



**Home Sales Stay Flat in Q1; New Launches on the Rise**

BRANDS & COMPANIES >>> 5

**People's Bank of China 'Close' to Launching Cryptocurrency**

AROUND THE WORLD >>> 17

**Shreyas Iyer a Better No 4 Option Than Rishabh Pant**

SPORTS: THE GREAT GAMES >>> 20



To order your favourite newspaper, call 1800 1200 004 toll free or visit subscribe.timesgroup.com. To advertise with us, call 1800 120 5474

**TECTONIC SHIFT GROUP JUNKS GO-IT-ALONE STRATEGY, PLANS TO FORGE PARTNERSHIPS WITH GLOBAL GIANTS FOR MAJOR BUSINESSES**

**AMONG INDIA'S LARGEST FDI DEALS** Aramco to get seats on board of oil-to-chemicals business and one seat on Reliance Industries board; will also get to appoint key managers in the unit; RIL will tie up 35% of crude supplies

## RIL to Sell 20% in Oil-to-Chemicals Unit to Aramco at \$75-B Enterprise Value

### Strategic Moves

**DEAL DYNAMICS**

**RIL will carve out oil-to-chemicals division** Saudi Aramco to buy 20% in this business

Enterprise value of this entity seen at \$75 billion

RIL says division will become independent entity in 5 years

Saudi Aramco executives say deal is at a 'very early stage'

**WHAT IT MEANS**

RIL will tie up 35% of crude supplies through this deal

Reliance Industries aims to have net zero debt by March 2021

Funds from Aramco deal to help bring down debt

**Our Bureau**

Mumbai: Reliance Industries on Monday signalled a tectonic shift in its decades-long, successful business model of going it alone by proposing to offload stake in its oil-to-chemicals business to Saudi Arabian giant Aramco for an enterprise value of \$75 billion (around ₹5.3 lakh crore). It also announced that it will henceforth forge partnerships for major businesses with global giants and confirmed reports of strategic interest in its telecom and retail businesses.

Saudi Aramco has agreed to buy 20% in the oil-to-chemicals division, the core business of RIL. However, the global oil giant will only have an economic inter-

est for the first five years, not a direct equity stake. The oil-to-chemicals business will function as a division of RIL. Aramco will pick up a direct stake after five years, when the division will be spun off into a separate company and become a subsidiary of RIL.

**The coming year will mark the beginning of the most ambitious value-creation strategy in the history of RIL and India... (through partnerships with leading global and Indian companies**

**MUKESH AMBANI**  
Chairman, Reliance Industries  
**RELIANCE BLUEPRINT >>> 9, 11, 18**

Monday's announcement about the Aramco deal and the confirmation from RIL chairman Mukesh Ambani about upcoming strategic stake sales in the telecom and retail businesses and their subsequent public listing sets the stage for Reliance Industries to eventually become a holding company with significant downstream investments.

The move comes amid investor concern about the ability of new businesses to generate cash flows to repay debt. RIL officials and Ambani himself downplayed these fears, which had led to a fall in share price in recent days.

The deal was touted as a win-win for both Aramco and RIL shareholders.

**Reliance Retail, Jio IPOs by 2024**

RIL will sell stakes in Reliance Retail and Jio to strategic global investors over the next few quarters and list them on the stock exchanges by 2024. >>> 9

**RIL Partnering MS for Cloud**

RIL is partnering Microsoft to offer cloud-based solutions to small enterprises, investing in blockchain and internet of things networks, and creating content across education, entertainment and gaming. >>> 11

**Jio Broadband from Sept 5**

Jio will launch home broadband plans ranging from ₹700 to ₹10,000 a month from September 5 with a minimum speed of 100 Mbps. It will offer a free HD TV with yearly plan. >>> 18

**Finance Cost Doubled in FY19 >>> 14**

**CLEARING UNCERTAINTY**

## Freedom from Tax Burden for Angel Funds

Exemption from angel tax even if assessment order passed before Feb 19

**Our Bureau**

New Delhi: Startups that were issued with an assessment order before February 19 this year under the so-called angel tax will now be able to avail of exemption from the levy.

The Central Board of Direct Taxes has exempted even those startups where additions were made to incomes and assessment orders were passed before that date.

The Department for Promotion of Industry and Internal Trade (DPIIT) had issued a notification on February 19 that barred startups from availing of the tax exemption if they had a prior assessment order.

"This has caused hardship to such companies," the CBDT said in a notification.

With this clarification, the government has provided comprehensive relief to startups from angel tax. Startups that have been served angel tax notices can cite this notification and seek relief from proceedings.

Entrepreneurs and those funding them have complained that they have been unfairly targeted by the Income tax authorities over the issue of shares at prices in excess of the fair market value.



**Relief From Past**

**Comprehensive Cover**

DPIIT notification had exempted startups

Relief was not available to those issued assessment order before Feb 19, 2019

CBDT says relief now available to these entities as well

Startups will only need to furnish a declaration

CBDT had earlier relaxed angel tax provision for those issued scrutiny notices

Complete relief available to eligible startups from angel tax



## Reliance Aims to be a Zero Net Debt Company by March 2021

Divestments, value unlocking of investments part of co strategy

**Our Bureau**

Mumbai: Reliance Industries (RIL), which now runs India's biggest retail and telecom operations, aims to be a 'zero net-debt company' in the next 18 months through divestments in its various businesses and value unlocking of investments, chairman Mukesh Ambani said Monday.

The conglomerate has already

begun executing the plan with the Saudi Aramco deal. Next, it is seeking strategic investors for its retail and telecom businesses — Reliance Retail and Reliance Jio Infocomm.

"We have a very clear road map to becoming a zero net-debt company within the next 18 months — that is by 31st March 2021," Ambani, India's richest man, told shareholders at RIL's annual general meeting. "Our transactions with

Saudi Aramco and BP will create win-win relationships, generating significant strategic value for our partners."

Ambani added that these two deals will be closed in the current financial year, and the combined commitments from these two transactions are about ₹1.1 lakh crore.

RIL's outstanding debt as of June 30 was ₹2,88,243 crore.

ILLUSTRATION: ANIRBAN BORA

**OMNI-CHANNEL APPROACH IN CHALLENGING TIMES**  
**Fintech Startups Go Offline**

Fintech lending startups, which had started with a purely online model, are looking for an omni-channel approach. These startups have found new lines of businesses through corporate tie-ups, kiosks, physical branches and cluster models, reports **Pratik Bhakta**. >>> 6

**BOEING**

**BUILDING THE FUTURE TOGETHER**

This Independence Day, Boeing celebrates the inspiring progress of India and proudly supports the nation's focus towards becoming a leader in the global aerospace ecosystem.





## Hong Kong Cancels All Flights As 5,000 Protesters Swarm Airport

AROUND THE WORLD &gt;&gt;&gt; 17

NEW FUNDS FROM US, JAPAN, SOUTH KOREA &amp; CHINA STEP UP INVESTMENTS

# Bullish on India, VCs Set Out to Raise Fresh Capital

**India Shining**  
Venture capital firms set to place bigger bets on India

### MULTIPLE ATTRACTIONS

Returns of over \$2.5 b from secondary sale in unicorns Oyo, Byju's, PolicyBazaar, Freshworks, Delhivery and Swiggy yield good returns

Stable, progressive govt and policy in the country Infrastructure, IndiaStack and Jio penetration



### PUSH FACTOR

**MACRO** uncertainty around elections in US  
**VENTURE** investments in China slowing  
**INDIA IS SEEN** as next big market globally

### WHO PLANS TO RAISE HOW MUCH (\$ MILLION)

Accel	500
Chiratae	300
Lightspeed	250
Kalaari Venture	200
India Quotient	60

Accel, Lightspeed gear up for fundraising; Shunwei, Ribbit, Beenext to invest more in startups here

Aditi.Shrivastava1@timesgroup.com

**Bengaluru:** Early-stage technology and startup deal activity is set to intensify further with venture capital firms such as Accel Partners and Lightspeed Venture Partners expected to raise fresh capital and several other funds, both old and new, stepping up investments in the country.

Apart from the bigger and better known VCs, a group of funds from the United States, Japan, South Korea and

China, which were looking at India from the sidelines, are now co-investing with the larger funds. These include General Catalyst, Akatsuki Entertainment Technology, Korean Investment Partners, Qiming Ventures, Morningside and a clutch of family offices. Others such as Steadview Capital, Falcon Edge, Shunwei Capital, Ribbit Capital, Venture Highway, Mirae Asset Management and Beenext have also stepped up deal volumes significantly.

Accel, an investor in unicorns Flipkart, Swiggy and Freshworks, is expected to hit the road to raise \$500 million later this year, while Sequoia Capital has extended its \$695 million sixth India and Southeast Asia fund by \$200 million, said so-

urces. Sequoia, the Silicon Valley heavyweight, is also closing a \$200 million fund for its seed-stage programme, Surge, which ET first reported on April 3.

Others in the fundraising process include Chiratae Venture Partners (formerly IDG Venture Partners), which plans to raise about \$300 million; Lightspeed Venture Partners, which is targeting about \$200-250 million, and Kalaari Venture Partners, which said earlier this year that it looks to raise \$200 million.

Emailed query sent to Accel Partners, Sequoia Capital and Lightspeed did not elicit a response till press time on Monday.

The Mumbai-based India Quotient also said recently that it will close its \$60 million fund by September, while Water-Bridge Ventures has begun the process to raise its second fund.

Heightened Interest &gt;&gt;&gt; 12

### Today on

**ETPrime.com**

How India's largest crypto exchange Koinex went belly up

The 4-wheel drive's ride to irrelevance

Can belated 4G spectrum and a revival plan save BSNL?

China's cyber-spies make money on the side by hacking video games

COMPANIES: PURSUIT OF PROFIT &gt;&gt;&gt; 15

### Inside story

#### Reliance Cap Set to File ₹10,000-cr Defamation Suit Against PwC

Reliance Capital is all set to file a ₹10,000 crore defamation suit against its erstwhile auditor Price Waterhouse & Co (PwC). Separately, some shareholders of Reliance group companies are also expected to file a class action suit against PwC for eroding value of their investment.

Brands &amp; Companies &gt;&gt;&gt; 5

#### New Set of Reforms Target Local Pricing, National Gas Market

The government is planning to introduce a wave of reforms in the natural gas sector, aimed at local discovery of prices and development of a national gas market. Proposal includes snapping the power sector's priority access to cheap local gas.

Economy: Macro, Micro &amp; More &gt;&gt;&gt; 13

#### Govt Plans Large Green Power Plants on Lines of Coal UMPPs

The government is planning large renewable energy projects like coal-based ultra mega power projects via public-private-partnership route. The plants are likely to be 1,800 MW in capacity, which can be spread over three areas of 600 MW each.

Economy: Macro, Micro &amp; More &gt;&gt;&gt; 13

### MOVE CHALLENGED IN CALCUTTA HIGH COURT

## Setback for Lodhas in Dispute Over Control of MP Birla Group

Administrator won't support Harsh Lodha's reappointment as director in three listed group cos

Maulik.Vyas@timesgroup.com

**Mumbai:** A court-appointed committee has decided not to support a resolution seeking Harsh Vardhan Lodha's reappointment as director on the board of the MP Birla Group's three listed entities — Birla Corporation, Vindhya Telelinks and Birla Cable. Lodha, who currently heads the group, has challenged the move in the Calcutta High Court.

The Administrator Pendente Lite (APL) committee oversees the operations of the company until there's a final order in the decade-and-a-half-old dispute between the Birlas and the Rajendra Lodha family over control of the MP Birla Group.

"APL committee (having control over majority shareholdings in companies in MP Birla Group including Vindhya Telelinks and Birla Cable) does not support the resolution for reappointment of HV Lodha as a director of Vindhya Telelinks and Birla Cable," said the commit-

### Case File

**PD Birla, in her will, bequeathed all assets of MP Birla Group to RS Lodha**

### Asset Count

**MP Birla Group assets valued at around ₹5,000 crore**

**Includes listed entities Birla Corporation, Universal Cables, Vindhya Telelinks and Birla Cable**

**Dispute**

**Birlas challenged the will and sought probate over earlier two wills**

**Birlas questioning genuineness of will**

**Say group assets should go to charities as per will made in 1982**

tee in its July 30 report, which ET has reviewed. "The committee supports in principle the resolution for payment of profit-based remuneration to non-executive directors of Universal Cables, Birla Corporation, Vindhya Telelinks and Birla Cable."

The three-member APL committee is headed by former Bombay High Court chief Justice Mohit Shah.

No Controversy &gt;&gt;&gt; 12

### VOLCAN INVESTMENTS WITHDRAWS EOI

## Anil Agarwal No Longer Interested in Jet



Anil Agarwal's family trust Volcan Investments has withdrawn the expression of interest for Jet Airways a day after expressing interest in the airline, Agarwal said on Monday, report **Vatsala Gaur & Satish John**. >>> 19

## Puri Remains Top-Paid Bank CEO

Receives monthly basic salary of ₹89 lakh in FY19; Axis' Amitabh Chaudhry at No 2 spot

Joel.Rebello@timesgroup.com

**Mumbai:** HDFC Bank managing director Aditya Puri remained the highest paid bank chief executive in India with a monthly basic salary of ₹89 lakh in FY19. Puri has led the bank — the most valuable lender in the country — since its inception 25 years ago.

Axis Bank CEO Amitabh Chaudhry, who took over the position in January, was second at a basic monthly salary of ₹30 lakh. The bank ranks third in terms of assets among private sector banks. Kotak Mahindra Bank's Uday Kotak was at number three with a monthly basic salary of ₹27 lakh and ICICI Bank's former boss Chanda Kochhar was at four in the list compiled from annual report data, having got ₹26 lakh per month until her departure.

Her successor Sandeep Bakhshi earned an average ₹22 lakh per month, ranking him at five. He became CEO in October, having taken over as chief operating officer (COO) in June when Kochhar moved out following a probe ordered by the board. IndusInd Bank's Romesh Sobti, with an average ₹16 lakh



**Uday Kotak was at number three with ₹27 lakh followed by Chanda Kochhar who got ₹26 lakh a month till her departure**

per month basic pay, ranked below Bakhshi. CEO compensation at banks has come into focus over profitability and bad loans. In some cases, the Reserve Bank of India had to withhold approval for CEO bonuses. The regulator under former governor Urjit Patel was tough on executive pay and perks.

CEO-level pay depends on creating shareholder value and improving key performance parameters, said K Sudarshan, regional managing partner,

Asia, EMA Partners, a global executive search firm.

"Besides base compensation, bonus and stock options also form an important part of CEO compensation," he said. "In a way, the bank size does not determine the compensation but it all depends on creating shareholder value with focus on improving key parameters like return on capital employed (ROCE), net interest margin (NIM) etc."

While the data has been compiled from annual reports, the compensation is not necessarily comparable, with at least two CEOs — Bakhshi and Chaudhry — taking charge at different points during the year. Bakhshi started as COO in June and became CEO in October. Chaudhry became CEO in January. The monthly numbers have been arrived at after dividing the annual amount given in the report by the number of months they have served the respective banks. Kochhar held the post until October 4.

In calculating pay, ET did not take into account perks and other privileges because these are treated differently by various banks.

Yes Bank Salaries &gt;&gt;&gt; 14



GOVT TO NOTIFY FRAMEWORK FOR COLLATING DATA

# Book of Jobs to Feature CAs, Lawyers, Drivers

Professional bodies and gig economy players will be asked to provide data on jobs generated

Yogima Seth Sharma & Kirtika Suneja

New Delhi: Professional bodies including those representing lawyers, chartered accountants and architects, among others, as well as gig economy companies such as Ola and Uber will have to soon start filing data on jobs created.

The government is set to notify a framework for collating this information, a senior government official told ET, adding that this had been decided at a high-level meeting recently.

"A notification in this regard is expected soon," he said.

The government has identified 23 organisations that will be directed to share the number of professionals registered. This will eventually include service providers such as Ola and Uber that recruit drivers.

Experts have long raised concerns over the lack of quality jobs data in the country. "There is consensus within the government that job numbers from professional bodies also need to be included in India's overall job data," the official said.

## Professional Job

### COMPLETE COUNT

India's unemployment was at 6.1% in 2017-18 | Govt feels survey-based data not adequate | Grads from professional institutes not part of current job data set | Count from professional bodies will make it robust

### PROCESS IN PLACE

Govt to notify nodal dept to collect jobs data | Labour bureau or MoSPI could be tasked with data collation | Data to be gathered from 23 professional bodies like IMA, AICTE, ICAI



Household and enterprise surveys have been so far used to estimate employment.

The data will be collated by the labour bureau under the ministry of labour and employment or the ministry of statistics and programme implementation, the official said.

The government thinks Niti Aayog had earlier attempted to tap this information through its data analytics cell, but this didn't turn out as expected because of apparent reluctance on the part of the organisations to participate.

The government also uses Employees' Provident Fund Organisation (EPFO) enrolment numbers as a monthly indica-

tor of buoyancy in formal job creation in the economy. However, that has been questioned in some quarters.

The EPFO enrolment numbers along with Employees' State Insurance (ESI) Scheme, National Pension System (NPS) and General Provident Fund (GPF) data were used by Soumya Kant Ghosh and Pulak Ghosh last year for their study, Towards a Payroll Reporting in India, which estimated that around 7 million jobs might have been created in FY18.

"Using alternative sources for employment numbers is a great idea, since this — complementing surveys — will make estimates more robust," said Saugata Bhattacharya, chief economist at Axis Bank.

Pilot Survey to Check Authenticity >> 12

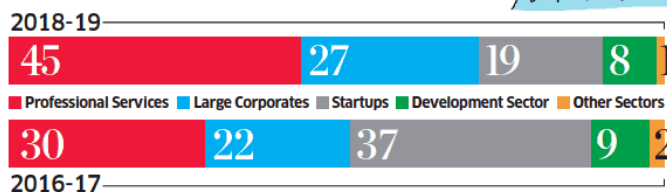
## Here's India Inc's New Gig

The gig economy is firmly on its way to becoming a key part of India Inc's strategy. As many as 72% of all gig projects were in large corporates and professional services firms in 2018-19 compared with 52% two years back. Plus, most of the professional gig economy segments have seen growth double in two years, according to a study, 'Professional Gig Economy 2018-19 Report Card', carried out by Flexing It, a gig platform, and shared exclusively with ET.

"We find that large corporates are increasingly leveraging independent consultants and freelancers to drive priority strategic projects and to pilot new product/service models. This is driven by a need for specific expertise and new thinking, the urgency of deliverables and also a need for flexibility," said Chandrika Pasricha, founder of Flexing It.

### THE BIG PICTURE

Startups were early adopters of flexible talent. Now, large corporates and professional services are driving the demand.



Top functions in demand — strategy, followed by technology and marketing — accounted for half the projects in 2018-19

Short-term projects are not one-size-fits-all, and are structured flexibly, based on requirements

Over two-thirds of the projects were less than 6 months in duration, meaning companies were roping in consultants for short bursts

### WHO'S HIRING WHOM

Professional services firms are hiring to add deep domain expertise to client-impact teams

Large corporates are hiring to drive strategic priorities and transformation initiatives

Startups are hiring independent talent that they otherwise may not be able to afford. About 60% of projects require 20 hours or less a week

### HOT SKILLS IN TOP-TIER GIG ECONOMY

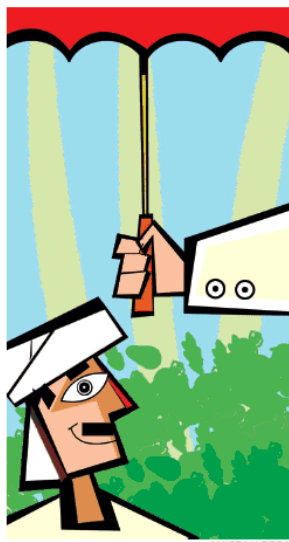
FUNCTION	SKILLS
<b>Strategy</b> Growth strategy; Go-to-market; Program management support	<b>Technology/IT</b> Data analytics; Product management; Project management
<b>Finance</b> Interim CFOs; Valuation and finance modelling; Business case development	<b>Marketing</b> Brand strategy; External communication; Marketing strategy - digital + offline
<b>Human Resources</b> Talent acquisition; HR policies including compensation strategy; organisation development and employee engagement	

SOURCE: Study based on research data from 2,000 organisations which opt for gig workers  
TEXT: SAUMYA BHATTACHARYA

ILLUSTRATION: ANIRBAN BORA

## More Farmer-friendly Crop Cover On Cards

Looking to increase benefits under PM Fasal Bima Yojana after states' feedback: Agri minister



Rituraj.Tiwari@timesgroup.com

New Delhi: The government will soon launch a more farmer-friendly crop insurance scheme to maximise benefits under the Pradhan Mantri Fasal Bima Yojana (PMFBY), said agriculture minister Narendra Singh Tomar.

"We have seen few shortcomings in the present scheme. We have invited suggestions from states to make it more farmer friendly. The aim of this scheme is just to maximise benefits to farmers and cover their risks," Tomar said.

The minister said the Centre is expecting feedback and suggestions from states this month, after which the scheme would be suitably modified. "We have not fixed any timeline for the new guidelines. Kharif season is on. We can't say now whether it will be implemented in the coming Rabi season even. But whenever it gets implemented, it will be more comprehensive. Deliberations are on and we will try to remove all the shortcomings," he said.

The government is evaluating making this scheme voluntary for farmers while introducing a risk-pooling system wherein government will have more control right from deciding the premi-

um to fixing payouts. "This is just one of the options we are mulling over. Insurance companies would only have administrative role in implementing the programme," said a senior agriculture department official involved in framing new rules for PMFBY.

He said in the risk-pooling system, government would create an agency which will fix crop premiums and payouts while controlling insurance companies would only be restricted to administrative functioning against a fixed charge. "This will eliminate the misnomer that private insurance companies are making money from this scheme. Companies will be given fixed charge and the entire risk will be transferred to the agency," he said.

He said the Centre has also sought inputs from states about removing high premium crops from the ambit of crop insurance and suggested a premium ceiling at 25% if irrigated area within a crop is more than 50% and 30% premium cap if irrigated area within a crop is less than 50%.

Assessment of Crop Yields >> 18

ANIRBAN BORA





**Narendra Modi**  
@narendramodi  
My best wishes on the occasion of Eid al-Adha. I hope it furthers the spirit of peace and happiness in our society. Eid Mubarak!

**Manmohan Singh**  
Former Prime Minister

Its outcome (abrogation of provisions of Article 370) is not to the liking of many people of our country. It is important that the voice of all these people be heard. It is only by raising our voice that we can ensure that in the long run, the idea of India, which is very sacred to us, will prevail

**Article 370: SC to Hear Plea Today**

**NEW DELHI:** The SC is scheduled to hear on Tuesday a plea challenging the Centre's decision to impose restrictions and "other regressive measures" in Jammu and Kashmir following the revocation of the provisions of Article 370. The plea filed by Tehseen Poonawalla is listed for hearing before a bench comprising Justices Arun Mishra, MR Shah and Ajay Rastogi. Poonawalla has said he is not expressing any opinion on Article 370 but seeking withdrawal of 'curfew' restrictions and other alleged regressive measures, including blocking of phone lines, internet and news channels in J&K. — OPB/PTI

**Sitaram Yechury**  
@SitaramYechury

We are a country of diverse languages, religions, cultures & ideas; this is our strength. The impact of undemocratically and forcibly altering J&K's status will be felt in other states with special status. Let's not forget that most are on India's borders.

**Capt Amarinder Hosts Kashmiri Students**

**CHANDIGARH:** Punjab CM Amarinder Singh on Monday hosted 125 Kashmiri students on Eid and said he was confident that situation would improve in the Valley soon. The invitation from the CM for lunch at Punjab Bhavan here made it an occasion to cherish and feel at home, said students. — PTI

**CRPF's Kashmir Helpline 14411 Active Again**

**NEW DELHI:** The Srinagar-based CRPF helpline, 14411, has been re-activated, officials said on Monday. "14411 Restored: #Kashmiri students and general public residing in Kashmir or outside can contact #CRPF Madadgaar on 24x7 toll free number 14411 for speedy assistance," the CRPF said in an official tweet. — OPB

**NO FIRING IN VALLEY: IGP (KASHMIR) SP PANI** Prayers at local mosques; bigger mosques like Jama Masjid and Hazratbal not open for prayers as concerns over fake news and rumour mongering on social media had officials on the edge

# Eid Peaceful in Jammu & Kashmir



**AMID CURFEW-LIKE RESTRICTIONS:** Kashmiris offering Eid prayers outside a mosque in Srinagar on Monday — AP

## OVER 5,000 CALLS MADE FROM SRINAGAR: HOME MINISTRY Twitter told to Take Down Handles Spreading Fake News About Valley

Hakeem Irfan & Rahul Tripathi

**Srinagar | New Delhi:** Eid al-Adha was celebrated in the Kashmir Valley as thousands offered prayers at local mosques amid curfew-like restrictions. Bigger mosques like Jama Masjid and Hazratbal were not open for prayers as concerns over fake news and rumour mongering on social media had officials on the edge.

Further, the Centre on Monday wrote to Twitter asking it to take down as many as eight handles allegedly peddling fake news and spreading misinformation about the situation in the Valley, officials said. Later in the day, news agency PTI reported that Twitter has suspended "four handles for allegedly spreading anti-India propaganda on Jammu and Kashmir".

According to officials, suspension of Twitter handles was taken up by the Ministry of Electronics and Information Technology. The government said these social media

Location	Number of People
Dar ul Uloom Raheemiyah at Bandipora	5,000
Jamia Masjid	2,000
Baramulla	10,000
Eidgah at Kupwara	3,500
Trehgam	3,000
Kulgam	5,500
Sopore	1,500
Qalmoh	6,000

**NSA Ajit Doval undertakes aerial survey of Srinagar and south Kashmir areas to take stock of the security situation**

accounts were spreading rumours and misinformation to disturb peace and calm in the Valley. Several of these twitter handles, including one in name of separatist leader Syed Ali Shah Geelani, are being operated from outside the Valley, officials told ET. Earlier, NSA Ajit Doval undertook an aerial survey of Srinagar and south Kashmir areas to take stock of the security situation. A home ministry spokesperson said: "Locals in Srinagar made over 5,000 calls to their families and relatives outside the Valley on the occasion of Eid." J&K police denied media reports of protests and violence after

the Friday prayers. "There have been some reports in the media about firing by security agencies and deaths, the police carried out a detailed briefing," IGP (Kashmir) SP Pani said, adding: "I would like to reiterate and categorically deny that any firing incident has happened in J&K."

On being asked about the duration of communication blockade, a home ministry official told ET: "Restrictions are because of security requirements. However, people are being facilitated to contact their relatives outside the state through deployment of helplines at convent locations such as the DC office, police stations and police posts. Any relaxation or tightening in restrictions is a local exercise by the police and district administration based on their assessment of the need to maintain public order and peace."

"This is a dynamic situation and relaxations will be announced accordingly," Rohit Kansal, J&K administration spokesperson told reporters in Srinagar.



## 'NO ADDITIONAL CLAIM' Foreign Minister Allays Chinese Fear on Ladakh

Dipanjn Roy Chaudhury @timesgroup.com

**New Delhi:** Change of Ladakh's status would not impact the Line of Actual Control, foreign minister S. Jaishankar has said, allaying Chinese fears while emphasising that New Delhi was not making any additional territorial claims. Jaishankar's response came after Chinese foreign minister Wang Yi, who had a bilateral meeting with him in Beijing on Monday, brought up the legislation passed recently by Parliament on Jammu & Kashmir. Jaishankar told him it was changes made in a temporary provision in the Constitution and meant to promote better governance and socio-economic development. There was no implication for India's external boundaries or LAC, Jaishankar told Wang and added the two sides had agreed to a fair, reasonable and mutually acceptable settlement of the boundary based on the '2005 political parameters and guiding principles'.

Wang referred to rising tensions between India and Pakistan following the legislation, but Jaishankar emphasised that India's internal matter had no bearing on Pakistan.

