colombian who was El Chapo's communications chief, US officials intercepted some 200 conversations between the boss and his associates, hired killers, and corrupt Mexican officials. They also intercepted encrypted messages between El Chapo and others, sent on Blackberries that the trafficker used to spy on his associates and his mistresses.

El Chapo's former pilot and business manager, Miguel Angel 'Gordo' Martinez, testified that the cartel boss would receive cash-filled airplanes from the US, each plane carrying "eight to 10 million dollars". El Chapo also worked with Colombian suppliers to finance deliveries of up to 14 tonnes of cocaine — transported by boat to international waters off Mexico, where Colombian crew would hand over the drugs to El Chapo's employees, he revealed.

In the presence of wife Emma Coronel, a former lover and partner testified that on one night in 2014, the two came close to being captured by Mexican marines and escaped through a tunnel built under a bathtub in a house in Culliacan state. She said El Chapo was totally naked as he ran ahead of her and left her behind.

— AFP

Murty gives Pichai an assist

shannon.tellis@timesgroup.com

For fans of football club Barcelona, nothing can come in the way of a Champions League semi-final clash against Liverpool. Not even a highly-anticipated developers' conference that happens once a year.

Just ask Google CEO Sundar Pichai, who wrapped up his keynote I/O speech in an hour and 45 minutes in order to catch the match. At the start of his speech in May, Pichai said, "We're going to keep the keynote

to under two hours because Barcelona kicks off against Liverpool at noon. It should be an amazing game."

Surprised? Pepperfry chief Ambareesh Murty isn't. Murty, who is himself a huge Barcelona fan, says he would have done the same given a chance.

"I completely understand where he's coming from," he said. "Let me put it this way: If Green Day were having a concert in Mumbai, which I was about to attend, I would try and work my calendar around that, so I would have (ample) time to get to the concert."



Sundar Pichai (top) and Ambareesh Murty

PICS: BCLL, SANJEEV RASTOGI

A 'beautiful day' for Brian Chesky

glinda.alves@timesgroup.com

It had been almost a year since Airbnb CEO Brian Chesky shared a photo on his Instagram page. So the post with which he chose to ultimately return had to be worth the wait.

This week, Chesky shared a post with U2 frontman Bono, featuring two pictures: The first showing them locking hands in a mock arm wrestle, captioned "Can't really explain what's happening here." In the next picture, the two have swapped sunglasses; Bono is wearing Chesky's sporty sunnies, while Chesky tries out Bono's trademark rose-coloured glasses. Chesky



Chesky (right) posted the images on his Instagram

was modest, his caption saying, "I got to wear the rose colour glasses but he still looked cooler."

While Chesky is clearly a fan, it seems the feeling is mutual. Back in 2014, when Airbnb announced it would double its workforce in Ireland, the U2 frontman said Airbnb are a "force to be reckoned with".

PONY MA, CHINA'S INTERNET TYCOON, IS GALLOPING AWAY TO GLORY

businessinsider.in

China's largest internet portal, Tencent, derives its name from "teng xun", which stands for an "era of messaging in the speed of 10,000 horses". Its founder is Ma Huateng, who goes by the nickname 'Pony'. In fact, even Ma is "horse" in Mandarin. Fair to say, the company runs on much horsepower. Pony is the brains behind WeChat, a multi-purpose app which works as a mixture of WhatsApp, Google News and Uber.



Alibaba co-founder Jack Ma (left) with Pony

PICS: GETTY IMAGES



Wechat used to pay for groceries

Tencent was founded in 1998

Humble beginnings

Pony founded Tencent in 1998, and its first product was a knock-off instant messaging service, which gave him a reputation of being a copycat. But since 2011, when he launched WeChat, there has been no looking back. Today, it has 1.1 billion monthly active users.

It's become so critical that life in China is essentially impossible without it. It's the app people use to message friends, make payments, order food, or even book taxis. In fact, Mark Zuckerberg has

reportedly said he wants his social network to be modelled after WeChat.

China's elite rich

WeChat's success has helped Tencent rake in revenues of 312.7 billion yuan (\$45.6 billion) in 2018, and a profit of 80 billion yuan (\$11.7 billion). Pony and Jack Ma were honoured by China's Communist Party for "contributions to the reform and opening up". While Jack Ma was confirmed as a member of the party, Pony was named "non-partisan".

Leadership skills

Business magazine Barron named Pony one of the best CEOs in 2019, showing how well liked he is among Tencent's employees. And this comes on the back of some rather quirky activities planned by the company. In 2016, the company's executives were asked to trek through the Gobi Desert for an off-site retreat, reported Bloomberg.

And when some members asked to go home early, Pony and Tencent president Martin Lau insisted on continuing.

DRIVE INTO THE FUTURE WITH ŠKODA.

With the India 2.0 strategy we, at ŠKODA, have ambitious growth plans. Now, we are looking for dealer partners in Delhi and this is your opportunity to grow with us.



ŠKODA
SIMPLY CLEVER

Visit us at <http://www.skoda-auto.co.in/aid/investors> to download the application.

Kindly share your application on dealerdevelopment@skoda-auto.co.in