## HOPE INDIA WOULD PLAY ROLE FOR REGIONAL PEACE: CHINA Differences Shouldn't Become Disputes: Jaishankar to China

Dipanjn Roy Chaudhury @timesgroup.com

**New Delhi:** India on Monday tried to smoothen China's ruffled feathers, saying it is important to ensure that bilateral differences don't blow up into big disputes. China suggested that India should play a "constructive role" for regional peace and stability. These views were expressed when foreign minister S. Jaishankar, who is on a three-day visit to China, called on Chinese vice president Wang Qishan and later met his counterpart Wang Yi. Welcoming Jaishankar, Wang re-



ferred to the Indo-Pak tensions without directly referring to India scrapping Article 370. "China and India, as two big nations, have important responsibilities for upholding the regional peace and stability," he said, adding: "When it comes to the recent tensions between India and Pakistan and the possible ramifications, we follow these developments very closely. We hope India would also play a constructive role for the regional peace and stability."

Jaishankar said: "It was important that differences between us, if any, should not become disputes... I hope today the discussions we have would help us translate those convergences into many more shared activities and collaborations."

China's role in the UN Security Council is closely watched, given that Pakistan is its all-weather ally. Jaishankar's visit comes two days after Pakistan foreign minister Shah Mahmood Qureshi travelled to Beijing on August 9 to seek China's support in the UNSC on the Kashmir issue. Jaishankar briefed Wang about the rationale behind India's move and emphasised J&K is India's integral part.

## PAK DIVIDED THE AREA ILLEGALLY OCCUPIED BY IT, SETTLED OUTSIDERS Pak Double Standards Exposed

Dipanjn Roy Chaudhury @timesgroup.com

**New Delhi:** Pakistan, which is trying to internationalise Jammu and Kashmir's bifurcation, has ironically taken several steps over the past 70 years to reorganise a part of the territory of Jammu and Kashmir that it has illegally occupied since 1949. In 1949, two years after illegally occupying a part of the state, Pakistan divided the area into separate administrative zones, the so-called 'Azad Jammu and Kashmir' and 'Federally Administered Northern Areas', sources have informed. In 1969, Pakistan created an 'Advisory Council' for the 'Federally



Administered Northern Areas'. In 1994, the 'Advisory Council' was converted into the 'Northern Areas Council' under the Legal Framework (Amendment) Order. This, in turn, was replaced by the Gilgit-Baltistan Empowerment and Self-Governance Order in 2009. Through the order, Pakistan created a legislative assembly and a 'Gilgit-Baltistan council', one of the sources said. The order authorised the Pakistan PM to legislate on over 63 subjects and overrule any law passed by the Gilgit-Baltistan assembly. The final authority to amend the 2018 order was vested in the Pakistan President, the sources said. The State Subject Rule 1927, which was promulgated by the princely state of J&K, was abolished by Pakistan for the Gilgit-Baltistan region to let outsiders acquire land in the illegally occupied area. Similar actions were taken in 'Azad Jammu and Kashmir', the sources said. Besides, it allowed Chinese investment in Pakistan-occupied Kashmir.

## DEVELOPMENT PUSH Govt Lines up Growth Initiatives for New Union Territories



Near Pangong Lake, In Ladakh — AP

### Laying a New Pitch

Tribal ministry's annual festival showcasing tribal art and culture shifted out of New Delhi to Leh



**Amit Shah will inaugurate the week-long festival in Leh on Saturday**

Government would reach out to women through self-help groups

Nidhi.Sharma@timesgroup.com

**New Delhi:** The Centre has lined up development initiatives and infrastructure works for the new Union Territories of Jammu and Kashmir and Ladakh. A decisive development push with a soft touch is the mantra that the central ministries are following to unveil a slew of welfare measures. The biggest fillip will be for the government's flagship schemes, including Pradhan Mantri Awas Yojana (both rural and urban), rural road connectivity, skill development programmes and Smart City mission.

The ministry of housing and urban affairs is likely to pave way for declaring Leh a smart city. So far, the state of J&K had two smart cities — Srinagar and Jammu. However, with the reorganisation and carving out of a new Union Territory, the government is exploring the possibility of giving a smart city tag to Ladakh.

"The Smart City Mission plan has always been to build at least one smart city in every state or Union Territory," a senior official told ET. "It has been stated by the minister that we would not stop at just 100 smart cities. So, we are now looking at the urban local body structure in Leh and might give the new UT a smart city tag." The government would also reach out to women through self-help groups (SHGs). So far, 64% of the blocks in J&K have SHGs. The government's roadmap for J&K has set the target of covering 100% blocks by end of 2020. This would mean involv-

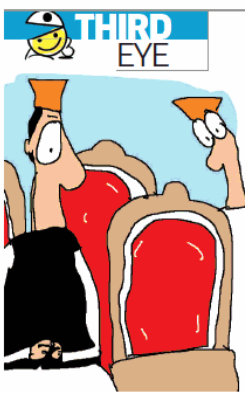
ing 700,000-800,000 women in SHGs and giving them a source of income. The government is also planning skill development courses, especially related to tourism, for the youth.

The ministries are expecting an increase in the pace of implementation of projects. The biggest problem the Centre, according to officials, faced was in the release of funds transferred to the state finance department. "Most of the times the funds reaching finance department would not be released to the concerned state department, instead would be used for paying salaries," said a ministry official. "The issue was taken up and the state government even had to pay interest on delayed payments but this delayed our central government projects implementation."

So far, J&K had committed to building 31,788 houses under Pradhan Mantri Awas Yojana (Grameen) and has completed 16,439. The speed of completion is likely to increase now with speedy fund transfers.

Signalling its intention to channel development to the new Union Territories, even the tribal ministry's annual festival showcasing tribal art and culture has been shifted out of New Delhi to Leh. Home minister Amit Shah will inaugurate the week-long festival in Leh on Saturday.

The inflow of funds to the two new Union Territories would see a sharp increase over the next six months. A ministry of housing and urban affairs official said, "So far, almost all of our schemes were working on the 90:10 ratio with 10% funds coming from the state. Now with UT status, entire financing would be by the Centre and the funds would reach on time."



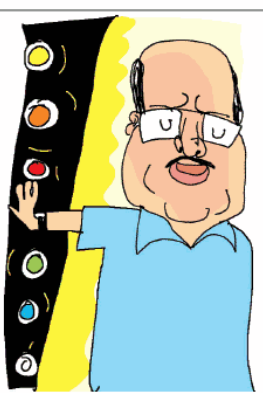
### Vacancies in HRD Ministry

The staff strength of the HRD ministry's higher education department has dwindled over the past few days. While joint secretaries N Sarvanna Kumar and Ishita Roy have gone back to their respective cadres — Bihar and Kerala — the buzz is that joint secretary GC Housur is also set to go back to his Karnataka cadre to serve as secretary to chief minister BS Yediyurappa. This will leave three slots vacant in the ministry.



### Twist in the Tale

Jammu and Kashmir may have undergone physical and administrative restructuring but the government's battle to win over the people will take some time. A bureaucrat pointed out that the 'demographics' page on the J&K official website dubs Kashmir as 'Indian Administered Kashmir' and Pakistan-occupied Kashmir as 'Azad Kashmir' in its narrative on refugees.



### For the Last Time

'King of Barak' Gautam Roy sang and danced "for the last time" on Sunday before leaving Congress and joining BJP. Roy, known for his dancing skills on Bollywood's classical numbers, said from now on he would refrain from singing and dancing in public as he was now a BJP member.

### Poliloquy R PRASAD



"My family descended from Lord Rama's son, Kush." — BJP MP  
We have people from many ancient texts. Last week only we expelled a descendant of Dushasana!



VVIP CHOPPER SCAM

Ratul Puri Received Kickbacks from Gerosa, Say Sleuths

'Michel's Dubai firm paid nearly \$1m for Puri's purchases'

Raghav Ohri @timesgroup.com

New Delhi: In what may spell further trouble for Ratul Puri, investigative agencies are probing the alleged receipt of "proceeds of crime" by Puri arising from the VVIP chopper scandal from another key European middleman.

Probe agencies have found alleged transfer of "proceeds of crime" from Carlo Gerosa - one of the three middlemen besides Guido Haschke and Christian Michel James - to Puri's companies, sources in the know told ET.

The said payment(s) were allegedly made by Michel through his Dubai-based company Global Services FZE, sources cited above told ET. Puri is the nephew of Madhya Pradesh chief minister Kamal Nath.

The Enforcement Directorate (ED), last month, had verbally told a local court that Puri had received funds from "both the chains of money laundering". ET has found out that the "other chain" involves Carlo Valentino Ferdinando Gerosa (72), an Italian and Swiss national. Gerosa, already charge sheeted by the CBI, is believed to be a key player in the bribery case as the process of manipulating the specifications for VVIP helicopter deal allegedly started after a meeting between him and cousins of the former IAF chief SP Tyagi.

Michel James and Euro 28 million were paid to the companies of Guido Haschke and Carlo Gerosa.

Carlo Gerosa was also allegedly involved in carrying out, scouting and monitoring activities with regard to acquisition of helicopters by India.

Another middleman Guido Haschke had claimed in his testimony before an Italian Court that his partner Carlo Gerosa had introduced him to Julie Tyagi, who he knew long before him (Haschke). Haschke had said that Julie, in his youth, was a fighter pilot in the Indian Air Force (IAF) and later became a businessman.

The Italian probe had revealed a crucial role played by Carlo Gerosa. Interception of conversations between Gerosa and Julie Tyagi, seized documents and Haschke's questioning by Italian investigators allegedly revealed Gerosa had introduced Haschke to Julie Tyagi. Both Julie and SP Tyagi are accused in the AgustaWestland deal. Gerosa's was a "friendship that became a business contact with this Indian family of businessmen", as alleged by Haschke in his statement to Italian investigators.

Intercepted conversations of Gerosa and Tyagi indicate the duo explicitly referred each to other as "brothers."

One of the interceptions showed that business relations between the two were "very close and took place in many sectors, ranging from oil and gas to railways", the probe alleged. While Haschke and Gerosa were appointed by AgustaWestland to "manage" the Tyagi brothers, Christian Michel, another middleman, was allegedly given mandate to "execute the contract", according to people with direct knowledge of the matter. The Indian agencies had suffered a setback last June when the Italian authorities had refused to extradite Gerosa citing absence of any mutual legal assistance treaty with India.



Gerosa, already charge sheeted by the CBI, is believed to be a key player in the bribery case

AHEAD OF NRC FINAL PUBLICATION ON AUGUST 31

145 CAPF Companies May be Deployed in Assam

Bikash.Singh@timesgroup.com

Guwahati: Assam is likely to get around 145 companies of Central Armed Police Force (CAPF) in the run-up to the publication of National Register of Citizens (NRC), which will be published on August 31.

nulnerable areas before the publication of the final NRC," a senior official of the state government, who did not wish to be named, told ET. "The deployment of forces after the publication of NRC is being chalked out. Earlier last year, when the final draft NRC was published, we had prepared detailed security arrangements pre and post publication of the

SAFETY MEASURE

We are doing the mapping of vulnerable areas prior to the publication of final NRC: state govt official

draft NRC and there were hardly any untoward incidents. We have sought around 145 companies of CAPF from the Centre," he said.

A defence spokesperson said a review of the prevailing security situation in the entire north east in general and Assam in particular was conducted during an Operational Group meeting. The meeting, which was attended by many senior officials, also discussed the need for proactive measures to negate any possible violence in the state. NRC is being updated according to the provisions of the Assam Accord of 1985. The first draft of the NRC was published on December 31, 2017, in which 1.9 crore names, out of the 3.29 crore applicants, were included.

VISTARA GOES INTERNATIONAL! BANGKOK | DUBAI | SINGAPORE. All flights operate daily. Includes flight schedule table and promotional text for Tata & Singapore Airlines.

PUBLIC APOLOGY TO INDIABULLS HOUSING FINANCE

Managium Juris LLP, the office of Kislav Panday, hereby tender an apology to Indiabulls, its promoters, directors, officials and shareholders for the reputational and financial losses caused due to the false and sensational allegations made against them in the various complaints and petitions filed by Managium Juris LLP.

We further state that we came across a public disclosure made by Indiabulls Housing Finance Ltd regarding their plans to merge with Lakshmi Vilas Bank. Sensing this as a delicate and critical phase for the company and therefore an opportunity for the clients to exert pressure and with a view to sensationalise the matter certain scathing allegations were made by them in the petition involving huge numbers against the company and its officials.

Abhay Yadav withdrew the petition filed before Hon'ble Supreme Court which remained unlisted due to defective filing to cause trouble for Indiabulls. Further, all similar false and factually incorrect complaints have now been withdrawn that were drafted through my office and were sent through my office under the names of individuals such as D R Niwas, Kunal Shekhar, Jitendra Upadhyay, R Narayan, Manoj Singh, Mohan Raj Saxena, Shaukat Ali, Shaliendra Tiwari, Velayudam etc.

We now realise that misrepresentations and incorrect facts in the complaints / petitions have caused serious financial and reputational loss to Indiabulls, its promoters, directors, officials and shareholders. We undertake not to indulge in such activities ever in future and assure all concerned that neither me nor my firm shall, whether directly or indirectly, file any kind of litigations or complaints against Indiabulls Group or its companies, promoters, directors, officials etc in future and we once again tender our unconditional apology for the losses caused to Indiabulls Group and its stakeholders.

There are other people trying to scuttle Indiabulls Housing merger with Laxmi Vilas bank for their own vested interests and reasons. We reaffirm and reassure Indiabulls group that we will not, directly or indirectly, be a party to any of such actions or represent any of these groups of people.

Kislav Panday Partner, Managium Juris LLP

TATA CAPITAL Public Issue of Secured and Unsecured Subordinated Redeemable Non-Convertible Debentures by Tata Capital Financial Services Limited. Includes coupon rate of 8.85% p.a and credit rating CRISIL AAA / STABLE.



**TURNING INTO AN EXODUS** Starting with resignation of Sanjay Singh, exits have now spread to tribal leaders and labour union chiefs

# It's Destination BJP for Assam Cong Netas

Bilkash.Singh@timesgroup.com

**Guwahati:** Many prominent Congress leaders in Assam have quit the party recently, with several others on the verge of exit.

The exodus was triggered by Sanjay Singh, the Amethi royal and Rajya Sabha MP from Assam, who resigned to join the BJP last month.

Last week, Bhubaneswar Kalita, the party's chief whip in the Rajya Sabha, also joined the saffron party. His decision came soon after Article 370, which gives Jammu and Kashmir special status, was debated in the Upper House. Kalita, whose term was to end next year, also resigned from the House.

The grand old party received a fresh jolt on Saturday when former Rajya Sabha MP and prominent tea tribe leader Santituse Kujur also quit. This followed the resignation of Rajendra Prasad Singh, another tea tribe leader and former MLA from Tinsukia, who had long been associated with the Assam Chah Mazdoor Sangha, the largest body of tea workers in Assam. Singh left to join the BJP last Thursday.

Kujur told ET, "I feel Congress is directionless and going nowhere. The party has been leaderless for several months now. The Pradesh Congress is caught in infighting. The atmosphere is not congenial."

**We cannot stop anyone from going. However, this is a phase. In Assam, even the Asom Gana Parishad (AGP) and BJP had faced a situation where leaders quit**

**RIPUN BORA Assam Congress President**

**BJP is like holy Ganga. Those who come here get purified. I will request the BJP leadership to set up welcome counters outside the congress headquarter to make Assam congress-MUKT**

**SHILADITYA DEV BJP MLA**

Another prominent Congress party leader from the Barak Valley and former minister Gautam Roy, who had been nursing a grudge against the party leadership in Assam and was seen celebrating the defeat of Congress candidates Sushmita Dev and Swarup Das in the recently held Lok Sabha polls, has also quit.

Dev, the Mahila Congress president in the state, lost from Silchar, while Das tasted defeat from Karimganj.

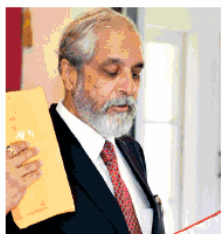
Roy said, "the party will remain; however, it is not the same party with which I associated several years ago."

Gautam Roy, Santituse Kujur and another congress leader Hiranya Bhuyan joined the BJP on Sunday.

Prior to the 2016 assembly polls, former Congress leader Himanta Biswa Sarma and several MLAs supporting him had left the party.

"Congress in Assam is facing repeated electoral drubbing since 2014. Presently, the Congress leadership in Assam — party president Ripun Bora, leader of the opposition in the state assembly Debabrata Saikia and former chief minister Tarun Gogoi — are speaking in three different voices," a senior Congress leader, who did not want to be named, told ET.

## Ex-SC Judge Lokur Sworn In as a Judge of Fiji SC



Our Political Bureau

**New Delhi:** Justice Madan Lokur, who retired from the Supreme Court of India in December last year, is back as a sitting Judge, but this time as a Judge of the Supreme Court of Fiji.

He was on Monday sworn in by the President of Fiji Maj. Gen. (Retd.) Jioji Konrote, in the presence of the Chief Justice Kamal Kumar and others.

This is for the first time that an Indian has been appointed to the Supreme Court of another country.

"This is a great honour and a recognition of the respect that other countries have for Indian jurisprudence," Justice Lokur, who took oath on the Bhagavad Gita, told ET.

Former SC Judge would be going to Fiji twice a year and handle civil, criminal, constitutional, commercial matters etc.

## Many Opposition Leaders Defied Party Line On 370

**DIVIDED OPPN** SP, TMC, BSP, NCP & JDU faced dissent over Kashmir stand

Kumar.Anshuman@timesgroup.com

**New Delhi:** The Congress is battling a vertical split within the party over opposing the government's move to withdraw special status granted to Jammu and Kashmir under Article 370 of the Constitution, but it is not the only opposition party caught in such a situation.

Members of several regional parties took a stand which was not in sync with the official stand of their respective parties, thereby strengthening the government's hand and weakening the opposition further.

Consider, for instance, the All India Trinamool Congress, which strongly opposed the government in both Houses of Parliament. The leaders spoke against the Jammu and Kashmir Reorganisation Bill and walked out before the voting. However, the party's chief whip in the Rajya Sabha, Sukhendu Shekhar Ray, took to Twitter on the same day to voice his opinion when the bill was presented in the upper House.

"Decades old Comedy of Errors are (sic) being rectified now. It was a thunderbolt today. Many more in the offing? Change is the wheel of our national life. We are mortals. But the nation is not," he wrote.

In the Bahujan Samaj Party, the party line always comes from its chief Mayawati and everyone follows it. However, party members told ET that the leader of the party in the Lok Sabha and Amroha MP,

### Going Against Party Stand

**TMC's chief whip in the Rajya Sabha, Sukhendu Shekhar Ray said: "Decades old Comedy of Errors are (sic) being rectified now"**

**BSP MP Kunwar Danish Ail was not in favour of the party supporting removal of Article 370. He lost the position of party leader in the LS to first-time MP Shyam Singh Yadav**

**JDU Rajya Sabha member RCP Singh said that once the bill had been passed there was no point opposing it and everyone should welcome it.**

**SP saw two Rajya Sabha members, Surendra Nagar and Sanjay Seth, leaving the party just before the debate on Article 370 in the Rajya Sabha**

**NCP leader Ajit Pawar came out in full support of the BJP government over the decision**

Kunwar Danish Ail, was not in favour of the party supporting removal of Article 370 in Parliament. Before that, Ail was also unhappy with the party's decision to walk out over the triple talaq bill. Because of his stand, Ail lost the position of party leader in the Lok Sabha to first-time MP Shyam Singh Yadav.

Unlike the BSP, the JDU, a member of the BJP-led NDA, opposed the government on Article 370 in Parliament and staged a walkout during the voting on the bill. However, later the party's Rajya Sabha member RCP Singh said that once the bill had been passed there was no point opposing it and everyone should welcome it. Earlier, another party leader, Ajay Alok, who seemed to be unhappy with the party leadership, had urged party chief and Bihar chief minister Nitish Kumar on social media to rethink party's stand on Article 370.

The Samajwadi Party also saw a sharp division on the issue, with two Rajya Sabha members, Surendra Nagar and Sanjay Seth, leaving the party just before the debate on Article 370 was initiated in the Rajya Sabha. Both the leaders joined the BJP on August 10.

Sharad Pawar-led Nationalist Congress Party was among the parties which walked out during voting from both the houses. However, senior NCP leader Ajit Pawar came out in full support of the BJP government over the decision. He said that the decision to abolish Article 370 was necessary to keep the country intact and create communal harmony.

**JSC INSTITUTE ORGENERGOSTROY, RUSSIAN FEDERATION**  
invites  
Quotations from **MINERS, SUPPLIERS & TRADERS for STONE BOULDERS** for Rooppur Nuclear Power Plant, Bangladesh. The same should include transportation cost from location of boulders to **Bangladesh Hilli, Bangladesh Benapole.** 700000 tonnes of Black Stone with capacity of 1000 tonnes supply per day.  
Size of Stone: 200 mm to 500 mm (Maximum 800mm)  
PLEASE Quote with break up of rates and applicable taxes.  
Send your Quotations to : rks.org@yahoo.com, yasnogorodskiyai@ioes.ru  
Last date for applications: 20/08/2019  
Contact – 9830058600  
R K Singh (Country Representative) INDIA website : ioes.ru

**BDO INDIA LLP**  
Level 9—The Ruby, NW Wing, Senapati Bapat Marg, Dadar (W), Mumbai - 400028  
**INVITATION FOR SUBMITTING EXPRESSION OF INTEREST ("EOI") FOR SALE OF DEBT TO ARCs/Banks/NBFCs/Fis/ Any other eligible entity**  
BDO India LLP ("BDO") has been mandated by a consortium of lenders, led by Union Bank of India ("Lender Consortium") to seek Expression of Interest (EOI) for sale of loan exposure in an Entertainment Company operating a theme park and a hotel ("Company") located in Western India, under Open Auction Method ("Transaction"). The outstanding loan exposure as on August 1, 2019 is INR -1,212.23 Crores. BDO has been appointed as the process advisor to manage the Transaction.  
Offers on 100% cash basis are invited from interested parties having requisite capacity as per the terms set out in the Expression of Interest Document ("EOI Document"), which can be downloaded from the website of Union Bank of India at <https://www.unionbankofindia.co.in/english/TendersViewAllAuction.aspx>. Alternatively, the EOI Document and Non-Disclosure Agreement may be obtained by sending an e-mail to [sapnarao@bdo.in](mailto:sapnarao@bdo.in), [sahildedia@bdo.in](mailto:sahildedia@bdo.in), [cbstf@bdo.in](mailto:s.pradhan@unionbankofindia.com</a> and <a href=) (Union Bank of India). The virtual data room will be made available for conducting due diligence from immediate effect to those who have submitted the EOI and are found to be eligible as per the criteria enlisted in the EOI Document. The last date for submission of EOIs is August 21, 2019. Financial Bids are to be submitted through an auction to be conducted tentatively on September 12, 2019.  
This advertisement does not constitute and will not be deemed to constitute any commitment on the part of the Lender Consortium/ Individual lenders and/or BDO, Lender Consortium/ individual lenders and/or BDO (reserve the right to withdraw from the process or any part thereof, to accept or reject any/all offer(s) at any stage of the process and/or modify the process or any part thereof or to vary any terms without assigning any reasons. The lenders may choose to opt out of the process, prior to the proposed sale, and may sell their individual loan exposures in the Company independently.

## NMC Bill Cleared After Govt Allowed More State Reps, Reached Out to Regional Parties

**Nidhi.Sharma@timesgroup.com**

**New Delhi:** Three amendments and backchannel talks with parties have seen the Centre break the impasse on the National Medical Commission (NMC) Bill, which was in the eye of a controversy as doctors protested outside and the Opposition inside Parliament. The Centre has now increased the number of members in the NMC to 22 from 14, giving more representation to the states in the body which could replace the scam-tainted Medical Commission of India.

"This was the only bill that the government took the Opposition's suggestion," Trinamool Congress Rajya Sabha MP Derek O'Brien said. "The health minister agreed that if the number of members to be nominated by the states is increased, the states get a better representation in two years rather than four years."

Health minister Dr Harsh Vardhan told ET the regional parties had their reservation about the representation in the NMC. "So, we addressed the representation with the amendments," the minister said.

Without going into specifics, Dr Harsh Vardhan said, "some were touchy about a certain provision, some others were touchy about another. So, we decided to take everybody along and take them on board."

Three amendments were introduced—two in Section 4 of the bill. Now, Section 4 (4) (b) says, "The following persons shall be appointed as part-time members of the Commission, namely— (b) ten members to be appointed on rotational basis from amongst the nominees of the states and union territories, under clauses (c) and (d) of sub-section (2) of Section 11, in the Medical Advisory Council for a term of two years in such manner as may be prescribed". Section 4 (4) (c) reads, "nine members to be appointed from amongst the nominees of the states and union territories, under clause (e) of sub-section (2) of Section 11, in the Medical Advisory Council for a term of two years in such manner as may be prescribed."

**PNC INFRATECH LIMITED**  
Registered Office: NBCC Plaza, Tower II, 4th Floor, Pushp Vihar, Sector-5, New Delhi-110017  
CIN: L45201DL1999PLC195937, Email: [complianceofficer@pncinfotech.com](mailto:complianceofficer@pncinfotech.com), Website: [www.pncinfotech.com](http://www.pncinfotech.com)

	Standalone			Consolidated		
	Revenue	EBIDTA	PBT	Revenue	EBIDTA	PBT
	80%	39%	23%	66%	25%	109%

Rs. in Lakhs (except EPS)

**EXTRACT OF FINANCIAL RESULTS FOR THE QUARTER ENDED JUNE 30, 2019**

S.N.	Particulars	Standalone			Consolidated		
		Quarter Ended (30.06.2019)	Quarter Ended (31.03.2019)	Year Ended (30.06.2019)	Quarter Ended (30.06.2019)	Quarter Ended (30.06.2018)	Year Ended (31.03.2019)
		un-audited	un-audited	audited	un-audited	un-audited	audited
1	Total Income from Operations	1,33,527.22	75,339.37	3,13,991.10	1,59,933.39	93,804.31	3,82,097.39
2	Net Profit / (Loss) for the period (before Tax, Exceptional and/or Extraordinary items)	14,467.76	11,738.16	34,404.26	23,508.36	11,251.16	35,897.51
3	Net Profit / (Loss) for the period before tax (after Exceptional and/or Extraordinary items)	14,467.76	11,738.16	34,404.26	23,508.36	11,251.16	35,897.51
4	Net Profit / (Loss) for the period after tax (after Exceptional and/or Extraordinary items)	10,014.90	10,252.19	32,491.22	17,656.62	11,763.17	35,066.52
5	Total Comprehensive Income for the period [Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	9,991.21	10,242.09	32,396.45	17,827.14	11,750.72	35,041.73
6	Equity Share Capital	5,130.78	5,130.78	5,130.78	5,130.78	5,130.78	5,130.78
7	Reserves (excluding Revaluation Reserve) as shown in the Audited Balance Sheet of the previous year	-	-	2,06,389.02	-	-	1,97,307.52
8	Earnings Per Share (of Rs. 2/- each) (for continuing and discontinued operations) - 1. Basic: 2. Diluted:	3.90	4.00	12.67	6.96	4.58	13.70

**Notes :-**

- The above is an extract of the detailed format of Quarterly Financial Results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing and Other Disclosure Requirements) Regulations, 2015. The full format of the Quarterly Financial Results are available on Stock Exchanges website ([www.bseindia.com](http://www.bseindia.com), [www.nseindia.com](http://www.nseindia.com)) and Company's website ([www.pncinfotech.com](http://www.pncinfotech.com)).
- The above standalone/consolidated results, reviewed by the Audit Committee, were approved by the Board of Directors at its meeting held on August 10, 2019.

**For PNC INFRATECH LTD.**  
Sd/-  
Chakresh Kumar Jain  
Managing Director & CFO  
(DIN : 00086768)

**Place : Agra**  
**Date : August 10, 2019**

**IOL Chemicals and Pharmaceuticals Limited**

**KEY HIGHLIGHTS OF RESULTS**

- 496 Income from operations
- 36% YoY Growth
- 85 Net profit
- 507% YoY Growth
- 15 EPS
- 486% YoY Growth

**EXTRACT OF UNAUDITED FINANCIAL RESULTS FOR THE QUARTER ENDED 30 JUNE 2019**

(Rs. in Crore)

Sr. No.	Particulars	Quarter ended		
		30.06.2019	30.06.2018	Year ended 31.03.2019
		(Unaudited)	(Unaudited)	(Audited)
1	Total Income from operations	496.12	365.40	1,695.70
2	Net Profit for the period (before tax, exceptional and/or extraordinary items)	131.02	19.67	336.15
3	Net Profit for the period before tax (after exceptional and/or extraordinary items)	131.02	19.67	336.15
4	Net Profit for the period after tax (after exceptional and/or extraordinary items)	85.32	14.41	236.70
5	Total Comprehensive income for the period [comprising profit/(loss) for the period (after tax) and other comprehensive income (after tax)]	85.32	14.41	235.30
6	Equity share capital	56.89	56.21	56.89
7	Other equity (Reserves excluding revaluation reserve)	-	-	417.45
8	Earning per share (of Rs.10/- each) (for continuing and discontinued operations) (not annualised except for year ended 31.03.2019)			
	Basic	15.00	2.56	42.11
	Diluted	15.00	2.56	42.11
	Cash	16.70	4.15	52.77

**Notes:**

- The above is an extract of the detailed format of quarterly financial results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format of the quarterly financial results is available on the websites of BSE Ltd and National Stock Exchange of India Ltd i.e. [www.bseindia.com](http://www.bseindia.com) & [www.nseindia.com](http://www.nseindia.com) and Company's website [www.iolcp.com](http://www.iolcp.com).
- The above results have been reviewed by the Audit & Risk Management Committee and approved by the Board of Directors in their respective meetings held on 12 August 2019 and these results have been subjected to limited review by the Statutory Auditors.
- The Company has pre-paid Rs 98.18 Crore (i.e Rs 78.13 Crore during the Current FY and Rs 20.05 Crore in Previous FY) to the banks in addition to scheduled repayments, to reduce the debt.
- Effective 1 April 2019, the Company has adopted Ind AS 116 'Leases' and applied the standard to its Leases using the modified retrospective approach. This has resulted in recognizing a Right-of-use assets and corresponding Lease Liability of Rs 4.16 Crore and its application did not have any material impact on the financial results of the Company.
- The previous period figures have been regrouped/rearranged/restated wherever considered necessary.

**By order of the Board**  
**For IOL Chemicals and Pharmaceuticals Limited**  
Sd/-  
Vijay Garg  
Joint Managing Director  
DIN: 06510248

**Place: Ludhiana**  
**Date: 12 August 2019**

**CIN: L24116PB1986PLC007030, Regd. Office: Trident Complex, Raikot Road, Barnala-148101, Punjab**  
**Ph. +91-1679-244701-07, Fax: +91-1679-244708, E-mail: [contact@iolcp.com](mailto:contact@iolcp.com), [www.iolcp.com](http://www.iolcp.com)**



# Rel Cap Plans to File ₹10k cr Defamation Suit Against PwC

**TOWARDS A COURT BATTLE** Auditor's resignation and claims of fraud triggered move; Reliance Group shareholders expected to file a separate class action suit

Sachin Dave & Saloni Shukla

**Mumbai:** In what could be the biggest legal battle between a company and its auditor, Reliance Capital is all set to file a ₹10,000-crore defamation suit against its erstwhile auditor, Price Waterhouse & Co (PwC), two people with direct knowledge of the matter said.

Separately, some shareholders of Reliance Group companies are also expected to file a class action suit against PwC for eroding value of their investment.

The decision to take legal action comes after the company received a clean chit from two law firms, a senior counsel and its current auditor, against allegations levelled by PwC. "The board met on Thursday

and it was decided that legal action must be taken against the auditor. A separate class action lawsuit against PwC would also be taken as some shareholders had approached the company regarding this," said one of the persons in the know. The audit firm caused defamation, reputation loss and also a massive loss to shareholders of the company, the person added.

Price Waterhouse and Co, a network firm of PwC India, had resigned as auditor of Reliance Capital and Reliance Home Finance in June and stated that it did not receive satisfactory responses to its request for additional information from the companies.

PwC, in a letter to ministry of corporate affairs (MCA), had said it resigned under the provisions of section

## Legal Niggle

Legal case would be filed within next 10 days

PwC in its resignation letter to MCA had said Reliance had threatened legal suit

PwC had said this impaired its independence to audit the co

MCA is also looking into the resignation of PwC

Industry insiders say auditors, especially Big 4, are under pressure because of IIFRS probe



143 (12) of the Companies Act. Section 143 (12) deals with resignation of an auditor in cases where it

suspects a fraud. Reliance Capital last week told the stock exchanges it had taken

opinions of two law firms, independent lawyers and joint auditors, and found there was no merit in allegations levelled by PwC. An email seeking comment sent to PwC did not elicit any response. A Reliance Capital spokesman did not specifically comment on the lawsuit but said the company's board will take all appropriate legal steps shortly to safeguard interests of all stakeholders.

## ANTICIPATING A TUSSELE

According to the persons quoted above Reliance has only decided the quantum of the defamation suit. Also the class action suit would be filed separately by some shareholders with either the promoters or Reliance companies themselves could also become parties in the

class action suit. "Several stakeholders are planning a separate class action suit under section 245 of the Companies Act, 2013, claiming damages against PwC for the loss caused by its action. Shares of Reliance Capital and Reliance Home Finance have declined 48% and 58%, respectively, since June 11, the date when PwC resigned," said a person close to the development.

PwC may be anticipating the legal tussle and has already hired law firms. On June 18, ET had reported that PwC engaged Shardul Amarchand Mangaldas, J Sagar and AZB, and asked them to prepare a defence against not just the Anil Ambani-led Reliance Group but also regulators and probe agencies such as the National Financial Re-

porting Authority (NFR) and the Serious Fraud and Investigation Office (SFIO).

Industry insiders point out that auditors, mainly the big four — Deloitte, PwC, EY and KPMG — are under tremendous pressure due to the investigations in Infrastructure Leasing and Financing Services (IL&FS) and two of its subsidiaries. Investigators have alleged negligence and connivance between auditors and management in their charge sheet filed in the IL&FS Financial Services Ltd case.

On Friday BSR and Co, an affiliate firm of KPMG India, also resigned as auditor of two Anil Ambani led Reliance Group companies — Reliance Infrastructure and Reliance Power, the company told the stock exchanges.

# Home Sales Stay Flat in Q1, But Launches On the Rise

Govt schemes help homes priced at ₹50L or less contribute 54% of overall sales

Sobia.Khan@timesgroup.com

**Bengaluru:** Sales of residential units in top cities were nearly flat in the first quarter, even as launches rose. Sales in the top eight cities were 69,485 units in April-June, compared with 69,689 units a year earlier, real estate data and analytics company Liasas Foras said.

Five of these cities witnessed higher sales over a year earlier. The fastest growth was in Hyderabad at 33%, followed by Kolkata (25%). The National Capital Region posted the steepest sales fall of 19%.

Around 54% of sales of in the past quarter was contributed by homes costing ₹50 lakh or less, said Pankaj Kapoor, managing director, Liasas Foras. "Growth in the segment is supported by government schemes and initiatives," he added.

According to a Liasas Foras report, the top eight cities witnessed launches of 65,111 units in the first quarter, an increase of 6% on-year. As many as 20,108 of the

se were in the Mumbai Metropolitan Region (MMR), followed by Pune at 14,616 units and NCR at 9,555 units.

"In the first quarter of the ongoing fiscal year, the Puravankara group sold 638 units... More than half of that came from ready-to-move-in inventory," said its managing director Ashish Puravankara. It plans to launch 11 million sq ft of residential projects over the next 12-18 months.

Sobha, which had pre-sale volume of more than 1 million sq ft, said sales momentum that gathered during FY19 continued in April-June. "This has helped the company perform well on operational and financial parameters despite a to-

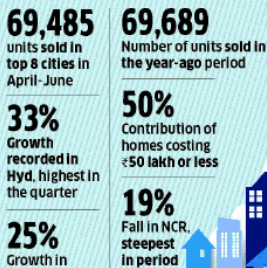
ugh macroeconomic and industry environment. We remain focused on execution of ongoing real estate and contractual projects," JC Sharma, vice-chairman, Sobha, said at its results announcement.

The highest number of launches was in the ₹25-50 lakh category, accounting for more than one-third (38%) of the total units launched. Pune contributed 30% of the launches in this segment.

"Unsold units witnessed on-year growth of 3%. Current unsold stock across the top eight cities stands at 9,75,247 units," said Kapoor of Liasas Foras.

In the past quarter, property prices also saw a downward trend in some markets. While prices declined by 2% in MMR, NCR saw a 7% drop. Prices remained unchanged in other top cities except for Hyderabad, where those rose 16%.

Policy interventions by the Centre, such as an increase in the limit on unit size for subsidy under the Pradhan Mantri Awas Yojna, the goods and services tax and the implementation of the Real Estate (Regulation & Development) Act have helped bring confidence back to both developers and buyers in the market.



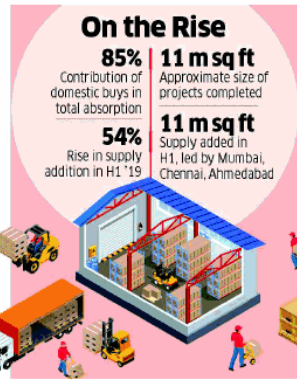
# Leasing of Warehouses Up 31% in H1

Mumbai, Chennai and Bengaluru account for over 60% of activity

Our Bureau

**Bengaluru:** Leasing of warehousing spaces increased 31% year-on-year in the first half of 2019 to cross 13 million square feet, according to real estate services firm CBRE. Mumbai, Chennai and Bengaluru accounted for more than 60% of the leasing activity.

Small-sized transactions of less than 50,000 sq ft each accounted for about 38% of leasing activity, while about 32% were medium-sized deals of 50,000-100,000 sq ft, and 30% were large-sized deals of greater than 100,000 sq ft, as per the report. "While the overall pipeline for the sector is expected to be around 60 million sq ft till 2020, at least 22 million sq ft of this supply is anticipated to be re-



leased by leading players. We also expect logistics leasing activity to strengthen owing to consolidation/expansion by oc-

cupiers," said Anshuman Magazine, chairman-India, South East Asia, Middle East and Africa, CBRE.

Large-sized deals during the first half of 2019 included those involving BigBasket, Delhivery and Flipkart taking up space to expand operations across major cities. Supply addition increased about 54% on-year, with some 65% of project completions reported in Mumbai, Chennai and Ahmedabad. "It is interesting to note that key demand drivers of leasing activity were 3PL (56%) and engineering and manufacturing (6%) firms," said Jasmine Singh, executive director, advisory and transaction at CBRE. "Domestic corporates drove demand with a share of about 85% of leasing, compared to about 67% in H1 2018. We also witnessed launches of about 15 million sq ft by major developers."

During the second half of this year, CBRE expects supply-constrained locations to continue to deliver rental growth and new logistics hubs to emerge across cities in response to labour availability and land shortage.

## STRATEGIC PARTNERSHIPS ON CARDS

# Snapchat Opens its First India Office in Mumbai

Shambhavi Anand@timesgroup.com

**New Delhi:** Snap, owner of photo messaging app Snapchat, has opened its first India office in Mumbai and is looking to build a local team in the country, its chief strategy officer Jared Grusd said. Snap's local team in India will focus on expanding strategic partnerships, building an engaged community of creators and users and serving local advertisers.

Earlier this year, it had announced the appointment of its first employee in India, Durgesh Kaushik, who is part of the international markets expansion team. Kaushik was the former chief executive and co-founder of Wishfie.

The company also introduced four Indian languages and plans to launch another five before the end of the year. However, it did not disclose the languages it wants to launch. "India is a strategic priority for Snap and the company has headroom to grow

**JARED GRUSD**  
Chief strategy officer, Snap

from Q2 2018 to Q2 2019," said Grusd. However, it did not share the number daily active users (DAU) in India. In order to bolster the content on its platform, the company has tied up with local partners across verticals like news, sports, fashion, entertainment and beauty. It joined hands with platforms such as the IPL, Lakme Fashion Week and IIT Mumbai's annual inter-college festival, Mood Indigo, as well as JioSaavn and Gaana.com. Earlier, it also worked with the Electoral Commission of India to support civic engagement. In July, Snapchat hosted its first Creator Summit in Mumbai.

## MAKING A MARK

India is a strategic priority for Snap and the company has headroom to grow

**JARED GRUSD**  
Chief strategy officer, Snap

from Q2 2018 to Q2 2019," said Grusd. However, it did not share the number daily active users (DAU) in India. In order to bolster the content on its platform, the company has tied up with local partners across verticals like news, sports, fashion, entertainment and beauty. It joined hands with platforms such as the IPL, Lakme Fashion Week and IIT Mumbai's annual inter-college festival, Mood Indigo, as well as JioSaavn and Gaana.com. Earlier, it also worked with the Electoral Commission of India to support civic engagement. In July, Snapchat hosted its first Creator Summit in Mumbai.

World's Best Quality Certificates



**KENT**  
Mineral RO  
Water Purifiers

Make Your Water  
**100% PURE**  
With  
**NEXT-GEN RO PURIFIERS**  
&  
**Protect Your Family**

KENT's Next-Gen Technology makes water 100% pure and also retain the essential natural minerals in water by removing bacteria, viruses and even dissolved impurities. These Next-Gen RO purifiers are also equipped with UV Disinfection Light in storage tank that keeps the purified water pure. You can also see the display of minerals and purity on the digital screen.

On Purchase of Every KENT RO Now Get

**FREE GIFT\***

**WORTH ₹3000/-**  
(\*Service AMC For 3 Years)

**Mineral RO™ TECHNOLOGY**  
Removes Dissolved Impurities  
Retains Essential Minerals  
Multiple Purification  
RO + UV + UF + TDS Control

Kent Deta Hai  
**Sabse Shudh Paani**



Scan QR Code for More Information

For Sales, Call 9582-123-456 | Website: www.kent.co.in | For Service, Call 92-789-12345

\*Delhi/NCR: KENT RO Systems Ltd, Noida (0120) 3075075 • Panipat: Samta Electronics/Sonipat: Bajaj Ro Water Solution • Rewari: Pooja Automobile • Patiala: Shanjana Radio & Watch Co. • Agra: S.B. Water Solution, Aama Watertech Solutions • Aligarh: PM Electronics • Bareilly: S.S. Enterprises, Narayan Enterprises • Jhansi: New Arora Enterprises • Mathura: Mohit RO Services, N.K. Enterprises • Meerut: Pithvi Enterprise, Jain Prakash & Sons Singh Sales Corporation • Moradabad: Jal Engineering & Electronic, Navjivan Enterprises, Air Kay Sons • Harpur: Sarveshwari Enterprises • Saharanpur: Luxmi Sons, Perfect Water Purifier Water Solutions • Varanasi: Applied Refrigeration, Modern Sales & Services, Kashi Enterprises, Top In Town/A.P. Enterprises, D Karvans Electronics • Roorkee: Nirodh Enterprises • Dehradun: Lotus Enterprises, Pure Zone Systems • Rudrapur: Hemkund Trader • Haldwani: Friends Electricals • Muzaffargarh: V.N. Tardars, New Chaman Electronics • Bulandshahr: Nakul Electricals, Shakti Electrical & Electronics, Ashwini Associates

Available at all leading home appliance stores across the country.



**DELHI ⇒ SEOUL**

Non-Stop | Starting 19<sup>th</sup> September 2019

Flight	Departure	Time	Arrival	Time	Frequency
AI 312	Delhi	0020	Seoul	0950	Thu, Sat, Mon & Tue
AI 313	Seoul	1205	Delhi	1635	Thu, Sat, Mon & Tue

1860 233 1407 or Visit [www.airindia.in](http://www.airindia.in)  
Stay connected [/airindia](https://www.facebook.com/airindia) [@airindia](https://www.instagram.com/airindia) [airindia@airindia.in](mailto:airindia@airindia.in) Air India Official

Dil mein India  
Aasman mein Air India



**ET tech**  
For comprehensive and insightful stories about all things startups and technology, log on to [www.etttech.com](http://www.etttech.com)

**Tweet OF THE DAY**



**KUNAL SHAH**  
@KUNALB11  
Visa application centers of India have a dead serious vibe of an examination center. People carrying bunch of documents, insecure, obeying instructions, hoping to pass the test. Westerners with free entry into most countries can't understand this anxiety of developing nations

# Fintech Lenders Go Omni-channel for Healthy Book

**NEW STRATEGY** Startups are putting in place a mix of physical and online processes at a time of asset-quality challenges and rising borrowing costs

**Pratik Bhakta**@timesgroup.com

**Bengaluru:** Fintech lending startups are putting in place a mix of physical and online processes to ensure a healthy loan book, developing an omni-channel strategy at a time when asset-quality challenges have emerged and borrowing costs have shot up.

Multiple fintech startups, which had started with a purely online model, have found new lines of businesses through corporate tie-ups, kiosks, physical branches and cluster models. While these are still at an experimental level, early signs have been encouraging, say industry executives.

"We are getting around one-third of our new customers from our offline channels," said Akshay Meh-

rotra, chief executive officer, EarlySalary.

EarlySalary offers quick loans to salaried employees which they have to return once they get their pay the following month. It has set up on-premise kiosks at 383 large corporate partners through which it caters to walk-in customers. "We also have a 'shop-now, pay-later' product running on-premise at Big Bazaar," he said.

Industry experts have pointed out that disbursing loans online is a customer acquisition game, and the difficult part is in getting the money back, which is where many new age fintech lenders seem to be faltering.

"While the core fintech lending models rely on a data driven auto-

credit decision-making with no offline presence, there are models where a hybrid distribution model can make sense, particularly small and medium enterprise financing," said Ashish Sharma, chief executive officer, Innoven Capital India.

Offline presence in key industrial clusters can enhance underwriting, provide branding and cater to segments where some touch and feel is required, he said.

"These startups should leverage their digital distribution capabilities, but create offline servicing systems for their customers, this will also help in educating the

customer, which in India, is the biggest challenge," said Madhur Singhal, managing director, Praxis Global Alliance.

For example, Rupeek, which is a gold loan player, works with multiple lending partners that have branches and provides doorstep delivery to its customers.

The move towards offline is driven by an aspiration to replicate the success of traditional NBFCs, who created strong loan books through a branch-led model, although fintechs need to create a blend of both

worlds. Creating offline channels for assisted delivery is a positive model going forward, said Satyam Kumar, cofounder of lending startup Loantap, but sourcing loans of offline is not the right way ahead.

If startups start exploring offline channels for small-ticket retail loans, the cost of operations will shoot up and their competitive advantage against banks will be lost, he said.

"There is a need to keep operations costs low, underwrite customers better and then create physical collection infrastructure," he said.

While fintech companies have disrupted the way people get loans, they have much to learn from traditional players regarding collections, a top executive at a traditional NBFC said.



**AKSHAY MEHROTRA**  
CEO, EarlySalary  
We are getting around one-third of our new customers from our offline channels

**SOCIAL COMMERCE STARTUP LOOKS OUTSIDE METROS**

## Meesho Bags \$125 million from Naspers, FB, Others

Round sees 80% of funds coming from Naspers & Facebook, was done at a valuation of \$700 million

**Our Bureau**

**New Delhi | Bengaluru:** Social commerce startup Meesho has raised \$125 million, led by South African media and internet group Naspers, with participation from US technology company Facebook and existing investors SAIF Partners, Sequoia Capital, Shunwei Capital, RPS and Venture Highway.

Former Vodafone Group CEO Arun Sarin also participated in the round. In the current funding round, "more than 80% has come from Naspers and Facebook. This round has been done at a valuation of about \$700 million," said a person familiar with the development.

ET was the first to report on June 28 that Meesho was in talks with Naspers for a \$120-130 million financing round. The Bengaluru-based company has raised more than \$200 million till date.

Meesho plans to invest the funds to further build its technology platform, launch new categories and go deeper into areas outside of India's major metro regions not serviced by traditional e-commerce marketplaces.

"In the last few months, we have launched categories including cosmetics, FMCG and travel packages. The focus is now on scaling these businesses along with existing ones across the country, primarily smaller towns and cities. This includes introducing more regional languages on our app (from seven currently), leveraging our referral program which is our biggest growth driver, and a mix of online and offline reach-out strategy," Vidit Aatreya, CEO, Meesho told ET.

The new funds will also enable the company to make inroads in areas outside India's major metro regions, by creating more entrepreneurs. The investment will strengthen Meesho's aim to grow its community of women entrepreneurs who have dreamt of running their own businesses but lacked the funds and expertise to do so.

The online marketplace connects resellers with suppliers, and is now moving to target retailers and small shop owners to increase its addressable market. Resellers on Meesho use platforms like Facebook, WhatsApp and Instagram to sell their products.

Meesho offers solutions for discovery, logistics and payments to enable easier transactions between resellers and buyers. The category is, however, plagued with high return rates of as much as 40-50%.

The startup claims that it has built a network of more than 2 million social sellers across 700 towns in India, as well as creating a distribution channel for 15,000 suppliers in traditional manufacturing hubs. For the fiscal year ended 2018, Meesho reported a revenue of ₹6 crore on a loss of ₹5 crore.

However, this was before the company raised growth capital. Investors ET spoke to believe the company is at a \$500 million GMV run rate. Aatreya declined to comment on financial numbers.

After exiting Flipkart, Naspers has emerged as one of the most fervent backers of Indian tech startups, including backing ed-tech platform Byju's and doubling down on food-delivery through Swiggy. "Globally, Naspers identifies big areas of consumer spend that have not yet been significantly disrupted by technology and India e-commerce certainly fits the bill," said Ashutosh Sharma, Head of India Investments, Naspers Ventures.

**Rupeek Gets \$30 m from Bertelsmann, Accel, Sequoia**

**AHMEDA BAD** Fintech startup Rupeek has raised \$30 million, led by Bertelsmann India Investments, with participation from existing investors Accel and Sequoia India. The funding is expected to be completed in two tranches, and will be used for product development and market expansion. Rupeek disburses gold loans at an annual run rate of more than \$150 million. It is growing 20% month-on-month, the firm claims. Rupeek is disrupting traditional brick-and-mortar lending models by leveraging tech to operate with a branchless model and passes on the benefit of lower operational costs to customers. "We would like to bring transparency in the lending space and protect retail investor interest at all costs. We will be using our proprietary tech hardware to ensure standardisation, fairness and scalability in gold purity assessment. The investment will also help us rapidly scale across new markets," said Rupeek CEO Sumit Maniyar. — Vishal Dutta

**Tech Buzz**

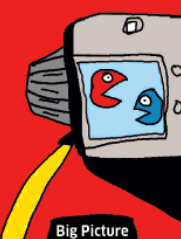
### New Search Options in Twitter Soon



**San Francisco** Twitter is testing a new option for its Direct Message section that would allow users search for a particular message by a specific person through a dedicated tab. The feature would let users search for a particular message via profile name and likely by Twitter handle. — IANS

**Quick Byte** ANIRBAN BORA

### DSLR cameras vulnerable to ransomware attack



**Big Picture**

**1.3 million** Netflix subscribers in India, says CyberMedia Research. — IANS

### FB, YouTube Facing Heavy Fines in UK



**London** Facebook, Instagram and YouTube are set to face heavy fines in Britain for failing to filter out harmful content on their platforms, the media reported. As part of the government's plan, Britain's broadcasting watchdog Ofcom would be given new legal powers to monitor, investigate and fine social platforms for sharing or live-streaming "harmful" videos, including pornography, violence and child abuse. — IANS

**Jargon Buster**

### Write-Only Language

A humorous term for a language in which only the coder can comprehend what he/she has written

**First in ET**

**THE ECONOMIC TIMES**

Meesho is in Talks with Naspers for \$120m Round

ET was the first to report on June 28 that Meesho was in funding talks with Naspers

**ALBINDER DHINDSA**  
CEO, Grofers

Out of the ₹550 crore, we expect ₹360-370 crore to have come due to the sale

## Grofers Says on Track to Hit ₹550-crore Monthly GMV

**Patanjali Pahwa**@timesinternet.in

**Mumbai:** Grocery retailer Grofers claimed it was on track to hit ₹550 crore in monthly gross merchandise value (GMV) on the back of its semi-annual sale, which has been running for the past two days.

"Out of the ₹550 crore, we expect ₹360-370 crore to have come due to the sale," said Albinder Dhindsa, CEO, Grofers.

The company beats its closest rival BigBasket when it comes to gross sales per month, Dhindsa said. "We clock between ₹230 crore and ₹240 crore per month without the sale," he said. Grofers saw a significant uptick in branded FMCG products during the sale, he said.

BigBasket had clocked a turnover of ₹3,200 crore in FY19, which roughly translates to ₹266 crore per month, Hari Menon, its CEO said in an interview with ET in May.

According to industry estimates, BigBasket registered a GMV run rate of ₹600 million this year. The estimates, however, include sales through its B2B arm. The split between the two is not made public. "We are also seeing signs of the consumption slowdown," said Dhindsa. Customers wouldn't stop buying, but would downgrade what they were buying, he said. "Customers preferred to buy locally made, cheaper products instead," he said, adding the higher value products have not moved as fast as expected despite the sale. Data also showed that most of Grofers' orders were coming from less-affluent neighbourhoods across the country, he said.

**\$600m** BigBasket's GMV run rate this year, according to estimates

**POST EBAY FUNDING...**

## Paytm Mall Cuts All Functions from Parent

CFO says firm has seen major restructuring, no common team member across businesses

**Aditi Shrivastava**@timesgroup.com

**Bengaluru:** Paytm Mall has separated all functions from parent entity One97 Communications, months after closing a funding round led by US-based e-commerce firm eBay, a top executive said.

The company has also made a slew of changes in its business strategy, said Rudra Dalmia, chief financial officer and board member of Paytm Mall. "We are rebuilding," Dalmia said. The commerce arm, which is valued at \$3.3 billion, has seen significant restructuring, including no common team

member across its two businesses, he said. Vijay Shekhar Sharma continues to lead both businesses.

Paytm Mall has also fully integrated its deals platform Neerby, which it acquired in December 2017, with its app and started mapping neighbourhood offline stores, which is its current form is enabling discovery. This is expected to generate revenues through services like advertising, Point of Sale (PoS) and marketing.

Besides, the company has also introduced gift cards, launched the eBay international store with curated merchandise, and forged partnerships with Kishore Biyani's Future Group, Reliance Industries and BigBasket for its of fine-to-online (O2O) business.

The changes have ensured that Paytm Mall is driving traffic to its larger ecosystem, Dalmia said. "The mission

continues to be — making users transact on all Paytm products including movie ticketing, travel, games. Mall is now a big catalyst for that," he said.


In July, eBay picked up a 5.5% stake in Paytm Mall for \$60 million, its third bet on India's e-commerce market after backing Snapdeal in 2014 and Flipkart in 2017. Before eBay, Paytm Mall had raised ₹1,500 crore in June last year, led by Japanese tech investor SoftBank and Chinese internet giant Alibaba.

It has raised over \$650 million in a span of two years from Alibaba, SoftBank and SAIF Partners — all existing investors in Paytm's parent One97 Communications.

In January, Paytm Mall shut its national e-commerce shipping business, which involved onboarding sellers and shipping products across the country and moved away from discounting and cash back-led business. "Our focus for this year is 1.5 times the revenue for one-fifth the cost," Dalmia said.

**RUDRA DALMIA** CFO, Paytm Mall  
The company has also made a slew of changes in its business strategy. We are rebuilding

**VENTURING OUT**



**\$31 million** Amount Ignio earned in FY18, according to TCS

We have started to go and appoint channel partners so that it (Ignio) can be pretty much sold by third parties

**NG SUBRAMANIAN**, COO, TCS

**EMANUIL POPGENCHEV**, Vanity

## TCS' AI Platform Ignio Tops \$60m Revenue Mark

**IT firm doubles down on product strategy it created for the unit**

**Jochelle Mendonca**@timesgroup.com

**Bengaluru:** TCS' artificial intelligence platform Ignio has crossed \$60 million in annual revenue and India's largest IT services company is doubling down on the product strategy it has created for the unit, the company's top executives said.

Five years ago, Ignio began as a platform that was closely integrated and sold with the company's services offerings but two years ago, TCS began to take it down a product path. ET had reported that the company hired a chief marketing officer and an analyst relations head to carve out a product niche.

TCS hopes to make Ignio the fastest software product to reach \$100 million in revenue. TCS CEO Rajesh Gopinathan said that FY19 revenue had topped \$60 million. Ignio earned \$31 million in FY18, TCS had disclosed. The FY19 figures and growth rate imply that TCS should reach its \$100 million goal by the end of this year. "We have started to go and appoint channel partners so that it can be pretty much sold by

third parties, and the third parties themselves can go provide services around it. So, I think we have started that journey, and in the last quarter, appointed about 4 or 5 channel partners," NG Subramanian, chief operating officer at TCS, told ET in a recent interview. "It's a new way of working for us. Traditionally, we have been implementing our products ourselves."

Subramanian said that the product would continue to be embedded in the company's offerings but that channel partners would help accelerate growth.

**THE PLAN**

**TCS hopes to make Ignio the fastest software product to reach \$100 million in revenue**

"The real kick is to reach out to the larger ecosystem and appoint digital mid-channel partners and empower them to implement it. I think it's on the right track," he said, adding the channel partners had been picked in Europe and North America and were specialised players in the business.

The Mumbai-headquartered company has already begun replicating the Ignio strategy with a second product, Jile, a platform that allows customers to develop software in an 'agile' framework.

**Globe Trotter** Meanwhile in tech...

### A Gloomy Picture for Netflix

NETFLIX'S PAID NET SUBSCRIBER ADDITIONS PER QUARTER

United States International

Source: Statista

## FB Files Transfer Plea in SC on WhatsApp Traceability Case

**BENGALURU** Facebook has filed a transfer petition in the Supreme Court on a lawsuit regarding traceability of its encrypted messaging app WhatsApp. The transfer petition is slated for hearing in the top court on Tuesday, according to the SC's website. The case is currently being heard in the Madras High Court. It was not clear which court Facebook wanted the case to be transferred to. Facebook did not respond to an email until the time of going to press. While the original petitions filed in July last year sought interlinking of the Aadhaar database with social media profiles for authentication of identity, the division bench of the Madras HC expanded the scope of the petitions to include issues including curbing cybercrime and intermediary liability within the ambit of the legal proceedings. — Our Bureau

**\$248 m for Indian Agritech Firms**

**NEW DELHI** Agritech startups in India received more than \$248 million funding in the first half of 2019, a growth of 300% compared to the same period in the previous year, according to a study by IT industry body Nasscom. — IANS



# Gold Imports up 35.5% in First Quarter

**Our Bureau**

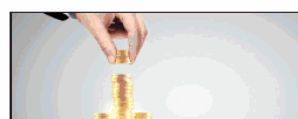
New Delhi: India's gold imports in the first quarter of the current fiscal increased by 35.5% from a year ago to \$11.45 billion, as per official data.

India is the world's largest importer of gold, with annual consumption at 800-900 tonnes. Imports were \$8.45 billion in the same period of 2018-19.

The increase in gold imports pushed the country's trade deficit marginally up to \$45.96 billion during April-June quarter of 2019-20 compared with \$44.94 billion a year ago.

For the full year 2018-19, exports of gems and jewellery declined by 5.32% to \$30.96 billion while gold imports dipped about 3% in value terms to \$32.8 billion.

Since January this year, gold imports have recorded double-digit growth, except in February when it dipped by about 11%. The government increased import duty on gold to 12.5% from 10% in this year's budget in July.



...pt in February when it dipped by about 11%. The government increased import duty on gold to 12.5% from 10% in this year's budget in July.



## FINDING A REASON TO VISIT JAPAN IS AS EASY AS GETTING THERE

ALL-IN RETURN ECONOMY CLASS FARES FROM

Tokyo (Narita & Haneda) **₹ 41,000\*** Fukuoka **₹ 40,000\*** Osaka **₹ 42,000\***



Redeem a complimentary \$520 Changi Transit Voucher\* for shopping or lounge access when you transit in Singapore Changi Airport. Special fares are also available to Hiroshima, Nagoya and Sapporo.



Book now at singaporeair.com

\*Changi Transit Voucher is valid till 31 March 2020.

Fares shown are per person on Singapore Airlines flights from Delhi to Japan and include all associated taxes and surcharges. Minimum 2 people to book and travel together on the same itinerary for the fare to apply. Promotional fares are on sale up to 31 August 2019, for outbound travel from 16 September 2019 till 20 August 2020. Blackout dates apply. Fares shown are correct as on 10 July 2019. Actual prices may vary due to currency fluctuations and vary between cities in India. Pay with Netbanking when you book online at singaporeair.com or contact your travel agent or local Singapore Airlines/SilkAir office. Other conditions apply.



## SEIZING OPPORTUNITIES. NURTURING GROWTH.

Ruchira Papers continues to cross milestones through steady leadership and a modern outlook.

S.No	Particulars	Rs. (In Lakhs) except Earning per Share			
		Quarter Ended		Year Ended	
		30.06.19	31.03.19	30.06.18	31.03.19
		Un-Audited	Audited	Un-Audited	Audited
1	Total Income from Operations (net)	13081.01	12961.07	11116.22	49588.14
2	Net Profit for the period (before tax and exceptional items)	1385.55	1651.07	1469.38	6282.30
3	Net Profit for the period (before tax after exceptional items)	1385.60	1653.89	1476.08	6241.93
4	Net Profit for the period (after tax after exceptional items)	912.07	1026.13	974.18	4023.50
5	Total comprehensive income for the period	900.23	1037.68	966.18	3979.82
6	Paid up Equity Share Capital	2425.18	2425.18	2242.18	2425.18
7	Other Equity (as shown in the Audited Balance Sheet of Previous Year)	-	-	-	22009.32
8	<b>Earnings per share (of Rs. 10/- each) Not annualised</b>				
(a)	Basic	3.76	4.23	4.31	17.43
(b)	Diluted	3.76	4.23	4.30	17.43

Note: The above is an extract of the detailed format of financial results filed with the Stock Exchange under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format of the financial results are available on the stock exchange websites, at a link (<http://www.bseindia.com/#corporates>) and (<https://www.nseindia.com/corporates>) and on the Company's website at [www.ruchirapapers.com](http://www.ruchirapapers.com)

For and on behalf of Board of Directors

Place : Kala Amb  
Date : 12th August, 2019

Umesh Chander Garg  
Managing Director

**RUCHIRA PAPERS LIMITED**  
Regd. Office: Tirokopur Road, Kala Amb, District-Sirmaur-H.P-173030  
[www.ruchirapapers.com](http://www.ruchirapapers.com), [cs@ruchirapapers.com](mailto:cs@ruchirapapers.com), [investor@ruchirapapers.com](mailto:investor@ruchirapapers.com)  
CIN: L21012HP1980PLC004336

# RELIANCE

# GENERAL INSURANCE

A RELIANCE CAPITAL COMPANY

Reliance General Insurance Company Limited. Corporate Office: Reliance Center, South Wing, 4th Floor, Off. Western Express Highway, Santacruz (East), Mumbai - 400 055. Registered Office: H Block, 1st Floor, Dhurubhai Ambani Knowledge City, Navi Mumbai-400710. IRDAI Regn. No.103 dated 23.10.2000. Website: [www.reliancegeneral.co.in](http://www.reliancegeneral.co.in), 1800 3009 (Toll Free), Corporate Identity Number (CIN): U66603MH2000PLC128300. Trade Logo displayed belongs to Anil Dhurubhai Ambani Ventures Private Limited and used by Reliance General Insurance Company Limited under License.

## UNAUDITED FINANCIAL RESULTS FOR THE PERIOD ENDED JUNE 30, 2019

Sl. No.	Particulars	For the Quarter Ended 30 <sup>th</sup> June, 2019			For the Quarter Ended 30 <sup>th</sup> June, 2018		
		Fire	Marine	Misc.	Fire	Marine	Misc.
1	Premiums earned (Net)	3,934	133	82,998	1,944	137	70,786
2	Profit/ Loss on sale/redemption of Investments	105	8	2,473	18	2	492
3	Interest, Dividend & Rent - Gross	646	51	15,202	443	48	12,383
4	Others - Exchange Gain / (Loss)	-	-	2	-	-	(1)
	- Miscellaneous Income	-	-	8	-	-	9
	<b>TOTAL (A)</b>	<b>4,685</b>	<b>192</b>	<b>1,00,683</b>	<b>2,405</b>	<b>187</b>	<b>83,669</b>
1	Claims Incurred (Net)	2,186	44	66,535	909	326	59,917
2	Commission (Net)	(1,057)	(62)	2,313	(332)	(276)	1,436
3	Operating Expenses related to Insurance Business	2,628	152	28,277	1,267	124	19,507
4	Reserve For Premium Deficiency	-	-	-	-	-	-
	<b>TOTAL (B)</b>	<b>3,757</b>	<b>134</b>	<b>97,125</b>	<b>1,844</b>	<b>174</b>	<b>80,860</b>
	<b>Operating Profit/(Loss) (C) = (A - B)</b>	<b>928</b>	<b>58</b>	<b>3,558</b>	<b>561</b>	<b>13</b>	<b>2,809</b>
	<b>APPROPRIATIONS</b>						
	Transfer to Shareholders' Account	928	58	3,558	561	13	2,809
	Transfer to Catastrophe Reserve	-	-	-	-	-	-
	Transfer to Other Reserves	-	-	-	-	-	-
	<b>TOTAL (C)</b>	<b>928</b>	<b>58</b>	<b>3,558</b>	<b>561</b>	<b>13</b>	<b>2,809</b>

Particulars	As at 30th June, 2019	As at 30th June, 2018
<b>SOURCES OF FUNDS</b>		
Share Capital	25,155	25,155
Reserves and Surplus	1,41,436	1,21,092
Fair Value Change Account- Shareholder	(749)	(247)
Fair Value Change Account- Policyholder	(4,007)	(1,101)
Borrowings	23,000	33,000
<b>TOTAL</b>	<b>1,84,835</b>	<b>1,77,899</b>
<b>APPLICATION OF FUNDS</b>		
Investments- Shareholder	1,54,158	1,51,120
Investments- Policyholder	8,25,503	6,74,984
Loans	-	-
Fixed Assets	3,299	3,430
Deferred Tax	3,727	3,727
<b>CURRENT ASSETS</b>		
Cash and Bank Balances	17,488	9,333
Advances and Other Assets	1,39,471	1,08,028
<b>Sub-total (A)</b>	<b>1,56,959</b>	<b>1,17,361</b>
Current Liabilities	7,70,338	6,01,615
Provisions	1,88,473	1,71,108
<b>Sub-total (B)</b>	<b>9,58,811</b>	<b>7,72,723</b>
<b>Net Current Assets (C) = (A - B)</b>	<b>(8,01,852)</b>	<b>(6,55,362)</b>
Miscellaneous Expenditure (to the extent not written off or adjusted)	-	-
Debit Balance in Profit and Loss Account	-	-
<b>TOTAL</b>	<b>1,84,835</b>	<b>1,77,899</b>

Sl. No.	Particulars	For the Quarter Ended 30 <sup>th</sup> June, 2019	For the Quarter Ended 30 <sup>th</sup> June, 2018
1	Gross Direct Premium Growth Rate (%)	26.3%	23.0%
2	Gross Direct Premium to Net Worth Ratio (times)	1.18	1.07
3	Growth Rate of Net Worth (%)	4.0%	4.1%
4	Net Retention Ratio (%)	60.9%	67.3%
5	Net Commission Ratio (%)	1.0%	0.8%
6	Expense of Management to Gross Direct Premium Ratio (%)	22.4%	19.6%
7	Expense of Management to Net written Premium (%)	36.5%	28.9%
8	Net incurred Claims to Net Earned Premium (%)	79.0%	83.9%
9	Combined Ratio (%)	105.6%	104.5%
10	Technical Reserve to net premium ratio (times)	6.05	6.15
11	Underwriting Balance Ratio (times)	(0.16)	(0.14)
12	Operating profit ratio (%)	5.2%	4.6%
13	Liquid Assets to Liabilities Ratio (times)	0.29	0.22
14	Net Earnings Ratio (%)	5.3%	5.4%
15	Return on Net Worth Ratio (%)	3.8%	3.9%
16	Available Solvency Margin (ASM) to Required Solvency Margin (ISM) ratio (Times)	1.60	1.61
17	NPA Ratio (%)		
	- Gross NPA Ratio	0.4%	-
	- Net NPA Ratio	0.1%	-

Sl. No.	Particulars	For the Quarter Ended 30 <sup>th</sup> June, 2019	For the Quarter Ended 30 <sup>th</sup> June, 2018
1	<b>OPERATING PROFIT/(LOSS)</b>		
	(a) Fire Insurance	928	561
	(b) Marine Insurance	58	13
	(c) Miscellaneous Insurance	3,558	2,809
2	<b>INCOME FROM INVESTMENTS</b>		
	(a) Interest, Dividend & Rent - Gross	2,970	2,883
	(b) Profit on sale/ redemption of investments	541	123
	Less: Loss on sale/ redemption of investments	(58)	(9)
3	<b>OTHER INCOME</b>		
	Profit/(Loss) on sale/discard of assets	-	1
	Miscellaneous Income	1	2
	Excess Provision Written Back	49	122
	<b>TOTAL (A)</b>	<b>8,047</b>	<b>6,505</b>
4	<b>PROVISIONS (Other than taxation)</b>		
	(a) For diminution in the value of investments	-	-
	(b) For doubtful debts	1	-
	(c) Bad Debts w/off	-	-
	Less: Provision held	-	-
5	<b>OTHER EXPENSES</b>		
	(a) Expenses other than those related to Insurance Business	164	126
	(b) Finance Cost	139	121
	(c) Interest on Non Convertible Debentures	522	522
	(d) Corporate Social Responsibility Expense	-	-
	(e) Penalty	-	-
	(f) Others	-	-
	<b>TOTAL (B)</b>	<b>826</b>	<b>769</b>
	<b>Profit/(Loss) Before Tax (A) - (B)</b>	<b>7,221</b>	<b>5,736</b>
	Provision for Taxation		
	(a) Current Tax	1,598	995
	(b) Short Provision for earlier year	-	-
	(c) Deferred Tax	-	-
	(d) MAT Credit	(771)	(995)
	<b>Net Profit/(Loss) after tax</b>	<b>6,394</b>	<b>5,736</b>
	<b>APPROPRIATIONS</b>		
	(a) Interim dividends paid during the year	-	-
	(b) Final dividend	-	-
	(c) Dividend distribution tax	-	-
	(d) Debenture Redemption Reserve	160	160
	Profit / (Loss) After appropriations	6,234	5,576
	Balance of profit/ loss brought forward from last year	56,455	37,408
	<b>Balance carried forward to Balance Sheet</b>	<b>62,689</b>	<b>42,984</b>
	Basic Earning Per share [Equity Share of Rs. 10 each]*	2.54	2.28
	Diluted Earning Per share [Equity Share of Rs. 10 each]*	2.54	2.28

Notes: 1. The above results have been reviewed by the Audit Committee and approved at the meeting of the Board of Directors held on 10th August, 2019.

2. For details regarding the corresponding financial data for fiscal years ended March 31, 2018 and 2017, on a restated basis, please see the section titled "Financial Statements" beginning on page 234 of the draft red herring prospectus dated February 08, 2019 ("DRHP") filed by the Company with the Securities and Exchange Board of India. For details regarding the corresponding financial data for fiscal year ended March 31, 2019, please see <https://www.reliancegeneral.co.in/insurance/About-us/Public-Disclosure.aspx>.

Disclaimer: Reliance General Insurance Company Limited proposes to make an initial public offering of its equity shares, subject to receipt of requisite approvals, market conditions and other considerations, and has filed a draft red herring prospectus dated February 08, 2019 ("DRHP") with the Securities and Exchange Board of India ("SEBI"). The DRHP is available on SEBI website at [www.sebi.gov.in](http://www.sebi.gov.in) as well as on the website of the global coordinators and book running lead managers i.e., Motilal Oswal Investment Advisors Limited [www.motilalosalwalgroup.com](http://www.motilalosalwalgroup.com), CLSA India Private Limited at <http://www.india.cla.com>, Credit Suisse Securities (India) Private Limited at [www.credit-suisse.com/in/ipo/](http://www.credit-suisse.com/in/ipo/), websites of the book running lead managers Halting Securities India Private Limited at <http://www.haltingsec.com/en-us/halting-india>, IndusInd Bank Limited at <http://www.indusind.com>, YES!www.indusind.com, YES Securities (India) Private Limited at <http://www.yesinvest.in>, and the websites of BSE Limited and National Stock Exchange of India Limited at [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com), respectively. Investors should note that investment in equity shares involves a high degree of risk and for details relating to the same, see "Risk Factors" of the red herring prospectus, when available. Potential investors should not rely on the DRHP for any investment decision."

The Equity Shares offered in the Offer have not been and will not be registered under the U.S. Securities Act of 1933, as amended ("U.S. Securities Act") or any state securities laws in the United States, and unless so registered may not be offered or sold within the United States, except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable state securities laws. Accordingly, such Equity Shares are being offered and sold (i) outside of the United States in offshore transactions in reliance on Regulation S under the U.S. Securities Act and the applicable laws of the jurisdiction where those offers and sales occur; and (ii) to "qualified institutional buyers" (as defined in Rule 144A under the U.S. Securities Act), pursuant to the private placement exemption set out in Section 4(a) of the U.S. Securities Act."

\* Not Annualized

For and on behalf of the Board of Directors  
Reliance General Insurance Company Limited

Sd/-  
Rakesh Jain  
Executive Director & CEO

Place : Mumbai  
Date : 10<sup>th</sup> August, 2019





CAMPUS CORNER

MGM CET Students Design Formula Race Car MUMBAI: Team MGM Accellors from Mahatma Gandhi Mission's College of Engineering and Technology (MGM CET), Kamothé, earned 54th position among top colleges from around the country at the Supra SAIndia Formula 2019 for engineering colleges held recently at the Buddh International Circuit in Greater Noida. As many as 3,000 engineering students from 127 college teams competed to conceive, design and fabricate a small Formula Prototype car. The mechanical engineering students of MGM CET entered the competition with a single-seater student formula race car prepared as per the rules laid out by Supra SAIndia.

Non-IT Firms Hunt for Tech Talent to Back Digital Push

Cos in manufacturing, retail, banking, financial services developing cutting-edge tech

Rica Bhattacharyya & Prachi Verma Dadhwal

Mumbai | New Delhi: Non-IT companies are stepping up hiring of technology professionals, as demand for tech savvy and digital talent grows in an otherwise slow job market. Manufacturing, retail, banking and financial services companies are developing cutting-edge technologies, which require tech talent, said HR heads. Companies including Vedanta, Tata Steel, RPG, Phillips, Schneider Electric, Whirlpool and Dabur are investing heavily in digital technology to improve productivity and efficiency. "We hire tech professionals because it makes business sense. It saves us man-hours, reduces down-time and risk, which directly affect the bottom-line," said Madhu Srivastava, group chief human resource officer at diversified miner Vedanta. The Anil Agarwal-led natural resources company — which is thinking of implementing blockchain technology for purchasing and sourcing, artificial intelligence-enabled exploration and unmanned surveillance systems — is hiring talent in smart manufacturing, industrial cyber security, digital capital management projects and other functional digital projects including exploration. "Digital is getting embedded in every function including manufacturing, marketing, research and development, and human resources, and there is widespread demand for professionals for every domain," said R Suresh, founder of executive search consultancy Insist. The RPG group, which started its digital journey by hiring a Chief Digital Officer for tyre maker Ceat and its construction engineering subsidiary KEC International a couple of years ago, has hired data analysts, data scientists and AI professionals, said group HR head S Venkatesh. Tata Steel, on the other hand, is hiring fresh technology graduates. The country's largest private steel maker, which is targeting to become one of the top five technologically advanced global steel companies, has new and emerging tech roles in the areas of New Material

Tech Check

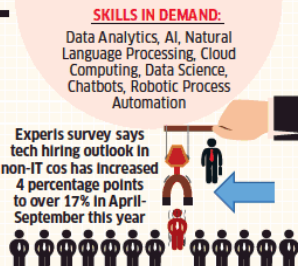
Sectors Hiring Tech Talent:

Manufacturing, retail, banking and financial services

Cos Investing in Digital Tech:

Vedanta, Tata Steel, RPG, Phillips, Schneider Electric, Whirlpool, Dabur

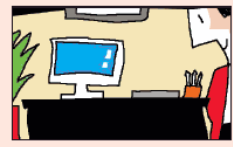
Their focus is on improving productivity & efficiency, save costs



our workforce mix as we seek to digitize the health and personal care segments," said Armaan Seth, head — HR, Phillips Indian Subcontinent. In 2019, Phillips is estimated to hire more than 800 people, including software engineers and R&D staff, compared to last year where it hired over 750 employees in the same domains. Schneider Electric, the global specialist in energy management and automation, is doubling its tech talent hiring in India, said Runita Verma, director HR, Schneider Electric India. Fast moving consumer goods company Dabur India is focusing on hiring tech talent in functions as diverse as manufacturing, marketing, sales, supply chain and HR. "As we adopt more technology-intensive manufacturing systems, our hiring choices have shifted to people who have greater exposure to electronics, instrumentation and mechatronics," said Dabur India's Executive Director-HR, V Krishnan. Home appliances manufacturer Whirlpool needs technical talent to drive innovation and support its product leadership initiatives. "Last year, we added 320 (15%) people and this year, the projected numbers are similar. Majority of the talent is involved in R&D and product development. A portion of the talent is involved in operations (manufacturing and procurement)," said Sarthak Raychaudhuri, vice president-HR, Asia at Whirlpool Corp.

5 WAYS TO DE-CLUTTER AT WORK

Are you feeling inundated with work? Do you feel like you need more hours in a day? Is the sight of your messy desk stressing you out? Then it's time to de-clutter. Anjali Venugopal gets inputs from experts on how to get your work and workplace in order.



1. CLEAN YOUR DESK

Ever got riled up for having your pedestal filled with several staplers, but none of them loaded when you needed one? No one needs this kind of energy at work. Look around your desk, put all that you don't need in a box and clear your workspace of all that clutter," says Vipul Singh, vice president (HR), ADP. Employers, in turn, should keep in mind that a well-designed workspace reinforces the organisational mission and vision. Physically installed cues provide sense of direction to all employees in prioritising and accomplishing their tasks.

2. PLAN, SCHEDULE

Start each day with a plan. Taking out 15-20 minutes at the beginning of the day helps you have a clear vision of what your day's goals are. It's even better if you can schedule your activities. If that's too rigid or if your work is of a more unpredictable nature, make a list of things you need to do, number them in order of importance and allot the time you need for each task. You'll find that you magically have more time now.

3. ONE TASK AT A TIME

Prioritise and complete the task at hand. Moving from one task to another will only clutter your mind and leave you with several unfinished tasks," says Singh. Research shows you end up losing time when you multitask because your brain needs to re-orient itself every time you switch. So, "monotask". Instead of multitasking. Once you've finished your task, don't get attached to processes you've created, says Pawan Gadla, CEO (retail and online), Ferns N Petals. Instead, introspect and make improvements.

4. BE PRODUCTIVE

"Different people have different ideas, but not all are purposeful. Prioritise ideas that will positively impact the organisation," says Singh. The things you enjoy doing on a surface level, like scrolling through social media and the things that add value to an organisation can be completely different, says Gadla. Pay attention to what's productive.

5. USE TECHNOLOGY

Technology helps you manage your time and work-related stress better, says Gadla. For example, make use of calendar apps and email invitations to manage meetings. Apps like Forest and Offtime help you keep away from distractions when you need to focus. For managers, there are also tools to provide business intelligence on aspects like productivity, says Ferns N Petals' Gadla.

TIMES interconnect Connecting People, Connecting Needs.

business

DME PLANT IN OMAN

GREEN FUEL INVESTMENT OPPORTUNITY WITH ASSURED BUY BACK BY INDIAN OIL REFINERIES SEEKING 8-10 MN US\$ PARTNER Contact: +916289961190 Email: info@fortunechem.in

tender & notices

PUBLIC NOTICE

सर्वजनिक सूचना

सर्वसाधारण को सूचित किया जाता है मैं किशन सिंह व मेरी पत्नी बसंती देवी पता ८०३ प्रथम तल हा. वो.का. सी २१ डी फरीदाबाद ने अपने पुत्र चेतन को अपनी चल-अचल संपत्ति से बेदखल कर अपने सभी संबंध विच्छेद कर दिये हैं इसके द्वारा किये गये किसी भी कार्य के लिये हम जिम्मेदार नहीं होंगे।

personal

CHANGE OF NAME

I, Ekta Saxena W/o Santosh Kumar, R/o Flat No-01002, VVIP addresses, Rajnagar extension, Ghaziabad-201017 have changed my name to Ekita Srivastava for all purpose.

I, Ritesh Barak S/o Bhagwan Barak R/o 487/5, School Road, Peeragarhi, New Delhi-87 have changed my name to Travis Barak for all purpose.

Readers are recommended to make appropriate enquires and seek appropriate advice before sending money, incurring any expenses, acting on medical recommendations or entering into any commitment in relation to any advertisement published in this publication. The Times Of India Group doesn't vouch for any claims made by the Advertisers of products and services. The Printer, Publisher, Editor, and Owners of The Times Of India Group publications shall not be held liable for any consequences, in the event such claims are not honoured by the Advertisers.

TIMES Solmate YOUR SEARCH FOR AN IDEAL PARTNER JUST GOT BETTER. LOOKING TO ADVERTISE OUTSIDE INDIA? We help you to reach out to global audience for selecting your ideal life partner. To book your matrimonial ads in USA, UK, Europe, Canada, Russia, Africa, Australia, UAE, Nepal and many other countries. Please call Shinjini: 9810553963 Email: shinjini.singh@timesgroup.com

I, Anjana Shastri D/o Late P.K.A., Krishnan (Anantha Krishnan) W/o Ravi Shastri R/o H.No. 26, G.F., Ashok Enclave, Main, Sector-35, Faridabad have changed my name to Anjana Krishnan for all purposes.

I, Nandita Pathania D/o B.S. Pathania W/o Romi Rameshbhai Patel R/o 28, Panchsahal Apartments, Plot No. 47, I. P. Extension, Patparganj, Delhi-82 have changed my name to Nandita Patel for all future purposes.

I, Sumit Kumar S/o Lokesh Chauhan R/o H.No. 92/8 Chh-plyan Bujurg Distt. Gautam Budh Nagar Have Changed my name to Sumit Chauhan for all future purposes.

I, Gunjan Raj D/o Rajesh Kumar Gupta W/o Shubham Saxena R/o J-1/22/3 First Floor, Flat No. B-1, Khirki Extn., Malviya Nagar, New Delhi-110017 have changed my name to Gunjan Raj Saxena for future purposes.

I, Jaspal Singh S/o Sh. Shamsingh R/o R-22 Ramesh Park Laxmi nagar Delhi-92 40 -clare that Jaspal and Jaspal Singh are the same person.

I, SANJAY Bansal s/o.Ramesh Bansal r/o.G Flat No.606, Tower no.1, Sec-74, Anjara Grand Hartage Noida, Gautam Budha Nagar, (UP)-201301 have changed my name to Garima Singh for all future purposes.

I, Utkarsh Bhardwaj S/o Lovkesh Sharma R/o K2 110, Kavi Nagar, Ghaziabad UP have changed my name to Utkarsh Sharma for all future purposes.

I, Usha Rani W/o Sunil Kumar D/o Shrikrishan Gupta/ Krishan Gupta R/o A-941 Jhangri Puri Delhi-83 have changed my name to Usha Bansal for all purposes.

I, Neha Rani W/o Rajeev Kumar Sharma R/o H.No.1853, Sector-87, Arun Vihar Noida, U.P.-201303, have changed my name to Sneha Sharma.

I, Vinod Kumar Saini S/o Late Shri Ram Singh Saini R/o 608, Nayak Mohalla Near Century Public School Bijnawar New Delhi-110061, inform that in my passport No. (A 71644869) my father's name is wrongly written as Ram Singh. Both names of one and same person.

I, Hemant Kumar S/O, Karan Singh Saini R/o 3951 Gali Abirav Manasha Bam Chowk Bahadur Garh Road, sadar Bazar Delhi-6 have changed my name to Hemant Saini.

I, Vinod Kumar S/o Late Shri Ram Singh Saini R/o 608, Nayak Mohalla Near Century Public School Bijnawar New Delhi-110061, have changed my name to Vinod Kumar Saini.

I, KULDEEP BHOLA S/O LATE MOHAN LAL BHOLA Residence at : 84/40C 1ST FLOOR WEA Channa Market, Karol Bagh Have Lost My Property Documents At Old Rajinder Nagar i.e WILL, ALLOTMENT LETTER, FREE HOLD PAPERS, POSSESSION , MAP & OTHER PROPERTY Documents. Police Complaint LR No. 1377440/2019. IF FOUND KINDLY CONTACT : 9654810021.

travel

IMMIGRATION

AUSTRALIA IMMIGRATION EXPERT Meet Ms. Diamond Sodhi MBA (USA) More than 1000 PR Visas with family now in demand. DIAC Offshore Agent ID: 3010546. No recent Work Experience Req. IELTS now valid for 3 years. India's No. 1 Company with Highest Australia PR Visas Since 2003. CAAN Wings 54A, B-Block, 1st Floor, Gr. Kalini-1 Above HDFC Bank, New Delhi M: 77018-87676, 98767-18889 Email: caanwings@gmail.com

EMILY HE SR VP, HUMAN CAPITAL MANAGEMENT CLOUD BUSINESS GROUP, ORACLE

Cos Under More Pressure to Adopt New Tech as NextGen wants to Use it at Work

There's a huge gap between the rate at which employees are adopting new technology in their daily life and the rate at which companies are deploying new technology, said Emily He, senior vice president of human capital management cloud business group at Oracle. In an interview to ET's Rica Bhattacharya, she said companies need to foster an environment to encourage employees to learn new skills. Edited excerpts:

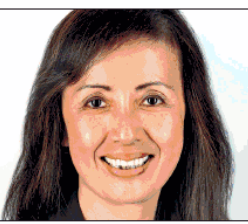
How is disruption by technology changing the workforce landscape and transforming the HR function? Although digital transformation has been on only for a few years, now it has taken on a new meaning because machines are interacting like humans. Technology is such a huge part of the day-to-day experience for the next generation that they want to use the technology at work. What we see is a fundamental shift in the way people want to interact with technology and the kind of values you want to get out of technology, and this is very much top of mind for many CHROs. HR personnel is now also responsible for supporting the employer brand. Companies are using digital assistant to enable HR helpdesk. The other thing from an AI and machine learning perspective is HR is being accountable to help other functions in business.

What is the level of preparedness of organisations globally as well as in India to adopt technology? There's a huge gap between the rate at which employees are adopting new technology in their daily life and the rate at which companies are deploying technology. Companies are under more pressure to adopt new technology faster because employees are demanding that when we come to work we want to use the same technology.

ET ascent Indian Highways Management Company Limited (An initiative of National Highways Authority of India) Regd. Office : NHAI, G-5 & 6, Sector-10, Dwarka, New Delhi-110075, India Invites applications for the post of CHIEF OPERATING OFFICER (COO) Last date of receipt of application in IHMCL is latest by 17:30 hrs on 05.09.2019 For details log in to website https://ihmcl.com/careers

INSTITUTE OF BANKING PERSONNEL SELECTION Authorised Website: www.ibps.in In case of queries / complaints please log in to http://cgrs.ibps.in/ COMMON RECRUITMENT PROCESS FOR PROBABATIONARY OFFICERS/MANAGEMENT TRAINEES IN PARTICIPATING ORGANISATIONS (CRP PO/MT-IX FOR VACANCIES OF 2020-21) The online examination (Preliminary and Main) for the next Common Recruitment Process for selection of personnel for Probationary Officer / Management Trainee posts in the Participating Organisations is tentatively scheduled in October / November 2019. The tentative schedule of events is as follows:

Table with 2 columns: Activity and Tentative Dates. Activities include registration, application, training, exam, and interview. Dates range from 07.08.2019 to April 2020.



As tech changes the nature of jobs, how can organisations stay ahead of the curve in the war for talent? It's universally acknowledged that we don't know what new jobs are going to be created as every job function will be impacted by technology and every single person will have to use technology to automate part of the job and find new ways to provide services. We need to come up with new ways to service the employees. It's up to each company to train employees to adopt technology and make it easier for them and foster an environment where experimentation is encouraged. The company can't possibly think of all scenarios where AI can be leveraged, and this is where you need to rely on employees and give them the incentive to experiment with new tech.

ET ascent RASHTRIYA CHEMICALS AND FERTILIZERS LIMITED (A Chemicals of India Undertaking) Administrative Bldg., Chembur, Mumbai-400 074. Advt No. 07/08/2019

Table with 5 columns: Sr. No., Post, Scale of Pay, Post Code No., No. of Posts. Posts include Officer (Finance), Deputy Manager, Manager, and Assistant Officer.

ADB ASIAN DEVELOPMENT BANK India Resident Mission SENIOR PROJECT OFFICER (HEALTH) (Vacancy Ref. No. 190476) SENIOR PROJECT OFFICER (WATER RESOURCES) (Vacancy Ref. No. 190478) ASSOCIATE PROJECT OFFICER (ENERGY) (Vacancy Ref. No. 190480)

How are Indian companies positioned as far as HR technology transformation is concerned? HR professionals in India probably have a lot more experience in managing people just because of the sheer number of people. So often we look to India to understand how we can deliver superior employee experience across all these different employees. India is known for having excellent tech resources. Indian professionals are known for not just being technologically savvy but also being business transformation leaders.

Mercer-Mettl Goes on an Expansion Spree

Mumbai: Talent assessment platform Mercer-Mettl is set to expand its global footprint in West Asia, Indonesia, US and South America. The company also plans to expand its product portfolio by offering services across the employee life cycle, including hiring, learning and development, engagement and leadership development. Mercer, an American multinational consulting company acquired Gurgaon-based Mettl for ₹300 crore in October 2018.

"We are witnessing wide adoption of talent assessment tools across companies of all sizes. Startups in particular are taking renewed interest in using modern assessment methods to hire the right fit right at the start," said Siddhartha Gupta, CEO, Mercer-Mettl. More than half of Mettl's business comes from companies with employee size of less than 1,000 and its clients include Rivigo, Ola and Paytm. The company plans to scale up its technological infrastructure. - Rica Bhattacharya





## STREET DEBUT BY 2024 Chairman Mukesh Ambani says the company will induct leading global partners in these businesses in the next few quarters and move towards listing RIL Plans to Tap Global Investors for Retail & Jio

Our Bureau

Mumbai: Reliance Industries will sell stakes in its retail and telecom units to global investors over the next few quarters and list the two companies, Reliance Retail and Reliance Jio Infocomm, separately on the stock exchanges by 2024.

"We have received strong interest from strategic and financial investors in our consumer businesses, Jio and Reliance Retail," chairman Mukesh Ambani said at the Reliance Industries annual general meeting on Monday. "We will induct leading global partners in these businesses in the next few quarters and move towards listing of both these companies within the next five years."

He said Jio had become the largest telecom company in India and the second-largest single-country operator in the world. Ambani said Reliance has invested almost ₹3.5 lakh crore towards creating state-of-the-art digital infrastructure across India, with the largest optical fiber footprint.

Anshuman Thakur, strategic head for the telecom unit, clarified that the investors will be "strategic partners" and not "financial ones."

"If we find the right partner, we

### Growth Plans

Reliance Industries started the retail business in 2006 with a grocery store, the company has since spent **₹14,000 cr** on the business

Analysts say the retail business will get listed first

Jio was started in 2016. RIL has invested almost **₹3.5 lakh cr** towards creating digital infrastructure across India, with the largest optical fiber footprint

Analyst expects Jio's valuation to be at least 13 times the EV/EBITDA ratio



**We have received strong interest from strategic and financial investors in our consumer businesses, Jio and Reliance Retail**

**MUKESH AMBANI**

will induct them on the right terms and at the right time," Thakur said, adding that retail business partnerships could include tech firms and not just retail companies.

ET reported a fortnight ago that global e-commerce giant Amazon is in exploratory talks to acquire up to 26% in Reliance Retail to tap a market where more than 95% of shopping is still done at physical stores.

Reliance started the retail business in 2006 with a grocery store and the company has since spent ₹14,000 crore on the business. It has built a network of 10,644 stores across grocery, lifestyle, apparel and electro-

nic formats, with 2,829 outlets opened in the previous financial year.

Last year, Reliance Retail clocked net sales of ₹1.3 lakh crore with Ebitda (earnings before interest, taxes, depreciation and amortisation) of ₹6,201 crore. The consumer businesses - electronics, grocery, fashion and lifestyle - accounted for over 56% of sales at ₹73,508 crore.

"Scale is crucial for retailing and with nearly 90% of retail sales through the unorganised sector, or about 12 million smaller outlets, Reliance has to expand its store network, which will require funds," said Abneesh Roy, execut-

ive vice president of institutional equities at Edelweiss Research.

Jio, which has more than 340 million subscribers and completes its third year in September, is chasing a target of 500 million users. Last month, it reported its seventh straight profitable quarter, with earnings growing at a higher-than-expected 46% on the back of strong subscriber additions that made it India's second-largest telco by users.

►► On Money Matters: The RIL Blueprint

## COS' DAY OUT: OIL, TELECOM & RETAIL TO SOON WALK THEIR OWN TALK

# 3 Baby RILs in the Making with RIL as Holding Entity

Analysts say plan to help deleverage balance sheet and may be part of long-term succession planning

Our Bureau

Mumbai: Reliance Industries is working towards a strategy to carve out at least three independent companies from its different businesses, making itself a holding firm for these entities.

Chairman Mukesh Ambani said RIL was embarking on its most ambitious value creation strategy, at the heart of which would be partnerships with global players who would be inducted as strategic partners in various businesses.

"We are the only diversified multi-sector Indian enterprise with three major

growth engines in one single corporate entity - oils-to-chemicals division, Jio (in telecom) and retail. All three have done exceedingly well in the past year. We are also incubating newer growth engines," Ambani said.

"If these two consumer businesses (Jio and retail) had been separately listed companies, each wo-



Kokilaben, Nita and Mukesh Ambani at RIL's 42nd AGM in Mumbai on Monday

uld be ranked among the top 10 in India today, in terms of value," he added.

At the company's 42nd Annual General Meeting, Ambani announced a deal to sell a 20% stake in its oil-to-chemicals business to Saudi Aramco, and said RIL would look at strategic partners for retail and telecom and eventually list those. The deal with Aramco will cover all of RIL's refining and petrochemicals assets, including 51% of the petroleum retail joint venture with BP.

The move is seen as a precursor to carving out different companies from Reliance Industries. Analysts said this strategic plan would help the company deleverage its balance sheet. They also specu-

lated that it could be a part of the company's long-term succession plan.

"Right now, we are carving out the oil-to-chemicals business into a division. We have committed that this business would be a standalone entity in five years. If then RIL and Aramco decide it should be listed at some later time, they may do so; there is no decision yet," executive director PMS Prasad said.

RIL has plans to hit the capital market with initial public offers for Reliance Retail and Reliance Jio Infocomm to list those separately by 2024. Before that it may induct strategic investors in these businesses.

►► On Money Matters: The RIL Blueprint

## RELIANCE INDUSTRIES GDR: GAIN OVER 5%

# Analysts Give a Thumbs Up, Co may Gain Up to 5% today

Street has reason to cheer with likely reduction in debt, and EV for deal estimated to be above street valuations

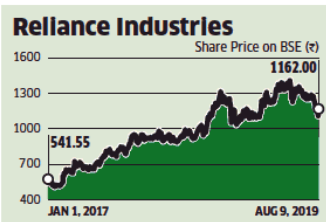
Rajesh.Mascarenhas@timesgroup.com

Mumbai: Investors are likely to cheer Reliance Industries' move to sell a stake in its oil refining and chemicals business for \$15 billion (₹1.05 lakh crore), which will help reduce the company's debt. Reliance shares could gain 3-5% on Tuesday, tracking the 6% jump in its Global Depository Receipts (GDR) on Monday, said analysts.

The country's second-largest company by market capitalisation said on Monday it will sell 20% stake in its arm to Saudi's Aramco and will be divesting 49% in petrol pump venture to British oil major BP Plc. The company, which is expected to receive close to ₹1.1 lakh crore from both the deals, could pare its total debt by almost 34% if its uses all its sales proceeds to repay loans.

"The RIL-Saudi Aramco deal is expected to have positive impact on valuation of RIL as the EV seems to be above street valuations," said Abhijeet Bora, research analyst at Shrekhani. "Additionally, the company's target to become zero net debt company by March-2021 and likely value unlocking from retail and digital services businesses through listing and induction of global partners would further add to valuation."

Analysts have been raising concerns over the oil-to-retail conglomerate's increasing debt with brokerage Credit Suisse cutting its rating on the company to 'underperform' from 'neutral'. Total liabilities of the company including debt, higher crude payables, customer advances, capex credit-



tors, spectrum liabilities, JioPhone financing and East West (EW) pipeline rose to a mammoth \$65 billion, or about ₹4.5 lakh crore, in FY2019, according to Credit Suisse.

Borrowings of RIL increased from ₹1.39 lakh crore in FY15 to ₹3.08 lakh crore in FY19 while interest cost surged from ₹3,316 crore in FY15 to ₹16,495 crore in FY19, which is 44% of earnings before interest and taxation (EBIT).

"This programme to aggressively pursue deleveraging in businesses such as OTC, fiber & tower and emerge as a zero debt company in the next 18 months will strengthen the consolidated balance-sheet leading to strong valuation re-rating of the stock," said Ajay Bodke, CEO-PMS, Prabhudas Lilladher.

Earlier, Reliance had announced it has entered an agreement with Brookfield Infrastructure Partners along with its affiliates for investment of ₹25,200 crore in the tower infrastructure investment trust.

"Monday's decision and its earlier announcement of Brookfield investment are likely to bring down company's net debt/EBITDA sharply and the market will take this positively," said Shriv Diwan, co-head, Institutional Equities, Edelweiss Securities.

►► On Money Matters: The RIL Blueprint

## Cash inflow from deal may add ₹120-150 a share to fair value

# Aramco Deal may Add 8-10% to RIL Stock's Target Price

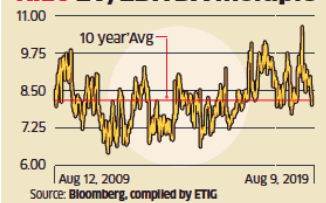
Ashutosh.Shyam@timesgroup.com

ET Intelligence Group: Reliance Industries (RIL) has lost over 9% of its market capitalisation in just one month on concerns over burgeoning borrowings on its balance sheet. Its decision to raise funds by selling equity stake in its refining, fuel retailing and petrochemicals business to Saudi Aramco should allay these fears. This is second major deleveraging exercise undertaken by the refining-to-telecom-to-retail conglomerate in past five months to de-leverage its balance sheet. In April, the company transferred telecom assets worth ₹1.1 lakh crore to an infrastructure investment trust.

The cash inflows from the deal with Saudi Aramco may add ₹120-150 per share to the fair value of Reliance Industries as lower debt burden would enhance equity value. This implies 8-10% addition to the current consensus target price of ₹1,379, according to Bloomberg. The implied valuation in terms of enterprise value (EV) relative to operating profit before depreciation and amortisation (EBITDA) for 20% stake in the hydrocarbon assets worth \$15 billion is about 7.5 times, considering FY21 earnings. This is higher than the street's expectation of 6-6.5 times.

RIL has clubbed these assets under the oil-to-chemical division, which consists of ref-

### RIL's EV/EBITDA multiple



ining, petrochemical and fuel marketing. In fuel marketing, the company has given 49% stake to BP for ₹7,000 crore. This means the total cash inflows from the deal with Saudi Aramco and BP would be around \$16 billion (₹1.13 lakh crore) and the total amount will go to RIL's treasury pool.

These two deals will help the company to reduce the net debt of ₹1.5 crore as of June 2019. In addition, the company is having certain deferred liability and several other financial liabilities (such as capex creditors, crude payables and advances from customers).

►► On Money Matters: The RIL Blueprint



**Resilient. Responsive. Responsible**  
...just like our metals



## Consolidated Financial Results for the Quarter Ended June 30, 2019

(₹ crore)

Particulars	Q1 FY20	Q1 FY19
Revenue from Operations	29,972	31,078
EBITDA	3,769	4,334
Profit After Tax	1,063	1,475

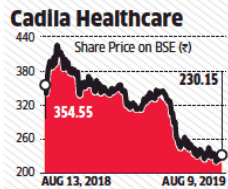
For full financial results, visit [www.hindalco.com](http://www.hindalco.com)

Hindalco Industries Ltd. Registered office: Ahura Centre, 1<sup>st</sup> Floor, B Wing, Mahakali Caves Road, Andheri (East), Mumbai 400 093.

Corporate Identity No. L27020MH1958PLC011238



# What to Buy, Sell and Hold



**Elara Capital** has recommended accumulate rating on **Cadila Healthcare** with a target price of ₹265 as they believe given its high US product concentration and key products facing competition, US sales is likely to remain flat over FY19-21. The brokerage has cut their FY20E EPS by 15% and FY21E EPS by 14%, resulting in a 10% CAGR decline in EPS over FY19-21E. Further, Helix acquisition has led to higher leverage and depressed return ratios, according to the brokerage. Current valuations are reasonable at 15x FY21E P/E, but pending FDA resolution at Moralya facility will remain an overhang. The stock declined 1.88% to ₹230.15 on Friday.

**Centrum** has reiterated its add rating on **Mahangar Gas** with a target price of ₹870. Given the June quarter results and guidance, we revise our FY20-21E volume growth assumptions to 5.7-5.9% and EBITDA margin/scm to Rs 9 per scm, driving 6/4.4% upward revision in FY20-21E EPS, said the brokerage. However, growth beyond FY23-24 remains at risk, given lack of Inorganic growth opportunities and potential saturation in existing areas, according to Centrum. The stock declined 4.42% to ₹785 on Friday.

**Karvy Stock Broking** has maintained its buy rating on **KEC International** with a target price of ₹364. The brokerage expect the existing strong order book to boost the revenues at 14% CAGR during FY19-21E. The revenues had a growth of 14.6% YoY majorly on the strong growth of T&D business (25%). The non T&D business just grew by 4% due to decline in civil & solar segment performance and flat growth in cables segment. The stock closed at ₹293 on Friday.

**HDFC Securities** has upgraded **JK Lakshmi Cement** to buy with a target price of ₹381. Increased profitability along with slower capex pace should keep JK's net debt-equity at comfortable levels below 1x. Post recent corrections in its stock price, JK's valuations are attractive at 7.5x FY21 estimated EV of USD 69/MT, according to the brokerage. Weak future capex execution will impact its volume growth visibility, sharp pull back in cement prices, said the brokerage. The stock ended at ₹332.15 on Friday.

**Reliance Securities** maintained its buy recommendation on **UltraTech Cement** with a target price of ₹5,100. Consistent approach to trim cost along with focus on improvement in ROCE by balance-sheet deleveraging augurs well for UltraTech Cement. Demand should recover post monsoon followed by higher government spending, said the brokerage. It has raised EBITDA estimate by 11%/13% for FY20E/FY21E, mainly to factor in superior realisation and additional volume from Century Assets. The stock ended at ₹4,277 on Friday.

## FUND REVIEW Canara Robeco Emerging Equity Fund Getting the Stability-Alpha Mix Right

Increasing talks over attractive valuation of mid-sized companies and extremely stable performance of large-sized companies provide a strong basis for investments in schemes which invest in both. Presently, the Nifty Midcap 100 is trading at 25% discount to its three-year average price to earnings multiple while the Nifty 50 is trading at a premium of 8% to its three-year average price to earnings multiple. Given these factors, a portfolio which offers a combination of large-sized companies that would add stability and mid-sized companies which would provide alpha and add incremental returns to the portfolio makes sense in the present market conditions.

Among such schemes, Canara Robeco Emerging Equities fits the bill. The scheme has long performance record which covers close to 15 years. In almost all cycles it has beaten its peers and the benchmark index by a reasonably good margin. In the past three-year, five-year and ten-year periods, the scheme has given returns of 9%, 15% and 19.4% returns, respectively, while its peers have given average return of 6%, 10% and 12%, respectively, over the same periods.

In the past six months, the scheme's fund managers Krishna Sanghvi and Nitish Gandhi have constructed a portfolio which has companies which are both value and growth buys. Besides, these companies offer stability in current phase of volatile markets. A few prominent companies are ITC, PowerGrid and ICICI Prudential Life. Investors can consider the scheme with a horizon of at least five years.

- Rajesh N Naidu/ ET Intelligence Group



PORTFOLIO CHANGE (PAST 6 MONTHS)		
<b>New Entrants</b>	<b>Complete Exits</b>	<b>Increase in Allocation</b>
Bank Of Baroda	Arvind	Century Textiles & Inds
Bharat Electronics	RBL Bank	Aditya Birla Fashion & Retail
Gujarat Gas	GAIL (India)	Volitas

PERIOD	CAGR RETURN	SIP CAGR RETURN	EQUITY MARKETCAP LARGE & MIDCAP - AVG ANNUALISED RETURN (%)
1 Year	-10.23	-8.19	-7.24
3 Year	9.15	1.49	6.73
5 Year	15.24	8.49	10.56

INVESTOR	1-YEAR	3-YEAR	5-YEAR
Invesco India Growth Opportunities	-5.19	9.61	11.81
Kotak Equity Opportunities Fund - R	-3.98	7.80	11.94
Principal Emerging Bluechip Fund	-13.23	7.06	13.74

**Expert Take** **VISHAL DHAWAN, CFP, Plan Ahead Wealth Advisors**  
 Canara Robeco Emerging Equity Fund has built an excellent long-term track record over the years. It has a highly diversified portfolio of 60 plus stocks, but due to its high beta resulting in volatility over shorter time periods, it is ideally suited for investors with aggressive risk tolerance and are willing to invest with a 7-10 year view through SIPs or STPs.

**BROADER WEAKNESS** among India's top 50 stocks is not reflected in the overall index which continues to be buoyed by a handful of names

## Over Half of Nifty Going at a Discount, But Index is Up

Pavan.Burugula @timesgroup.com

**Mumbai:** The recent decline in the markets has brought down the valuations of country's largest stocks with a majority of them trading at a discount to their long-term valuations.

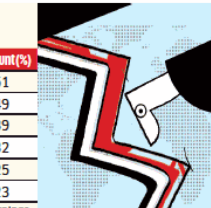
Over half of the Nifty50 stocks are currently trading at a discount compared to their 10-year average price to earnings (P/E) ratio—a popular valuation measure. Also, 32 are trading at a discount to their 10-year average price to book (P/B) ratio—a valuation ratio based on a company's assets, data showed. But, Nifty is trading above its 10-year average P/E ratio. According to data compiled by brokerage Motilal Oswal Securities, the Nifty is currently trading at a P/E multiple of 18.2 times against ten-year average of 17.9. It's P/B multiple, however, is in line with the 10-year average of 2.6.

The trend indicates the broader weakness amongst India's top 50 stocks that has not been captured at the index level. "The movement in the Nifty during the last few years has largely been driven by a handful of stocks," said Gaurav Dua, head-capital market strategy, Sharekhana. These include HDFC, HDFC Bank,

### Attractive Valuations

	Current PE	Avg PE	Discount (%)
ONGC	4.9	10.1	51
Coal India	7.1	13.7	49
Bharti Infratel	14.5	23.7	39
Zee Entertainment	18.2	26.6	32
L&T	17.2	23	25
Cipla	21.7	28.2	23

\*10-year average price to earnings



Reliance Industries, TCS and Infosys. "This skewed rally of select few stocks has led to a situation where majority of the Nifty stocks are now trading at lower valuations while a few stocks continue to command premiums." While Nifty has fallen 8% from its January peaks, some of the stocks have witnessed much steeper falls. For instance, Yes Bank shares have lost over 50% since the beginning of the year while Maruti Suzuki is down 25%.

State-owned entities lead the pack of stocks that are trading at a discount to their long-term price to earnings. ONGC is currently trading at 51% discount to its 10-year P/E ratio while Bharat Petroleum and GAIL are trading at discounts of 27% and 39%, respectively. Auto stocks, too, are trading at

deep discounts with companies such as Mahindra & Mahindra and Hero MotoCorp trading over 15% lower than their average price to earnings. The sector has been impacted by slowdown in demand leading to a slump in sales of both two and four wheelers. At the P/B level, IndusInd Bank is trading 12% lower than its long-term average while Indiabulls Housing Finance is at a 47% discount. "The sell-off is happening across the market except for those handful stocks where bulk of the mutual fund money is going," said G Chokkalingam, founder, Equinomics Research and Advisory. "There are several concerns like slowdown in demand, lacklustre earnings and uncertainty about monsoon and hence investors are turning cautious."

## S&P Reaffirms B+ Rating on Tata Motors

Press Trust of India

**New Delhi:** Ratings agency Standard & Poor's (S&P) has reaffirmed Tata Motors' long-term issuer and issue credit ratings to be 'vulnerable to nonpayment' while keeping the outlook negative. S&P Global Ratings said it has reaffirmed 'B+' on Tata Motors' long-term issuer and issue credit ratings while keeping negative outlook due to high cash burn at its British arm Jaguar Land Rover, geopolitical risks such as Brexit and the US tariffs, and India's automotive market slowdown.

The ratings agency has also removed the company from CreditWatch stating geopolitical risks could take longer than expected to play out. "We expect Tata Motors' cash flow to stay negative at least for the next 12-24 months until global automotive demand recovers, the company's Chinese operations stabilise, and the expected cost cutting restores its financial health," S&P said in a statement.

Tata Motors' first-quarter fiscal 2020 performance remained weak, despite expectations of a recovery over the next 12-24 months, it added. "In our view, Tata Motors' continued cash burn largely at its UK-based subsidiary Jaguar Land Rover Automotive PLC (JLR) is denting the company's financial position," it said. S&P further said, "In addition, we are unsure of the timing and outcome of significant events such as Brexit and US trade tariffs. Therefore, we resolve our CreditWatch and affirm the rating with a negative outlook."

## Now Balkrishna Inds Shelves US Capex Plan

Analysts welcome move to scrap \$100-m greenfield project, even though near-term outlook is weak

Rajesh.Mascarenhas @timesgroup.com

**Mumbai:** Off-road tyre maker Balkrishna Industries has put off its plans to build a \$100-million greenfield plant in the US, joining a swelling list of companies in deferring capital expenditure amid evident signs of weakness in major trading blocs across the globe.

Welcoming the decision, analysts said that although near-term outlook for the company and the industry is weak, dropping US capex plans would benefit Balkrishna in the long term. "This announcement has come a day after auto-ancillaries maker Endurance Technologies withdrew its plan of entering into manufacturing of two- and three-wheeler tyres last week on the

back of a stock price crash. Shares of Balkrishna Industries, which plunged 8% on September 3, 2018, or the day the capex announcement was made, has declined 46% since then to ₹772 on Friday. "After reviewing various aspects of the project in the backdrop of current challenging economic and business environment, the board has decided to put it in abeyance," Balkrishna said in a notice to stock exchanges on Saturday. Several brokerages had downgraded the stock after the announcement to invest in the US as India's low labour costs give Balkrishna Industries the competitive edge against global peers, resulting in higher profitability and return ratios. "Given the current environment of rising trade wars, slowdown in global growth and a crisis in Indian automobile industry, it's a good de-

cision by Balkrishna Industries to postpone the US capex plans" said A K Prabhakar, head of research, IDBI Capital. "This could benefit the company in the long term." Last week, Endurance Technologies announced its plans of entering into manufacturing of two- and three-wheeler tyres on the sidelines of the June quarter results, and later attempted to convince investors that the plan is still at an

evaluation stage after its stock fell 20%. On Friday, the company withdrew its plans. The company said that the management reconsidered the decision and decided not to pursue the project after feedback from important stakeholders. Similarly, Siemens last week said it was dropping a plan to sell its mobility division and mechanical drives business to its parent, Siemens AG. Several investors and analysts raised concerns over the sale of the Siemens' mobility division and mechanical drives business, which together account for about 16% of the total revenue to its parent. In February, Jubilant Bhartia Group withdrew plans to seek corporate brand loyalty from its three group companies Jubilant Foodworks, Jubilant Life Sciences and Jubilant Industries.

## Hedge Funds Go All In on Gold as 'Currency Wars' Lift Haven Buys

Prices of the yellow metal are already at the highest in over six years and Wall Street firms expect it to touch \$1,600 an ounce

Bloomberg

Gold's spectacular rally is just getting started if hedge funds have their way. Prices are already at the highest in more than six years, and Goldman Sachs Group Inc. and Citigroup Inc. predict bullion could climb about 6% to \$1,600 an ounce in as little as six months. Money managers are going all in, raising their wagers on a rally to the highest since 2016. Gold's value as a haven is shining amid mounting global uncertainty over the US-China trade war and slowing economic growth. Donald Trump has escalated his spat with Beijing, and his Treasury Department for mally labelled China a currency manipulator. Trump has also pressed for the Federal Reserve to further cut interest rates and weaken the dollar. Meanwhile, \$15 trillion of debt globally has negative yields, and investor demand shows no sign of abating.

Analysts from Goldman have a six-month gold forecast of \$1,600, and Citi has said it will rise to that level in six to 12 months. Bank of America Merrill Lynch sees prices climbing toward \$2,000 within two years, topping the all-time record of \$1,921.17 reached in the spot market in 2011. Even so, prices may not have a straight ride up. The CBOE/Comex Gold Volatility Index, a measure of price swings, recently touched the highest since December 2016. The measure is still less than half of what it was when bullion climbed to its record in 2011. Investors seem willing to endure the volatility in hope of more price gains. Holdings in global exchange-traded funds backed by the metal are

a three-year high, while short wagers fell for a third straight week. Gold futures for December delivery gained 3.5% in the week ended Friday to settle at \$1,508.50 on the Comex in New York. Prices rose 0.5% Monday to \$1,515.30. Analysts from Goldman have a six-month gold forecast of \$1,600, and Citi has said it will rise to that level in six to 12 months. Bank of America Merrill Lynch sees prices climbing toward \$2,000 within two years, topping the all-time record of \$1,921.17 reached in the spot market in 2011. Even so, prices may not have a straight ride up. The CBOE/Comex Gold Volatility Index, a measure of price swings, recently touched the highest since December 2016. The measure is still less than half of what it was when bullion climbed to its record in 2011. Investors seem willing to endure the volatility in hope of more price gains. Holdings in global exchange-traded funds backed by the metal are

at the highest since March 2013. Aberdeen Standard Physical Gold Shares ETF passed the \$1 billion mark last week, making it the U.S.'s third-largest gold ETF, with \$1.02 billion in assets under management. Meanwhile, traders and analysts have switched to a strongly bullish position, with 69% expecting price gains, and none bearish for the first time since March, according to a Bloomberg survey. "When we have global deflation concerns and the slowdown in global economic activity and governments are all running to devalue their country's currency to try to stimulate economic growth, they're dealing with negative interest rates, and that's been driving gold," said Frank Holmes, chief executive and chief investment officer of US Global Investors, which runs the US Global Gold and Precious Metal Miners ETF—the third-best performing non-leveraged equity ETF in the US so far this year.



## Day Trading Guide | ICICI Direct

In the coming truncated week, we expect the index to consolidate with positive bias in a broad range of 10,900-11,300 levels with stock specific action. Therefore, any throwback towards 11,000 levels should be used as an incremental buying opportunity to accumulate quality mid-cap stocks to ride up move towards 11,300 levels. Structurally, Index maintained its rhythm (since 2008) of not correcting for more than 9-11 weeks in a row. We expect index to maintain the same rhythm of higher high-low on the weekly chart in the coming weeks.

### Tech Picks | DHARMESH SHAH Head Technical

<b>DABUR INDIA</b> A downward sloping trendline breakout joining highs since August 2018 and MACD in buy mode LAST CLOSE ▶ ₹439 STOP LOSS ▶ ₹425	<b>BUY</b> TARGET ₹463
<b>IDFC FIRST BANK</b> Price breakout above the four weeks of consolidation and closed above the 200 days SMA LAST CLOSE ▶ ₹44 STOP LOSS ▶ ₹42.30	<b>BUY</b> TARGET ₹47
<b>KALPATARU POWER</b> Favourable risk-reward on demand from previous major low of May 2019 and 200-day EMA LAST CLOSE ▶ ₹480 STOP LOSS ▶ ₹465	<b>BUY</b> TARGET ₹506
<b>VEDANTA</b> Stock forming lower high and lower low and closed below previous major low in February LAST CLOSE ▶ ₹142 STOP LOSS ▶ ₹148	<b>SELL</b> TARGET ₹133

### F&O Strategy | AMIT GUPTA Head-Derivatives

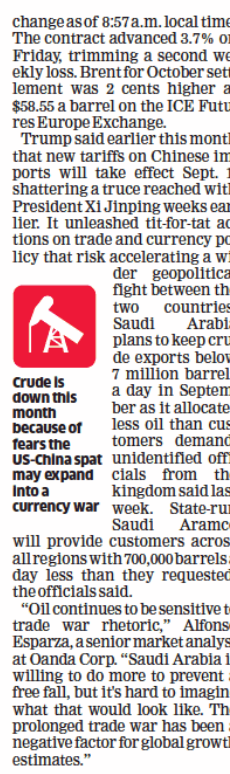
<b>Buy Nestle India August</b> CMP: ₹11,850-11,950 Target: ₹12,850 Stop loss: ₹11,350
<b>RATIONALE:</b> a) In the recent market volatility, only a select few stocks have been able to show resilience. In the FMCG space, Nestle has exhibited significant resilience and made a fresh life high in the last session despite most of the index heavyweights remained under pressure. b) The stock has been able to find fresh momentum post quarterly results announcement. The open interest in the stock has been gradually rising and rose by almost 10% during the series indicating long additions. We expect the stock to move higher on the back of continued long additions.
<b>Buy Colgate</b> CMP: ₹1,230 Target: ₹1,290 Stop loss: ₹1,190
<b>RATIONALE:</b> a) In this current leg of correction in the Nifty, most consumption stocks witnessed profit booking. However, Colgate remained resilient near 1,170 levels. b) Post its quarterly numbers, it attracted delivery based buying in the range of 1,160-1,170 along with short covering where the OI declined by 12% since the stock started performing from 1,170 levels. c) Highest Call base for the stock is placed at 1,200 strike and the stock is holding firm above these levels. We feel in-case of profit booking it is likely to hold 1,200 levels.

### Fx Technical | AMIT GUPTA Head-Derivatives

<b>Buy USD/INR at 70.75-70.85</b> Target: ₹71.55 Stop loss: ₹70.30
<b>RATIONALE:</b> • Chinese yuan is trading at 7.06 levels, lowest in over a decade. Weak CNY is likely to put pressure on most of the emerging market currencies including rupee • Sharp FI outflows from domestic markets in August is likely to weigh on rupee
<b>RESISTANCE</b> 71.1 71.30 71.55 <b>SUPPORT</b> 70.70 70.55 70.40
<b>Buy EUR/INR in the range of 79.10-79.20</b> Target: ₹79.80 Stop loss: ₹78.65
<b>RATIONALE:</b> • Euro likely to consolidate in near term in backdrop of trade war worries • Weak rupee is likely to support the pair in the near term
<b>RESISTANCE</b> 79.55 79.75 79.90 <b>SUPPORT</b> 79.10 78.85 78.60

## Oil Steadies as Trade Tensions Stoke Fears

Oil steadied after US President Donald Trump said planned trade talks with China next month could be called off, stoking concerns the deepening dispute will damage global growth. Futures rose 0.3% in New York, reversing earlier declines of as much as 1.8%. Trump's threat to cancel negotiations came after the International Monetary Fund on Friday warned of downside risks to the Chinese economy if trade tensions escalate. Oil rallied late last week after Saudi Arabia signaled it would seek to halt the price slump, and constrain its exports next month. Crude is down this month because of fears the US-China spat may expand into a currency war. The International Energy Agency on Friday trimmed its forecasts for oil demand growth this year and next, and warned that it may lower the estimates further as the trade conflict drags on. "Oil is facing severe global headwinds at the moment from the escalation of the trade war, weak macro data and a strong US dollar," said Jens Naerby Pedersen, a senior analyst at Danske Bank A/S in Copenhagen. "It is difficult to see what can break the downward spiral near-term as the market seems to be waiting for the next round of bad news." West Texas Intermediate crude for September delivery gained 16 cents to \$54.66 a barrel on the New York Mercantile Ex-



**Crude is down this month because of fears the US-China spat may expand into a currency war**  
 will provide customers across all regions with 700,000 barrels a day less than they requested, the officials said. "Oil continues to be sensitive to trade war rhetoric," Alfonso Esparza, a senior market analyst at Oanda Corp. "Saudi Arabia is willing to do more to prevent a free fall, but it's hard to imagine what that would look like." The prolonged trade war has been a negative factor for global growth estimates.



# RIL Partners Microsoft to Start Up a Software Boom

In partnership with US firm, Reliance to offer cloud-based solutions to small and medium enterprises at a 'rock-bottom' price; to invest in blockchain, IoT networks

**Our Bureau**

Mumbai: Reliance is positioning itself as a software company, partnering with Microsoft to offer cloud-based solutions to small enterprises, investing in blockchain and internet of things networks, and creating virtual and mixed reality content across education, entertainment and gaming to tap retail customers.

"Today, Jio is already a software company," Reliance Industries chairman Mukesh Ambani told shareholders at the 42nd annual general meeting of the company on Monday. "Jio has over 6,000 software engineers and we are continuing to attract technology talent from across India and the world."

will offer Microsoft solutions to small and medium enterprises at just ₹1,500 per month as a package, including connectivity. Reliance will also set up data centres that would run Microsoft's Azure platform.

"Together, we will offer comprehensive technology solutions — from compute and storage to connectivity and productivity — to SMBs everywhere in the country," said Satya Nadella, CEO of Microsoft, speaking through a video message at the AGM. The partnership will combine Azure, Azure AI and Office 365 with Jio's connectivity and digital solutions, he added.

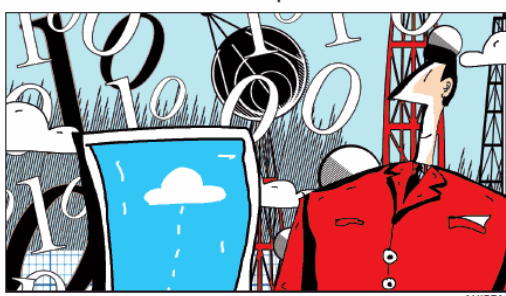
Ambani said up to 80% of the cost of running a startup goes towards cloud and connectivity infrastructure, adding that the Reliance-Microsoft partnership would offer connectivity and cloud infrastructure "free for budding startups". For micro, small and medium bu-



Reliance has entered into a ten-year partnership with Microsoft. Jio will offer MS solutions at just ₹1,500 a month as a package

nesses, a bundle of connectivity, productivity and automation tools is typically priced between ₹15,000 and ₹20,000 per month, but Reliance and Microsoft would offer these applications along with connectivity for "one-tenth the cost starting at ₹1,500 per month", Ambani said. For enterprises, the company has customised plans with similar benefits, he said.

Analysts said it could spur a revolution in pricing and adoption of cloud infrastructure and applications, comparing the move to the data revolution that Reliance Jio brought about in the telecom sector. "This is the most rock-bottom



ANIRBAN

pricing that one can imagine even for the most elementary cloud services," said Navin Mishra, senior director, analyst, digital infrastructure, cloud and hyperconvergence, at Gartner. From a cloud perspective India is proposed to be in a \$4-5 billion bracket in the next four years, driven by enterprises where SMBs have not yet been present, according to Gartner.

"Pricing has been a key inhibitor from the bottom of the pyramid," Mishra said. "With this partners-

hip it looks like they are trying to address the disruption of the marketplace with such pricing for most elementary cloud services... The second aspect is a lot of cloud providers struggle with the network piece of applications, especially for India where the SMB universe is huge and we have a vast geographical diversity. Jio has already invested a lot of money into building the network for 4G and disrupting the marketplace with the pricing," he said.

Ambani on Monday also announced that Jio is setting up a pan-India Edge Computing and Content Distribution network to deliver immersive content to users in areas like entertainment, shopping, gaming and education.

Jio aims to connect one billion IoT (internet of things) devices in India, out of an estimated two billion such devices by 2021. This would present a ₹20,000-crore-per-year revenue opportunity for the company, he said. Reliance will increase focus on virtual reality content and showcased capabilities of Tesseract, a VR company at the AGM. This creates exciting new possibilities for entertainment, shopping, gaming and most importantly for education, Ambani said.

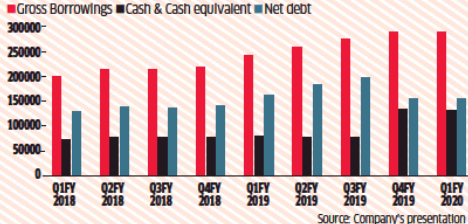
## India's Biggest Capex at ₹6-L Cr

In the past six years, Reliance Industries (RIL) has undertaken the biggest capital expenditure in Indian corporate history - of about \$93 billion, or ₹6 lakh crore. Half of that sum has been invested in the telecom business. In FY19, RIL invested ₹1.32 lakh crore - another record in the six-year period.

A mismatch between operating cash flow and capex resulted in negative free cash flow of \$10 billion, a negative print for the sixth year in a row. Interest cost has been increasing due to higher debt and outgo, as the proportion of debt in rupee terms is rising. Interest expensed and capitalised reached ₹26,700 crore in FY19, compared with ₹17,330 crore in FY18.

-Ashutosh R Shyam/ET Intelligence Group

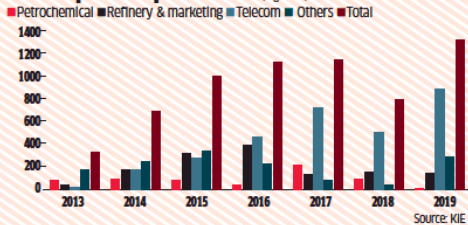
**RIL: Debt** (Fig in Cr)



Source: Company's presentation



**RIL: Capital Expenditure** (Fig in Cr)



Source: KIE

## Co Plans to Tap Global Investors for Retail, Jio

**From Market Page 1**

Analysts expect the retail business to be listed first.

"RIL's plans to list Jio will help improve the parent company's balance sheet, and at the same time make adequate cash available for funding Jio's fibre-based home broadband expansion and other digital initiatives," said Raviv Sharma, co-research head at SBICaps Securities.

"If these two consumer businesses had been separately listed companies, each would be ranked among the top 10 in India today, in terms of value," Ambani said.

Reliance Retail shares started trading in the last week of June in the unlisted market, at between ₹475 and ₹500 apiece, with a market capitalisation of ₹2.5 lakh crore in the unofficial market.

Over the past month, the stock has appreciated further to ₹550 apiece with a market cap of ₹2.75 crore," said two brokers. The valuation is bigger than all listed retailers put together.

One analyst expects Jio's valuation to be at least 13 times the EV/Ebitda ratio compared with rival Vodafone Idea's valuation, which he estimates at 8 times the ratio.

## Reliance Industries to Become Holding Entity

**From Market Page 1**

The two services businesses account for almost 32% of the company's operating profit and it aims to scale up this share to 50%. "Reliance Industries is never known to have talked about deleveraging, they always talked about capital allocation. The message is very clear, they want to create value by monetising the businesses where investment has been done. They will eventually create three different companies for downstream energy, retail

and telecom ... and grow them into significantly big independent businesses," an analyst from a domestic brokerage said, speaking on the condition of anonymity.

RIL's telcom unit head, Anshuman Thakur, said while there were many strategic investors showing interest in the retail and telecom businesses, any deal would happen only at the "right time" on "right terms". He said whether strategic investors were inducted in the businesses or not, the IPOs were planned to happen in the next five years.

## At \$111 billion, Aramco Made More Profit Than Apple, Exxon and Shell Put Together Last Year

Saudi Arabia is said to be seeking a valuation of up to \$2 trillion for its flagship company

**Our Bureau & Agencies**

New Delhi: Saudi Aramco, which is buying 20% in the oil and petrochemicals business of Reliance Industries, has emerged as the world's most profitable company with a staggering bottomline of \$111 billion last year, surpassing the combined profits of giants like Apple, ExxonMobil and Royal Dutch Shell.

The state-owned company's massive oil production makes Saudi Arabia the kingpin of the Organisation of Petroleum Exporting Countries. The company is on an acquisition spree, buying stakes in refineries, to give the world's largest crude oil exporter assured markets when concerns of pollution and the shift to clean energy is raising concerns about falling oil demand in the medium to long term.

On Monday, when Mukesh Ambani announced the stake sale, Saudi Aramco said its net profit in the first half of 2019 rose to \$46.9 billion, slightly lower than \$53 billion a year ago, because of lower oil prices.

**Top of the League**

\$111 billion Saudi Aramco bottomline last year

\$46.9 billion Net profit in first half of 2019

\$31.5 billion Profit reported by Apple

Company planning a giant IPO

Aims to mop up \$100 billion for a 5% stake

To supply 500,000 bpd to RIL's 1.24-million-bpd refining complex at Jamnagar

Aramco pumps 9.6 million barrels per day of crude oil

Aramco pumps 9.6 million barrels per day of crude oil



**FIRST HALF YEAR RESULTS**

It is the first time the company has published half-year financial results and comes after Aramco opened its secretive accounts for the first time in April as it prepares to raise funds from investors.

"Despite lower oil prices during the first half of 2019, we continued to deliver solid earnings and strong free cash flow underpinned by our consistent operational performance, cost management and fiscal discipline," Nasser was quoted as saying in a company statement.

Analysts say record demand for a \$12-billion debut international bond launched this year has propelled the world's top oil exporter to speed up efforts to float the company. But in its earnings call, the company gave no timeframe for the planned initial public offering.

Prince Mohammed has previously said the IPO - which could potentially be the world's biggest stock sale - would take place in late 2020 or early 2021. Failure to reach a \$2 trillion valuation as desired by Saudi rulers is widely considered the reason the IPO - earlier scheduled for 2018 - has been delayed. But investors have long debated whether Aramco was really valued so much.

Saudi Arabia has not announced where the listing will be held, but London, New York and Hong Kong have all vied for a slice of the much-touted IPO.

It was still far ahead of the \$31.5 billion reported by the world's most profitable listed company Apple.

"Leveraging our strength in upstream, we continued to deliver on our downstream growth strategy, including acquisitions in both Saudi Arabia and key international markets. These acquisitions are expected to enhance dedicated crude placement, increase refining and chemicals capacity, capture value from integration and diversify our operations," Saudi

Aramco president and chief executive Amin H Nasser said in a statement.

Aramco, which pumps about 9.6 million barrels per day (bpd) of crude oil, will supply 500,000 bpd to RIL's 1.24-million-bpd Refining complex at Jamnagar.

The company is planning a giant IPO, aiming to mop up \$100 billion for a 5% stake, valuing the company at \$2 trillion, which is comparable with India's gross domestic product and the total market capitalisation of the Bombay Stock Ex-

change last year. Aramco's diversification is part of Crown Prince Mohammed bin Salman's plan to diversify the kingdom's economy to reduce its excessive dependence on crude oil production.

Aramco has been on a mission to acquire refining stakes for decades, starting with 35% in a Korean refinery.

It subsequently picked up stakes in refineries in Greece, China, Japan and the largest refinery in the US, but it had not made a foothold in India so far.

## Retail Arm To Connect Small Stores Digitally



**Our Bureau**

Mumbai: Reliance Industries plans to connect manufacturers, traders and small shops to consumers through technology as part of a strategy to formalise the unorganised segment, chairman Mukesh Ambani said. The retail unit of the group has already started a pilot phase of its new commerce, or hybrid online-offline initiative, to provide card swipe terminal or point-of-sale solution to small merchants. The company is deploying blockchain, IoT and artificial intelligence among other new technologies under this project.

## Target Price to Go up

**From Market Page 1**

According to Credit Suisse calculations, the total liability of the RIL reached \$65 billion in FY19 compared with \$19 in FY15. Similarly, according to Kotak Institutional Equities, the gross borrowings and liabilities before de-merger of tower and fibre asset stood at ₹4.6 lakh crore. The street was expecting net debt of ₹2.23 lakh crore while forecasting for the earnings of the next fiscal year. However, the fund proceeds from Aramco and BP will result in zero net debt. The deal may possibly turn the non-telecom assets debt free. This will make more resources available for the consumer businesses which fetch higher valuation. At Friday's closing stock price of ₹1,161, the RIL stock was traded at 14.2 times one-year forward earnings compared with the 10-year average of 12.7. The premium to long-term average may sustain on account of the prospects of deleveraging.

## Stock to Gain Today

**From Market Page 1**

So far in 2019, the stock has risen 3.6% as against Nifty's gains of 2.2%. Since January 2017, the stock has risen 126% after underperforming for nine years. Between January 2008 and January 2017, Reliance shares lost 36%. Analysts are betting on better cash flows from the telecom business soon that will aid its debt reduction. "In the near term, it's a positive development that ₹1.05 lakh crore available from Aramco and ₹80-90,000 crore per annum operating cash flow would help de-leverage RIL within two years," said Gagan Dixit, analyst, Elara Capital.

**TAKE A LEAF OUT OF THIS CMO'S DIARY.**

**RAJA RAJAMANNAR** (Global CMO, Mastercard)  
On Multisensory Brand Experience

**BRAND EQUITY GLOBAL CMO DIARIES**

Presenting Brand Equity Global CMO Diaries - a platform for India's top marketers and advertisers to gain first-hand from the experience of globally renowned marketing experts.

**PICK UP BRAND EQUITY ON 21 AUG TO KNOW MORE**

\*Entry by invitation only



**COMMODITY INVESTMENT: A NATURAL INFLATION HEDGE.**

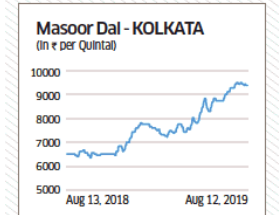
www.mccindia.com

**Tweet of the Day**

**Lisa Abramowicz**  
@lisaabramowicz1

Market pricing suggests that further central bank stimulus will fall to juice growth. "In our framework, we view lower yields (especially with a flatter curve) as a negative for risk assets," & thus are underweight stocks & credit. MS's Andrew Sheets

**Quarts & Ounces**



**ET Index**

COMMODITIES	CHANGE	PREV. DAYS	LAST WEEK
<b>Bullion</b>	0.19	5277.6	5154.6
<b>Cement</b>	0.00	2381.0	2397.3
<b>Edible Oil</b>	0.70	1572.2	1538.2
<b>Foodgrains</b>	0.92	2407.2	2339.0

**\$9.7 BILLION**

GEMS AND JEWELLERY EXPORTS DURING APRIL-JULY THIS FISCAL

**Did You Know?**

**Just 318 Crypto Addresses Control 80% of Tether**

The cryptocurrency world is even more concentrated than most observers probably realise. While large holders of Bitcoin that are commonly referred to as whales own almost a fifth of the largest cryptocurrency, researcher Coin Metrics says the unique identifiers known as addresses show that only about 300 entities control around 80% of Tether, the token that serves as a conduit for trading on many of the world's largest crypto exchanges. Tether has been at the centre of controversy since it was introduced in 2015 because lingering concerns about illegal uses have made it difficult for them to secure banking services. NY's attorney general in April accused the firms behind Tether of engaging in a cover-up to hide losses and comingle client and corporate funds. Some of the founders and biggest exchanges have even been referred to on social media as the Tether Mafia. — Bloomberg

**Pilot Survey to Check Authenticity**

From Page 1

"Also, formal sector jobs tend to multiply ancillary informal sector jobs, so they will be proxies for overall employment as well."

Crisil chief economist DK Joshi said, "As the large part of the economy is informal, this should be supplemented by informal sector employment data that can be captured through well designed surveys."

After the framework is notified, the government will reach out to bar councils on the number of lawyers, medical associations for doctors, Institute of Chartered Accountants of India, All India Council for Technical Education for engineers and other similar bodies to ensure a steady flow of information. A pilot survey will be conducted to check authenticity.

The Periodic Labour Force Survey (PLFS) released in May showed the unemployment rate at 6.1% in FY18, but the government said this was not comparable with earlier years because of the change in methodology.

# Payment Cos Seek Better MDR Deal

Volume of transactions on mobile wallets down to 334m in June against 393m in December, according to latest RBI data

**Ashwin.Manikandan**  
@timesgroup.com

Mumbai: Digital payments companies are hoping that they are among those who get a favourable treatment in terms of the merchant discount rates (MDR) charges from the finance minister when the government tries to undo some of the measures that have turned out to be dampener for businesses.

While the digital push may be on top of the agenda for New Delhi, it has been a rough ride for most payments companies in the country in the first half. It may get worse if the latest proposal to do away with merchant discount rates for high value merchants.

"Our major source of revenue comes from MDR," said an executive from a leading payments company. The payment companies were already suffering from high costs of compliances on KYC after the Aadhaar verdict now will be squeezed both on the cost and the revenue

**TOUGH TIME**  
LIKELY TO GET WORSE with the latest proposal to do away with the merchant discount rates (MDR) for high-value merchant

**FM ABOLISHED MDR**  
charges for all merchants with a turnover of over ₹50 crore, which would reduce the margins for the payment companies significantly

**THE MOVE ON**  
MDR also goes against many recommendations

**NAVEEN SURYA**, chairman emeritus, Payments Council of India

Previous committees constituted by the regulators had arrived at their recommendations to set a market-priced MDR mechanism after months of comprehensive research and multiple meetings with industry stakeholders

The decision seems to have been taken without the consultation of the stakeholders on the ground."

The volume of transactions on mobile wallets reduced to 334 million in June against 393 million in December, according to the latest data available on RBI.

This is the first time since the inception of mobile wallet payment that the volume of transactions have seen a decremental growth in the

first half of a calendar year. Finance minister Nirmala Sitharaman has abolished MDR charges for all merchants with a turnover of over ₹50 crore and it would reduce the margins for the payment companies significantly.

"Unlike banks, we don't have physical infrastructure in most geographies. Also a wallet company cannot cover these costs like banks through interest income. We solely depend on MDR," said Hemant Gala, head, banking products, PhonePe.

The move on MDR also goes against many recommendations. "Previous committees constituted by the regulators had arrived at their recommendations to set a market-priced MDR mechanism after months of comprehensive research and multiple meetings with industry stakeholders," said Naveen Surya, chairman emeritus, Payments Council of India. "There are three pillars on which the payment industry is running — credit cards, debit cards and P2P payments. While the

first two legs won't be impacted much on the revenue side, the P2P businesses would be impacted significantly." As per the Finance Bill, all merchants with a turnover of over ₹50 crore are to have compulsory digital payment options and the transactions made on these channels are to not attract any additional fees. A digital channel may include UPI, debit card, credit card or Aadhaar-enabled payments among others.

"RBI and banks will absorb these costs from the savings that will accrue to them on account of handling less cash as people move to these digital modes of payment," the FM has said. The merchant discount rate has three main components: The interchange fees which is charged by the issuer bank or whose account the payment is originating, which makes for about 85% of the fee, the processing fees which is charged by the payments gateway operator such as RuPay, Visa or Mastercard and the remainder of MDR that goes to the acquiring bank.

## Soybeans and Corn Ease Ahead of USDA Report

Chicago corn and soybean futures slid on Monday as traders squared positions ahead of a US supply-demand report



**Most-active CBOT Corn Contract**

\$4.15-1/2 a bushel	\$4.18-1/2 a bushel
0154 GMT Monday	At close (Friday)

**0.4%**  
Fall in CBOT corn

**8.88-1/4 a bushel**  
CBOT soybeans

**0.4%**  
Fall in CBOT soybeans

**\$4.97-3/4 a bushel**  
CBOT wheat

**SAVING THE DAY**  
Losses were limited by concerns over dry weather curbing yields in parts of the US Midwest

Source: Reuters

## Tea Traders Eye Iraq, Egypt as Pak Suspends India Trade

**RETIATION** Pak suspends trade protesting India's decision to repeal special status granted to J&K under Article 370 of the Constitution

**Sutanuka.Ghosal**  
@timesgroup.com

Kolkata: India's tea exporters have started exploring markets such as Iraq and Egypt after Pakistan formally suspended its trade relations with the country in retaliation against the government's decision to withdraw special status granted to Jammu and Kashmir under Article 370 of the Constitution. In 2018, India had exported 15.83 million kg of teas to Pakistan, 7.43% more than in the previous year.

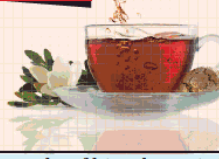
Heightened tension across the border after India's air strike in Balakot in Pakistan, in response to the terrorist attack in Pulwama in J&K on February 14, had already impacted tea exports to Pakistan. In the first half of 2019, India exported 5.08 million kg of teas, 31.16% less than that a year ago. India had revoked Pakistan's most favoured nation (MFN) status following the Pulwama terrorist attack that had killed 40 Central Reserve Police Force personnel. Pakistan imports mostly teas from southern India and some from Assam.

"Demand will taper to some extent due to Pakistan's move," said Dipak Shah, president, South Indian Tea Exporters' Association. "We are looking at tea drinking nations like Iraq and Egypt as an alternative to Pakistani market. Iraqi market has

**NOT MUCH OF AN IMPACT**

- HEIGHTENED TENSION ACROSS the border after India's air strike in Balakot impacted tea exports to Pak
- DECLINE IN DEMAND from Pakistan has not had any impact on prices of teas

**PAKISTAN** recorded a 35.8% jump in per capita consumption of tea between 2007 and 2016



opened up of late and we are trying to push more teas to the nation. Egypt is also a big market for us."

Egypt had imported 11.36 million kg of teas from India in 2018. Shah pointed out, however, that the decline of demand from Pakistan did not have any impact on prices

**CROP LOSS EXPECTED**

Production has been affected in South India due to heavy rains and therefore a crop loss is expected

es of teas. Medium quality south Indian teas are fetching a price of ₹75-80 per kg while better teas are being sold for ₹100 per kg, he said. "Production has been affected in South India due to heavy rains and therefore a crop loss is expected. Since crop size may become less, prices are unlikely to come down," said Shah.

Vivek Goenka, chairman of Indian Tea Association, said, "Tension across the border is not the sole reason for the drop in exports to Pakistan. Teas from Kenya are being sold at a discount of 20-25% due to oversupply.

Pakistan, which regularly buys Kenyan teas, must be buying more volumes (from Kenya) this year due to price advantage and has reduced imports from India."

Pakistan recorded a 35.8% jump in per capita consumption of tea between 2007 and 2016, according to the Food and Agriculture Organisation, and the figure is expected to rise to 2,50,755 tonnes by 2027.

## 'No Controversy'

From Page 1

The other two members are MK Sharma, former vice chairman of Hindustan Unilever, and chartered accountant AC Chakraborty.

In its 20-page report, the committee also said: "However, the committee does not support the payment of profit-based remuneration to non-executive chairman of above-mentioned companies up to 0.75% of net profit of the company."

Harsh Lodha has asserted that "there is no controversy (over) the estate of the late Priyamvada Devi Birla" as her shareholding is specified in an undisputed affidavit of assets. "The APL committee is seeking to "exercise voting rights in respect of shares not owned by the estate" of the late Priyamvada Devi Birla, Lodha has argued, challenging various decisions taken lately by the APL committee in the high court.

He said the division bench of the Calcutta High Court had in 2012 ruled that the APL committee can "exercise all such rights which flow from the ownership of shares" of the estate of the late Priyamvada Birla. But the APL committee cannot exercise any right in respect of

assets/shares not mentioned in the affidavit of assets."

Citing various orders passed by the high court, Lodha has contended that the APL committee is "required to act unanimously" and not by majority.

MP Birla AGMs

The development comes as the MP Birla companies have listed resolutions for the reappointment of Harsh Lodha at annual general meetings (AGMs).

Lodha had approached the Calcutta High Court to challenge the APL committee's report soon after it was issued in July 30. On August 2, the court had said that since the companies had already started the process for holding an election for reappointment of directors, it wasn't inclined to stay this. But the companies can't declare results for six weeks or before the court issues an order, whichever comes first.

Justice Sathidullah Munshi had said the matter would next be heard by the court on August 30.

The APL committee also expressed unease over Lodha looking to trademark the name and logo of the MP Birla Group of companies, educational activities and hospital services through Birla Corp.

"In order to ensure that even in case of the plaintiffs (HV Lodha) not succeeding in the probate petition, investment companies in tier I and tier II and the charitable trusts and societies will not be able to use the name and logo of MP Birla group of companies which bloomed during the lifetime of Smt PD (Priyamvada Devi) Birla," the committee said. "This is an issue of serious concern."

The APL has asked the Registrar of Trade Marks in Kolkata not to proceed with the registration of any trademark, trade name or logo of MP Birla Group without prior approval of the high court.

Priyamvada Birla, the widow of MP Birla, bequeathed her assets of around Rs 5,000 crore to her chartered accountant RS Lodha on his death in July 2004. As soon as RS Lodha, who died in 2008, approached the court to probate the will, the Birla family challenged it and sought probate over two earlier wills. Later, in 2008, the Birlas had sought the court's intervention to appoint administrators.

The Birla family has challenged the authenticity of the above will and argues that the group assets should go to charities as per the mutual will of MP Birla and Priyamvada Birla made in 1982. Currently, RS Lodha's son Harsh Lodha spearheads the MP Birla Group.

## Talks on With Aramco

From Page 1

Aramco, RIL officials said, will gain access to Reliance's vast refining and petrochemicals complex and the fast-growing Indian market while the Saudi oil behemoth will be able to lock in a major chunk of its crude supplies in a volatile geopolitical environment.

Addressing the annual shareholders meet earlier on Monday, Ambani said RIL aims to become a zero net debt company in about 18 months and that the proposed and forthcoming divestments will help achieve that. RIL shares had crashed last week after brokerage Credit Suisse downgraded the stock to 'underperform' from 'neutral', citing a rise in liabilities. On Monday, the company's global depositary receipts (GDRs) recovered in London after the announcement on Aramco and some investors said the deal was good for shareholders.

The deal comes just a week after RIL announced it is transferring its fuel retailing business to a joint venture with BP. The British giant

will pay ₹7,000 crore to RIL for this transaction. Reliance Jio, the group's telecom subsidiary, had earlier struck a deal with Brookfield Asset Management to transfer its tower assets to an investment trust owned by the Canadian asset manager for about ₹25,000 crore.

**ARAMCO DEAL STRUCTURE**

The Aramco deal, if and when concluded, will be one of India's largest foreign direct investments. The Saudi company will get a couple of seats on the board of the oil-chemicals unit and one seat on the board of Reliance Industries. It will also get to appoint some key management personnel in the oil-chemicals division, possibly the chief operating officer. The deal has been structured in such a way that the Saudi giant will not own any shares directly in the oil-chemicals unit for the first five years. The division will function as a strategic business unit or division though it will have its own board and management.

RIL officials said talks are on

with Aramco due diligence and the nature of the investment instrument that will be issued to the Saudi firm. Discussions are also on over the equity value and amount of debt that will be assumed by Aramco. RIL officials said the payment for equity will be received once the instrument is finalised, and that the receipts will be staggered. About 50% will be received by March 2020, if the deal gets completed by then, with 25% being paid on each successive anniversary of the transaction. "The regulatory approvals would be only for the financial instrument, so it will not take much time. If we were to carve it out into a separate company, it would have taken a long time to get permission," said RIL executive director PMS Prasad.

**DEBT CONCERNS**

RIL has zealously guarded its independence since Dhruvudh Ambani founded it as a textile trading firm in Mumbai textile market in the 1970s, even as the company built world-scale capacities in petrochemicals and refining. On Monday, Mukesh Ambani, chairman of RIL and the founder's elder son, hinted at the annual general mee-

ting that it was time to change. "The coming year will mark the beginning of the most ambitious value-creation strategy in the history of Reliance and in the history of India. At the heart of our new value-creation strategy is our innovative philosophy of transforming relationships into partnerships. Partnerships with leading global and Indian companies. All these partnerships will form a new business coalition capable of creating exponential value for our five stakeholders: Indian economy, Indian people, our customers, employees and shareholders," Ambani said.

He also confirmed that RIL has received interest from global majors for investments in its telecom and retail businesses, and that the group will take a call in the next few quarters. The two businesses, which function as separate subsidiaries, will be listed in the next five years, Ambani said. "We have received strong interest from strategic and financial investors in our consumer businesses, Jio and Reliance Retail. We will induct leading global partners in these businesses in the next few quarters, and move towards listing of both

these companies within the next five years," he said.

Ambani said Reliance Industries aims to become a zero net debt company in the next 18 months through the Aramco deal and possible sale of stakes in the telecom and retail businesses.

RIL officials believe the total enterprise value of the group is around ₹200 billion (around ₹14.20 lakh crore), including the retail, telecom and upstream oil & gas exploration businesses, and that the conglomerate will easily be able to raise any amount needed. Shares of many Indian companies have been buffeted in recent weeks on concerns over high debt and possible delays in repayment due to global troubles amid a slowing local economy. Some RIL investors have been worried about the level of debt at the standalone unit and the group level, which now stands at close to ₹3 lakh crore.

Credit Suisse last week said its downgrade factors in higher liabilities from crude payables (\$10 billion), JioPhone financing (\$1.7 billion), commitment to East West Pipeline (present value \$2.4 billion), lower multiples for refining, slower growth in consumer elec-

its and improved paper valuations.

Funds are also approaching LPs earlier than planned due to the fear of a market downturn and uncertainty around elections in the United States next year, along with the fact that venture capital investments in China are slowing.

"LPs (both foreign and domestic) are now warming up to the Indian VC asset class, buoyed by return of capital from recent exits and the overall optimistic view that the Indian VC story is finally becoming real," said Sarbvir Singh, managing partner at WaterBridge Ventures.

Last month, ET reported that funds were set to mop up more than \$2.5 billion as they sell a portion of their stakes in companies such as Oyo, Byju's, PolicyBazaar, BookMyShow, Freshworks, Lenskart, Delhivery and Swiggy to investors including Tencent, General Atlantic, SoftBank, Temasek and Hillhouse, among others.

## Move to Ease Lanka Exports Worries Pepper Industry

**Krishnakumar.PK**  
@timesgroup.com

**Kochi:** India's pepper industry took exception to the reported move by the Sri Lankan government to hold talks with the Indian ministry for relaxing the minimum import price (MIP) fixed for black pepper to protect the domestic industry.

Over a year ago India had slapped an MIP of ₹500 per kg on

black pepper to curb increasing imports of the spice into the country that had pushed down prices to around ₹350 per kg from nearly ₹500 per kg.

The government had levied MIP after pepper traders and exporters complained that Vietnamese pepper was coming to India via Sri Lanka. "Sri Lanka should have ensured that no certificate of origin was issued for Vietnam pepper routed to the country which caused great damage to In-

dian pepper farmers," said Kishore Shamji, Kerala coordinator of Indian Pepper and Spice Traders, Growers, Planters Consortium.

Currently India levies zero duty import on 2,500 tonnes of pepper from Sri Lanka annually under the Indo-Sri Lanka Free Trade Agreement. Any export above the limit is subjected to 8% duty under South Asia Free Trade Agreement, as against the usual customs duty of 70% on pepper import into India.



# Monsoon Watch



**Monsoon's intensity** has moderated after a very vigorous phase

**Total monsoon rainfall** since June 1 is **0.4% more** than average

**Delhi** remains relatively dry with a seasonal rainfall deficit of **39%** since June 1

**Heavy rainfall** continued to lash parts of Maharashtra and Kerala

Rainfall in **84%** of the country's area has been normal or more

**CURRENT WEATHER AND FORECAST**

Heavy rainfall is likely to continue over parts of Kerala and Maharashtra

Intensity of rainfall is likely to reduce over Gujarat

Most of Karnataka will receive heavy rainfall

Parts of the Northern and Northeastern states are likely to see heavy rainfall

Heavy rainfall is expected over parts of East India

## 27 BLOCKS WITH UNREGULATED SECTOR Govt Index to Show Revenue of Coal Block Operators

**Debjoy.Sengupta@timesgroup.com**

Kolkata: The government will use its own coal price index to calculate revenue earned by operators of coal block to ascertain its share of income from 27 blocks being auctioned to the non-regulated sector.

The decision will rule out potential disputes over possible under-reporting of revenues by operators, which, the government feels, cannot be audited regularly. Payments by operators are likely to be made on monthly basis and the government has released that keeping a tab on the price/revenue may not be feasible on a regular basis.

Winners of the current auction will be selected on the basis of the highest share of revenue offered to the government.

Block operators will be allowed to sell 25% of their produce in the open market, but the revenue for calculating the government's share will be calculated with the help of an index that was recently prepared with help from the Indian Statistical Institute.

In order to reflect market price, the index will be weighted average price for coal available from different sources including Coal India's notified prices, winning prices under forward, special & spot auction for different subsidiaries, international coal prices and prices of coal sold by private and public sector entities. Quantities sold under these heads would be the weights, or the relative importance of these sources in the index. For international coal prices, quantity imported into India would be its weights.

According to an executive from a private power company, who attended a recent meeting on finalisation of the coal price index, weights would be average quantity traded for each category over three-four years and once arrived at, will be frozen for three years, after which it may be reviewed depending on changes in traded quantities under each source. During these blocks of three-year period, the index will track changes in prices for different sources only.

"While the formula and the initial weights for each source will be calculated by the Indian Statistical Institute, the index is likely to be computed on a regular basis by the Coal Controllers Office or the Nominated Authority at the ministry of coal," he said.

## Enforcement Actions Have Generated 'Soul Searching' at Cos: Srinivas

**Press Trust of India**

New Delhi: Enforcement actions have generated "a lot of soul searching" at corporates at a broad level and there appears to be a perceptible change in behaviour for the good, according to a senior government official. Amid continuing efforts to deal with corporate misdoings and strict actions being initiated against erring entities under the companies law, corporate affairs secretary Injeti Srinivas said there is a lot of introspection happening at the level of boards of companies.

"Overall audit quality, independent directors and valuation, these are areas where discussion papers are being prepared and consultations are to be held so that these get strengthened. Already, the enforcement actions have had the desired impact on audit. There is some soul searching and things are improving for the better," he said.

He was responding to a query about corporate governance in the country.

"At a very broad level, enforcement actions have generated a lot of soul searching and there appears to be perceptible change in behaviour for the good. There is a lot of introspection at board level, board committee level and statutory auditor level. The consciousness has increased," Srinivas said.

The corporate affairs ministry, which is implementing the Companies Act, has been taking steps to further improve the ease of doing business.

In recent times, the ministry has initiated stringent action against various entities, including auditors, in the IL&FS scam, among others.

# Green Mega Power Projects On The Anvil

**THE CONTOURS** Projects to take PPP route; to include one or a combination of renewable sources; likely capacity at 1800 MW

**Sarita.Singh@timesgroup.com**

New Delhi: The government is planning large renewable energy projects like the coal-based ultra-mega power projects (UMPPs) through the public-private partnership route.

The renewable power projects may include any renewable source of generation or a combination of them. The plants are likely to be 1,800 MW in capacity, which can be spread over three areas of 600 MW each, and the power purchase agreements (PPAs) will be for 25 years, a senior government official said.

Industry insiders, however, are skeptical about the idea of such ultra-mega renewable power projects as recent auctions of solar power contracts received tepid response. A tender by the Solar Energy Corporation of India (SECI) for 1,200 MW solar power purchase received

bids from SoftBank-backed SB Energy and Chennai-based GRT Jewellers.

Though SECI guarantees payments, the tariff ceiling is fixed at Rs 2.65 per unit. An NTPC tender for 1200 MW, too, received poor response, forcing the company to extend the deadline.

The power tariff renegotiation bid by Andhra Pradesh has left investors nervous about taking up the otherwise lucrative projects.

The government is planning to allocate the responsibility of site identification to all central public sector undertakings (CPSUs) in the energy space, including NTPC Ltd, SECI, Power Finance Corp and NHPC Ltd. Each CPSU may be given charge of two-three states. They will float joint ventures with the state governments and set up special purpose vehicles (SPVs).

The states will help the SPVs secure land and regulatory clearances. The Centre is working on two-three models

**The Proposal**

**1,800 MW: Renewable power plant capacity**

- PPAs to be signed for 25 years
- Plant capacity can be spread in three different areas of 600 MW each
- CPSUs like NTPC, SECI, Power Finance Corp & NHPC to get responsibility of site identification
- CPSUs to float JVs with state govts and set up SPVs

**Note of Caution**

**Industry Insiders** are sceptical of large ultra-mega renewable power projects as recent auctions of solar contracts received tepid response

**Power tariff** renegotiation bid by Andhra has also left investors nervous

for sharing of profit between the CPSUs and the states. The states will receive 2 paise per unit for 25 years as yearly income on generation.

The actual installations on these sites will be done by private developers to be selected by the SPVs through tariff-based competitive bidding.

A major relief to the renewable projects would be that the connecting power transmission line will be treated as national asset, relieving it from any pangs

in clearances.

India aims for 175-GW green power capacity by 2022. As on June 30, the capacity stood at 80 GW of the total installed generation capacity of 350 GW. Solar stands at 30 GW and wind at 36 GW in this pie.

Coal-based UMPPs are large projects of 4,000 MW at one location that are identified and bid out by the government in the PPP mode. Of the dozen UMPPs planned, the government auctioned four such plans and only two are operating.

The Budget 2015-16 had announced plans to set up five UMPPs — requiring investments of about Rs 1 lakh crore — through the plug-and-play model, whereby unencumbered possession of land, all clearances and linkages would be in place before the projects are awarded through auction. The plan was thereafter put on the backburner for revision of documents and due to lack of interest in coal-fired greenfield projects.

## Funds for Biotech Startups Planned

**Kirtika.Suneja@timesgroup.com**

New Delhi: The Department for Promotion of Industry and Internal Trade (DPIIT) is considering earmarking funds from the Fund of Funds for Startups (FFS) for biotechnology ventures to promote indigenous technologies in healthcare, agriculture, food and nutrition.

"We are talking to the Department of Biotechnology. They want us to earmark some funds for biotech startups," said an official.

Since the beginning of the Startup India programme, the government has disbursed around ₹380 crore in the past three years to develop bio-clusters and bio-incubators. Of this, around ₹196 crore has been spent on four bio-clusters and ₹174 crore on 41 bio-incubators through the BioNEST scheme under the Biotechnology Industry Research Assistance Council (BIRAC), a not-for-profit public sector enterprise under the Department of Biotechnology. Under the BIRAC seed fund, ₹8.5 crore was disbursed to 13 bio-incubators in the past three years.

Many funds in which the council has made commitment have also received commitment under the FFS, according to another official who said the issue came up at a recent meeting to discuss the operations of the FFS.

## Govt Plans National Gas Market, Local Price Discovery

**Sanjeev.Choudhary@timesgroup.com**

New Delhi: The government is planning to introduce a wave of reforms in the natural gas sector, aimed at local discovery of prices and development of a national gas market.

The oil ministry has prepared a Cabinet note that proposes snapping the power sector's priority access to cheap local gas, setting up a gas trading platform to encourage market-discovery of prices, and have off GAIL's transportation unit to enhance third-party access to its pipelines.

At present, India produces just half of the gas it consumes, a government set formula determines rates for most lo-

**Consumption Pattern**

- Of total generation capacity of 356,000 MW, gas-based capacity is 25,000 MW
- 4,865 MMSCM: Total consumption

SECTOR	DOMESTIC	IMPORTED
POWER	641	687
Fertiliser	499	769
City Gas	463	328
Refinery	92	564
Petrochemical	53	223
Others	303	243

(MMSCM) = million metric standard cubic meters

cal gas, and the absence of market price setters producers from investing in the country. By allowing marketing freedom to gas from new discoveries, the government has tried to address much of the investors' concerns in recent years but officials think developing a free market was essential to sustained investment in the sector.

Which is why the government wants to build a gas trading platform that can facilitate market discovery of prices. A gas exchange will enhance transparency, boost consumer confidence, and increase market opportunities for suppliers, officials said.

"But an exchange can work only if we have enough domestic gas to trade. Most of the gas is already allocated to priority consumers. We need to free up some

gas," an official said. Official guidelines bind producers to supply their output to certain consumers, mostly at rates based on a government-set formula.

The oil ministry has, therefore, proposed to knock off the power sector, the biggest consumer of local gas, from the so-called priority list. It has proposed limiting the allocation to city gas (CNG vehicles and households) and the fertilizer sector, an official said.

The power sector consumes about 31% of the local gas while the fertilizer and city gas sectors consume 24% and 22%, respectively.

The proposal is likely to meet a fierce opposition by the power ministry and generators. India has 25,000 MW of gas-based plants in a total generation capacity of 356,000 MW.

**MOIL LIMITED**  
(A Government of India Enterprise)

"MOIL BRAWAN" - 1-A, Katol Road, Nagpur - 440013  
Website: www.moil.nic.in, E-mail: compliance@moil.nic.in  
Ph: 0712-2591661, CIN: L99999MH1362601012398

**Notice of 57<sup>th</sup> Annual General Meeting, Remote E-Voting Information and Record Date**

Notice is hereby given that:

- The 57<sup>th</sup> Annual General Meeting (AGM) of the Company will be held on Friday, 6<sup>th</sup> September, 2019 at 11:30 A.M. at MOIL Ltd., Golden Jubilee Hall, West Court Premises, in-front of Z.P. (Ex-Govt.) High School, Katol Road, Nagpur - 440 013, to transact the businesses mentioned in the notice sent to the shareholders.
- The said notice and the Annual Report / Abridged Financial Statements 2018-19 for the year ended 31<sup>st</sup> March, 2019 have been sent electronically to the members to their email address as registered with their Depository Participant (DP) / company. Physical copies of the same have been sent to those Members who have not so registered their e-mail IDs or opted for physical copy. The Notice and Annual Report / Abridged Financial Statements are available on the company's website [www.moil.nic.in](http://www.moil.nic.in) and also on the CDSL's website <https://www.evotingindia.com>.
- The Company shall be providing the facility of remote e-voting to transact the businesses through Central Depository Services Limited (CDSL).
  - The e-voting on the resolutions to be passed at the said meeting shall begin on 3<sup>rd</sup> September, 2019 at 9.00 a.m. and end on 5<sup>th</sup> September, 2019 at 5.00 p.m. During this period shareholders of the Company, holding shares either in physical form or in electronic form on the cut-off date, (i.e., 30<sup>th</sup> August 2019) shall only be entitled for availing the remote e-voting facility.
  - The e-voting shall not be allowed beyond the said date and time.
  - Any person, who acquires shares of the Company and become member of the Company after dispatch of the notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at [www.evotingindia.com](http://www.evotingindia.com) or Issuer / RTA.
  - The members attending the AGM who have not cast their vote by remote e-voting shall be able to exercise their right to vote at the AGM through ballot paper to be provided by the Company. Members who have not cast their vote by remote e-voting may only cast their vote at the AGM through ballot paper.
  - A member may participate in the AGM even after exercising his right to vote through remote e-voting but shall not be entitled to vote again.
  - Please refer to the Notice of the AGM with regard to instructions for e-voting.
  - In case any member has any queries or issues regarding e-voting, please refer to the Frequently Asked Questions ("FAQs") and e-voting manual available at [www.evotingindia.com](http://www.evotingindia.com) or call on toll free no. 1800-225-533 or contact Mr. Rakesh Dalvi, Manager, Central Depository Services Ltd., 'A' Wing, 25<sup>th</sup> Floor, Marathon Futorex, Marfatil Mill Compounds, NM Joshi Marg, Lower Panel (E), Mumbai - 400 013 or at the designated email ID: [helpdesk.evoting@cdslindia.com](mailto:helpdesk.evoting@cdslindia.com), who will also address the grievances connected with the voting by electronic means. Members may also write to the Company Secretary at the email ID: [compliance@moil.nic.in](mailto:compliance@moil.nic.in) or contact at telephone no. 0712-2806182.
- The company has opted to send the notice along with statement containing salient features of financial statements, i.e., abridged form of Annual Report, in the AOC-3A Form as per section 136 of the Companies Act, 2013. In case any shareholder wants full Annual Report, please inform to Bigshare Services Pvt. Ltd. (Registrar and Transfer agents) or to the company.
- Pursuant to Regulation 42 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, "record date" for the purpose of payment of final dividend, if declared by the shareholders at ensuing Annual General Meeting, shall be 23<sup>rd</sup> August, 2019 ("the record date") to determine the members entitled to receive the final dividend. The final dividend on equity shares (if declared) will be paid on or before 3<sup>rd</sup> October, 2019 after declaration to the members or their mandates whose names appear in the Company's Register of Members or in the statement of beneficial ownership furnished by National Securities Depository Limited (NSDL) and Central Depository (India) Limited (CDSL) on the record date.
- SEBI vide notification dated June 8, 2018 has amended Regulation 40 of SEBI (Listing Obligations and Disclosure Requirements) Regulation 2015, mandating transfer of securities only in dematerialized form. Accordingly, the company would not be able to accept requests for transfer of securities unless the securities are held in Dematerialized form with effect from December 5, 2018.
- For detailed notice of the AGM please refer to Annual report of the Company.

**For MOIL Limited (Neeraj Dutt Pandey) Company Secretary**

Place: Nagpur  
Date: 12.08.2019

**MOIL - Adding Strength to Steel**

**MINDA CORPORATION LIMITED**

**MOBILITY. CONNECTIVITY. GROWTH**

SPARK MINDA  
Powered by Passion

### EXTRACTS OF THE CONSOLIDATED AND STANDALONE FINANCIAL RESULTS FOR THE QUARTER ENDED 30 JUNE, 2019

Particulars	Consolidated			
	Quarter Ended	Quarter Ended	Quarter Ended	Year Ended
	30 June 2019	31 March 2019	30 June 2018	31 March 2019
	UN-AUDITED	AUDITED	UN-AUDITED	AUDITED
1. Total Income from operations	70,826	77,139	77,827	3,09,197
2. Net Profit / (Loss) for the period (before Tax, Exceptional and / or Extraordinary items)	3,286	5,809	5,066	21,851
3. Net Profit / (Loss) for the period before Tax (after Exceptional and / or Extraordinary items)	3,286	5,809	5,066	23,603
4. Net Profit / (Loss) for the period after Tax (after Exceptional and / or Extraordinary items)	2,120	4,192	3,631	16,922
5. Total Comprehensive Income for the period (Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax))	2,063	3,815	3,274	15,936
6. Equity Share Capital	4,525	4,525	4,518	4,525
7. Reserves (excluding Revaluation Reserves as shown in Audited Balance Sheet of Previous Years)	-	-	-	1,14,978
8. Earnings Per Share (of ₹ 2 each) (for continuing and discontinued operations) not annualized				
a) Basic (in ₹)	0.95	1.89	1.71	7.69
b) Diluted (in ₹)	0.93	1.84	1.67	7.52

Particulars	Standalone			
	Quarter Ended	Quarter Ended	Quarter Ended	Year Ended
	30 June 2019	31 March 2019	30 June 2018	31 March 2019
	UN-AUDITED	AUDITED	UN-AUDITED	AUDITED
1. Total Income	57,083	61,054	56,333	2,41,184
2. Profit from operations before taxes	4,184	5,527	4,188	22,807
3. Profit for the period after taxes	2,825	4,104	2,840	16,058

**NOTES:**

- The above financial results were reviewed by the Audit committee on 12 August 2019 and approved by the Board of Directors at their meeting held on the same date.
- The above results have been prepared in accordance with the Indian Accounting Standards (Ind-AS) as prescribed under Section 133 of the Companies Act 2013, read with the relevant Rules issued thereunder and other accounting principles generally accepted in India.
- Pursuant to the Scheme of Amalgamation ("Scheme") under the provisions of Section 230 to 232 of the Companies Act, 2013, for amalgamation of Minda SAI Limited, Minda Automotive Solutions Limited, Minda Management Services Limited, Minda Autoelektrik Limited and Minda Telematics and Electric Mobility Solutions Private Limited (formerly EI Labs India Private Limited) (together referred to as "transferor companies"), into Minda Corporation Limited ("Transferee Company") as approved by the Hon'ble National Company Law Tribunal vide its order dated 19 July 2019, the Financial Results (Standalone & Consolidated) for the quarter and year ended 31 March 2019 which were earlier approved by Board of Directors at their meeting held on 28 May 2019 have been re-presented only to give effect to the aforesaid Scheme of Amalgamation.
- The above is an extract of the detailed format of the Financial Results for the quarter ended on 30 June, 2019, filed with the Stock Exchanges pursuant to Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format of the standalone and consolidated results are available on the stock exchanges website(s) [www.nseindia.com](http://www.nseindia.com), [www.bseindia.com](http://www.bseindia.com) and on Company's website at [www.minda.co.in](http://www.minda.co.in).

**Place : Gurugram  
Date : 12 August, 2019**





Minda Corporation is the flagship company of Spark Minda. The Group is one of the leading automotive component manufacturer in India with a pan-India presence and significant international footprint.

**Sd/-  
Ashok Minda  
Chairman & Group CEO**

**REGD. OFFICE :**  
A-15, Ashok Vihar, Phase-I,  
Delhi- 110052  
CIN: L74899DL1985PLC020401  
Tel: +91 124 4698400  
Fax: +91 124 4698450  
e-mail: [investor@minda.co.in](mailto:investor@minda.co.in)  
website: [www.minda.co.in](http://www.minda.co.in)



# Kotak Arm to Pump \$1b in Distressed Cos

Our Bureau

Mumbai: Kotak Investment Advisors, an alternative investment firm of the Kotak Group, has raised \$1 billion (about ₹7,100 crore) to invest in special situation opportunities as well as distressed firms. The fund was launched in February 2019 and is anchored by a \$500-million commitment from the Abu Dhabi Investment Authority (ADIA). The fund would be a sector-agnostic investment vehicle, which would basically look upon distressed and



non-performing portfolios of banks. "We have a flexible investment mandate, enabling us to provide much-needed capital to address the short-term financial dislocation in the market as well as long-term capital

to address the NPL issue," said Srinji Srinivasan, managing director of Kotak Investment Advisors. "We believe there is a significant opportunity to provide bespoke financing in a range of situations," Srinivasan said. The fund will also look at opportunities in addition to the cases currently under the insolvency and bankruptcy process. Set up in 2005, the wholly-owned subsidiary of Kotak Mahindra Bank currently manages close to \$3.8 billion in various asset classes, including private equity, real estate and public equity platforms.

# Finance Cost Doubled in FY19

From Page 1

The company has completed its biggest capital expenditure cycle, investing more significantly in new revenue streams such as telecom, retail and e-commerce. RIL's finance cost has doubled in FY19 from a year ago. High debt and negative free cash flows prompted some recent downgrades in the stock. Last week, Credit Suisse lowered the share's rating to 'underperform' and reduced the price target to Rs

995 a share from Rs 1,350 earlier. Assuaging these concerns, Ambani said, "At the end of our largest capital expenditure cycle, we continue to be rated AAA for domestic debt and two notches above sovereign rating for international debt—the highest ratings for any industrial company in India." Ambani said that besides the Saudi Aramco and BP deals, it is also looking to induct strategic partners in Jio and its retail business in the next few quarters, and subsequently list them over the

next five years. The company will also evaluate value unlocking options for its real estate and financial investments. "With these initiatives, I have no doubt that your company will have one of the strongest balance sheets in the world," Ambani said. He assured shareholders that as RIL achieves its zero net-debt target, the company "will reward you abundantly through higher dividends, periodic bonus issues and other means, and at a more accelerated pace than any time in our history."

# Yes Bank Salaries

From Page 1

Yes Bank CEO Ravneet Gill and former CEO Rana Kapoor's basic salaries have not been calculated because the bank gives a consolidated number including perquisites, contributions towards provident fund and medical reimbursement under the head of salary. Gill's salary has been listed at ₹59 lakh for March. Kapoor's gross salary was ₹6.48 crore for the 10 months ended January. Shikha Sharma earned an average ₹24 lakh per month, less than her successor.

Connecting People, Connecting Needs.

**WANTED DEALERS**

- No.1 HVLS Manufacturer in the world
- New setup in India
- Pan India Presence
- World Class Products

KALE BRAYAN MANUFACTURING INDIA PRIVATE LIMITED  
9384022297  
market@kalebrayan.com

**DATACENTRE (BRAND NEW)**

Tier 3 ready for sale upto 28 racks located in Navi Mumbai.

Branded equipment used and ideal for banks/enterprise clients for DC/DR.

Call 9820067613  
Email: dcforsale5@gmail.com

**UNINTERRUPTED**  
A Heart Touching Novel by: **SYEDA ROUSHAN BANO**

For Collecting a Copy Contact: **SAHITYA JAGAT**

For affordable Price to publish their work interested poets & writers can contact us  
53/2 Wilsey Sarker Street, Kal-90  
9803464127

**Surendra Dental College**  
Sri Ganganagar (Rajasthan)

**BDS ADMISSION 2019**

Annual Fees Rs. 1.5 lakh only  
www.sdcri.in  
Email: gorav@sgl.org.in  
9829076285, 9829076116, 9950259000, 9413385160

**STUDY MBBS IN ABROAD**

Philippines/Russia/Ukraine America/Kyrgyzstan/China MCI/WHO Approved No Donation Direct Admission NEET Non Qualified Also Welcome

**Allwyn Education Group**  
10 Yrs of Excellence in Students Counseling  
8689869595/8291912665  
a@allwyn.edugroup@gmail.com  
www.allwynedugroup.com

# Business Buzz

Piyasi.Mitra @timesgroup.com

With investors treating India as a favourable destination for various

reasons and globalisation aiding inflow of revenue like never before, there's no denying the fact that our nation has emerged as a force to reckon with in the global business sector. For instance, in the World Bank's Doing Business 2019 Report, India holds the 77th rank among 190 economies in 2018, making it one of the best-

ranked in the South Asian region. The engineering sector in India has been attracting investment from market forces overseas as it enjoys a competitive edge over others in terms of cost effectiveness, technology and innovation. For instance, as per an IBEF report, FDI inflows into India's miscellaneous mechanical and engineering

industries during April 2000 to March 2019 stood at around US\$ 3.58 billion, as per data released by the Department for Promotion of Industry and Internal Trade. MSMEs are another sector The real estate sector today is also enjoying a surge in demand, thanks to need for different kinds of corporate spaces, urban and semi-urban accommodations. As per a UN report, India's economy is projected to grow at 7.1 per cent in fiscal year 2020 on the back of robust

domestic consumption and investment. Let's hope that all these and more lead to realisation of 'dream' India soon.

**FRONTLINE FINCORP SOLUTIONS**

**LOANS ONLY FOR BUSINESS PEOPLE**

2CRORES & ABOVE

- Loan Against Property (Take Over)
- Secured Loan
- Unsecured Loan
- SME & Corporate
- NPA Release
- Cheque Basis

CIBIL NOT REQUIRED

48HRS EVALUATION FLEXIBLE ROI

9150446519 / 7358408941  
info@frontlineincorp.com / www.frontlineincorp.com

**EUROPE**

**Exotic! Exhilarating! Exceptional!**

Kesari treasures your trust in us... and hence upgrades your European vacation with expertly crafted tours at simply unbeatable prices! It's an experience you'll always treasure!!

Best of Turkey	1,14K	Spain Portugal Morocco	1,88K
Images of Spain	1,29K	Swiss Paris	1,93K
Europe Christmas Market	1,49K	England Scotland Ireland wales	1,99K
Highlights of Europe	1,58K	Enticing Europe	2,01K
Glimpses of Europe	1,68K	Best of Iceland	3,00K

For more information contact or visit our website kesari.in/psa | 011-42431111 | 1800 22 1100 | KESARI.in

**Empower yourself with the leadership approach to business**

**INDIAN INSTITUTE OF MANAGEMENT LUCKNOW**  
Young Leaders Programme (YLP)  
1 Year Program for Working Executives

Program aimed at developing Leadership Skills to advance Career, team, and organizations. It unleashes the potential of young executives, building traits of a versatile leader who can cultivate high performing teams.

**Program Highlights**

- Eligibility: Graduates (10+2+3) with min 3 years work exp may apply
- YLP is a General Management Program with Leadership perspectives
- Hybrid learning through 2 Campus Visits (3 days in the beginning and 4 days at the end)
- Live 2 way virtual interactive classroom based sessions every Tuesday 6.30-9.30 pm in your City
- Successful Participants will receive IIM Lucknow Executive Alumni status

Apply at: <http://bit.do/IIM-Lucknow-YLP>

Limited Seats. Batch Commencing Soon. Apply Today!

Speak to our Academic Advisors:  
022-62700113 (10.00 AM to 8.00 PM)

**INDUSTRIAL PLOT FOR SALE**

in TRONICA CITY  
UP, Near Delhi Govt. Approved  
300 mtr to 5000 mtr  
Also Available 30 Acre Land  
Ready to Move Factories

UTAM INVESTMENT & CONSTRUCTION  
9811209810  
9540838325

**Pharma Business Opportunity**

**INTRALIFE**

Your Inquires are welcome for **FRANCHISEE / PCD**

For Marketing & Distribution with Monopoly Rights

- 35 Years of Glorious Reputation
- WHO GMP Certified Products
- GST Number Required
- Drug Licence Number Required

Full Promotional Material Support  
Over 1500 Latest Products  
Competitive Rates  
No Deposit Required

With a Wide Range of:  
Tablets / Capsules / Softgels / Resusples • Nasal Spray / Lilecaps (Rotacaps)  
Injectables • Syrup • Ointments / Creams • Lotions / Soap / Shampoo

For Further information visit [www.intralifeindia.com](http://www.intralifeindia.com)

**CORPORATE OFFICE** Call @ 9831149528  
9353077022  
Just SMS or What's App (Your Name & Address to 99353077022)  
Email: info@intralifeindia.com  
BRANCHES: Ghaziabad & Kolkata

**Plan your Holidays At Best Price so Hurry Up - Book Now !!!**

**RUSSIA** 06 NIGHTS / 07 DAYS  
₹ 1,09,750/- p.p Moscow, St. Petersburg  
Departure for 17th, 23rd September 2019

**SCANDINAVIA**  
₹ 2,05,750/- p.p 10 NIGHTS / 11 DAYS  
Copenhagen, Gello, Oslo, Stockholm, Helsinki, Cruise  
Departure for 29th October 2019

**ALL PACKAGES INCLUDES:**

- Airfare - Ex Delhi, Accommodation, Breakfast & Dinner, Sightseeing, Insurance, Visa+Tips+GST
- VALIDITY UPTO 30th AUGUST 2019

**NEEM HOLIDAYS PVT LTD**  
CONTACT: 9820188563 / 9619840558 / 022 62467777  
Email: neemholidays@gmail.com / Website: www.neemholidays.com

**FINANCE**

Loan available against mortgage of immovable property on reasonable interest rate (10% to 12%) & long term and easy instalment repayment facilities.  
(Contact: 11 am to 5 pm.)

**SYNDICATE FINANCE Inc.**  
428, Rawal Bldg., No.1, 1st Floor, Lamington Road, Mumbai - 400 004.  
Ph: (022) 2388 0634, 2386 3781.  
Tel / Fax: (022) 2382 8962.  
E-mail: info@syndicatefinance.in  
Website: www.syndicatefinance.in

**ATTENTION! BUYERS / TRADERS & CONTRACTORS**

A leading Mining and Minerals company, with its operations in South America, Africa, Middle-East, and India is currently looking out for Buyers / Traders / Agents, for the below mentioned minerals / ores.

Silica | Sand | Copper Bauxite | Manganese | Iron Gold | Lead | Chrome Limestone | Quartz Gypsum | Coal | China Clay Tin Concentrate | Tantalite Iranian Marble

We are also looking out for Mining contractors, Site Security & Surveillance Agencies, and Logistics companies (Local/Intl).

Contact: SANJAY SHARMA 9654099499, 9899150899  
Email: raffale46@gmail.com

**Raffale™**

**MOBILE ACCESSORIES CO.**  
Head Office in New Delhi is looking for

**SUPER STOCKISTS DISTRIBUTORS DEALERS & RETAILERS FOR ALL OVER INDIA**

PRODUCT RANGE:  
Data Cables, Bluetooth Earphones, Neckband Earphones, Car Chargers, Wall Chargers, Wireless Chargers, Power Banks, Bluetooth Speakers, Aux Cables, Travel Kits etc.

Contact: SANJAY SHARMA 9654099499, 9899150899  
Email: raffale46@gmail.com

**LOAN Available**

Above Rs. 10 Crore, No Forthright & Upfront Fees/ Costs/Charges/ Expenses.

Email: loan90900@gmail.com

**ATTENTION NIIT GRADUATES**

**BECOME A SENIOR OFFICER IN A LEADING BANK IN 60 DAYS.**

JOIN OUR POSTGRADUATE DIPLOMA IN BANKING OPERATIONS AND GET PLACEMENT IN A LEADING BANK.

CONTACT: 1800 200 4758  
AN ifbi PRODUCT

**NON TOXIC**

Bird Proof Your Factory

**WITH WORLD'S NO.1 BIRD DETERRENT PRODUCTS**

Over 3000 satisfied clients in India

25 Years of Experience in Bird Control

**HUGHES & HUGHES CHEM LIMITED**  
For more information contact us  
9811129869, 9811279793  
sales@hugheschem.com

**START YOUR OWN STARTUP**  
15 Years Old Renowned Telecom Brand

Criteria- B.E. / B.TECH / MCA / Diploma or Graduate in IT/Telecom

Get Professional Training, Stable Technology & Other Business Resources

Stable IT & Telecom Products, White Colour Business, No Office Required  
Investment-1 Lakh, Earn 40,000 Per Month

**Aria Telecom Solutions Pvt Ltd**  
Call/ SMS/ WhatsApp: 9818234511  
Email: startup@ariatelecom.net  
Website: www.ariatelecom.net

Registered with Govt Ministry of Micro, Small & Medium Enterprises

**CHANGE IN USA GREEN CARD (EB5 Visa) Policy after November 2019**

**LAST CHANCE for Obtaining EB5 Visa (USA Green Card) at Lower fees**

to get USA EB5 Visa to settle in USA by investing only US \$ 500,000

From November 21, 2019 the investment for USA EB5 Green Card Visa will be US \$ 900,000

Last chance, Grab this opportunity for Green Card

Contact: 9082566693/8928642120  
Email: greencard@eb5solis.com

(Office hours: 10am to 7pm)

**EB-5 Solis Advisory Pvt Ltd**  
4th Floor, "A" Wing, Knox Plaza, Next to Hotel Homtel, Mindspace, Behind Inorbit Mall, Off. Link Road, Malad (West), Mumbai-400 064, India

**go gas**  
INDIA'S FASTEST GROWING LPG COMPANY

# Wanted Dealers

in Every District and Taluka

**Eligibility Criteria:**

- Should have existing running business
- Capacity to invest, min. 2 lacs and above depending on how much area want to cater.
- Must be able to arrange own vehicle for LPG cylinder transportation

**Group Infrastructure:**

- Single Largest Cylinder Manufacturer in Asia. • 202 Auto LPG Stations across India.
- Group is having 58 LPG Bottling Plants across India. • BSE & NSE Listed Company.
- One of India's Fastest Growing LPG Company. • Own Fleet of LPG Tankers.
- A Leading Player in LPG Retailing for Household, Automobile, Industrial & Commercial Purpose.

**CONFIDENCE PETROLEUM INDIA LIMITED**  
Corp. Off: 404, Satyam Apartments, B, Werder Road, Dhambal, Nagpur-42 (M.S.)  
gogas@confidencegroup.co / info@dlitgogas.com

**The Company doesn't demand any deposit for allotment of Dealership**

Call: 7666 555 560  
or email: stockist@confidencegroup.co  
website: www.confidencegroup.co

**Start Your Own Premium Preschool Today!**

**Aptech montana**  
International Preschool  
Smart. Secure. Stimulating.

**A LINEAGE OF EXCELLENCE**

Aptech limited is the pioneer in education for 3 decades across 40 emerging countries.

ADMISSIONS OPEN FOR PRESCHOOL AND DAY CARE

**60+ Schools | 30+ Cities**

CRITERIA: 2000+ sq. ft. premises | Investment ₹ 15 Lakhs onwards

For enquiry, reach us at:  
1800-266-0666  
enquiry@aptechmontanapreschool.com  
www.aptechmontanapreschool.com

**Learn Drone Flying Course Online for Fees Rs. 13000/-**

Aerospace Technical Publication for Engineering Graduates

Duration: 2 months  
Fees Rs. 39000/- + GST  
Job Assistance Provided  
+91 9764999101  
www.mennenaviation.in

**SALE DELHI NCR CAMPUS**

With Running CBSE School, ENG. College, Management College, Polytechnic.

**HIGH RETURNS**  
14 acre, 3L sqf constructed, 5L sqf developed, centrally Airconditioned, hostel capacity of 450 students.

8571971857  
edupartner282@gmail.com



## 'Each Job is Expanding Due to Technology Augmentation'

ET Q&A

**LEENA NAIR**

GLOBAL CHRO, UNILEVER



Technology is impacting all sectors and Unilever, a consumer goods company, is no exception. The company intends to stick to the current global headcount for the next few years owing to greater adoption of technology, says global chief human resources officer Leena Nair. In an interview with Prachi Verma Dadhwal, Nair speaks about technology impact and diversity initiatives at the company. Edited excerpts:

**Globally there are 1,55,000 employees at Unilever. What would be the number of employees by 2020?**

The number would be the same for next year too. Each job is expanding due to technology augmentation. But going forth, the employee numbers would remain more or less the same. Almost every year, we hire about 10,000-15,000 people based on attrition rate. This year too we would have similar hiring numbers across the world. Of course, there are mergers and acquisitions that may increase the numbers. We also hire about 800 people from top universities and MBA schools for the Unilever Future Leaders League (they may be taken in as interns or management trainees in their home countries) every year.

**How has Unilever performed on gender diversity?**

We had a goal to achieve 50% of organisation gender balance by 2020. Today, globally, we have 49% women at manager level moving up from 38% in 2010. At senior level or Unilever Leadership executive table, we are four women out of 12. In our external board, we are 50% women. So, we have made some stunning progress on this front. We are very pleased with the progress that India has made. HUL India has over 40% women across the managerial rank, up from 26% in 2012.

**APPRENTICE PROGRAMME**

We are beginning to challenge university education by bringing people through apprentice-ship programme

**EMPLOYEE STRENGTH**

Almost every year, we hire about 15,000 people based on attrition rate. This year too we would have similar hiring numbers

men so that they understand the importance of diversity at workplace and last, intervention by the organisation through initiatives and policies like sabbatical, reverse mentoring, agile working, leadership programmes.

**What are the other types of diversity that the company is working on?**

Parts of the organisation are no way close to 50% women, like in supply chain, engineering within supply chain and customer development. We call these the hotspots, where we need to make more progress. We are looking at functions and geographies that are hotspots where we need to work.

Within diversity, we focus a lot on gender as 80% of our shoppers are women. But for us, diversity also means disabled people. By 2025, we are looking at 5% of disabled people. At the moment, we would be 1%.

We are doing a lot of work around race and ethnicity. We also have successful apprentice programme in 10 countries, where bulk of our recruitment comes from apprenticeship. We are beginning to challenge university education by bringing people through apprenticeship programme where we train people fresh out of schools. These are early experiments that are needed in the world which is changing so fast.

## INDIA'S NO.1 WITH THE TRUST OF MILLIONS

Muthoot Family  
800  
YEARS  
OF BUSINESS  
LEGACY



CONSOLIDATED  
LOAN ASSETS  
UNDER  
MANAGEMENT  
₹40,226 CRS\*\*

EARNING PER  
SHARE (BASIC)  
₹13.23\*

CUSTOMERS  
SERVED PER DAY  
2,00,000\*\*

BRANCH  
NETWORK OF 5,092  
AND  
200+ ATMS\*\*

PROFIT AFTER  
TAX  
₹530 CRS\*

\* MUTHOOT FINANCE LTD. AND ITS SUBSIDIARIES AS ON 30.06.2019

### MUTHOOT FINANCE LIMITED EXTRACT OF UNAUDITED FINANCIAL RESULTS FOR THE QUARTER ENDED 30<sup>TH</sup> JUNE, 2019.

PARTICULARS	STANDALONE			CONSOLIDATED	
	Q1FY 2020	Q1FY 2019	FY 2019	Q1FY 2020	FY 2019
Total Income (₹)	1859	1633	6881	2072	7601
Profit Before Tax (₹)	817	755	3077	864	3260
Profit After Tax (₹)	530	492	1972	563	2103
Net Worth (₹)	9743	8307	9793	9907	9931
Earnings Per Share (Rs.10/- each) (Basic) (Rs.)	13.23	12.29	49.27	13.88	51.92
Book Value Per Share (Rs.)	243.02	207.44	244.27	-	-
Capital Adequacy Ratio (%)	24.72	25.89	26.05	-	-

Note: The above is an extract of Financial Results and is not a statutory advertisement required under SEBI guidelines. The detailed financials and investor presentation is available on the website of the Company at [www.muthootfinance.com](http://www.muthootfinance.com)

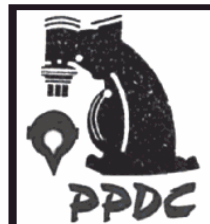
'Most Trusted  
Financial Services Brand  
4 Years in a Row (2016 - 2019)



Muthoot Finance Limited: CIN: L65910KL1997PLCO11300; Reg. Office: Muthoot Chambers, Opposite Saritha Theatre Complex, Banerji Road, Ernakulam, Kerala-682018, India. Tel: (+91 484) 239 4712, Fax (+91 484) 239 6506; Email: [mails@muthootgroup.com](mailto:mails@muthootgroup.com)

**Muthoot Finance**  
muthootfinance.com

A Muthoot M George Enterprise



Ministry of Micro, Small & Medium Enterprises, Govt. of India  
**MSME TECHNOLOGY DEVELOPMENT CENTRE (PPDC)**  
Foundry Nagar, Agra - 282006

## WOMEN'S ENTERPRISE SKILL TRAINING (START YOUR OWN BUSINESS)

- \* BUSINESS IDEA GENERATION
- \* BUSINESS KNOWLEDGE
- \* FINANCE
- \* POLICY
- \* TECHNOLOGY
- \* INFRASTRUCTURE
- \* MARKET
- \* AND MUCH MORE...

Who can Attend: Women Who are interested to start Business Enterprises

Date: 17-18 August, 2019

FEE: 1500/-

**New Delhi**

Br. MSME-DI,  
L-Block, Connaught  
Circus, New Delhi  
Mob. 7500090059

**Noida**

IITTM,  
A-36, Sec - 62,  
Noida  
Mob. 7500090059

**Gurugram**

CADD Centre,  
Metro Piller No. 53, Pal Tower  
MG Road Sikanderpur,  
Mob. 7500090059

**Jaipur**

A17, A18, Opp. Godam No  
13, 22 Godam, Jaipur  
Mob. 8958000039

**Registration**

Online Registration  
visit: [www.ppdcagra.dcmsme.gov.in](http://www.ppdcagra.dcmsme.gov.in)  
E-mail: [info@ppdcagra.in](mailto:info@ppdcagra.in)  
Mob. 9660487345

**Agra**

MSME-TDC, PPDC  
Foundry Nagar,  
Hathras Road, Agra  
Mob. 9319779737

**Note: \* Course Kit, Lunch, Tea/Coffee & Snacks will be provided.  
Certificate Will be Awarded on Successful Completion of Training.**



## PM's Words of Hope for the Economy

More reforms, no witch hunt of bankers who lend

The medium is the message. That Prime Minister Narendra Modi gave his first major interview after being sworn in for the second term to The Economic Times, India's leading business newspaper, is good news for all economic agents: it shows the government is awake to the stress in the economy and committed to remedial action. However, the prime minister is not inclined to quick fixes, and would like to see the economy respond to the systemic overhaul that has been underway over the last five years.

Sound macroeconomic management resulting in low, stable inflation and lower interest rates, substituting a nationally integrated goods and services tax for a maze of inchoate indirect taxes, enacting the Insolvency and Bankruptcy Code for swift redeployment of the assets of failed firms and, thereby, uprooting the culture of well-connected borrowers treating unserviced large loans as the lenders', rather than their own, problem, zooming up the World Bank's ease of doing business ranking, lowering the direct tax rate for numerically

large classes of companies and individuals, disciplining taxmen to the benefit of taxpayers, attracting ever-larger sums of foreign direct investment — the list of reforms is impressive. Yet, he has promised some more welcome action. Most crucial is the promise

that lending decisions by bankers taken in good faith and with a sound rationale will not invite any witch hunt. Why not also supplement this move with a change to their remuneration structure, to reward sound banking as in the private sector?

The PM promised electricity reforms. Without reliable, universal availability of power, it is not possible to unleash the creative potential of India's farmers and young entrepreneurs. State-owned power utilities remain financially crippled and fail to buy and supply power on the scale required, even as power producers go bankrupt for want of buyers. The PM is up to scratch on the potential of the emerging data economy, but to tap it, we need a sound data policy, a healthy telecom industry and a good school system. These require urgent attention, as well.

An upturn is inevitable. But will it come next year or a decade later in this creeping economy?

## Let Us Wait for a Miracle



Ashok V Desai

The Indian economy's recent antics are a bit disconcerting. For many years, it has grown at 7-8% with inflation at about the same level. Other parameters have been consistent with this steady flow. But in recent quarters, it has been deviating from this robust expectation.

It grew a comfortable 7.9% in the first quarter of 2018. Since then, the growth rate has steadily come down to 7.7%, 6.9%, 6.3% and 5.9%. It is our luck that government grew 10.7%, and money and speculation 9.5%. Without these high-fliers, growth would have been lucky to touch 4%. The rush to 'Make in India' gave a modest manufacturing growth rate of 3.1%. The number of cars made in India fell to 1.82,000 in June, a level reached in 2014. It is as if five years' growth in output has been wiped out.

Consumers will be happy to know that consumer prices in June were only 2.2% above a year earlier. True, meat and fish prices went up 9%, drugs and medical services 8.2%, and education 6.8%. But good luck cannot always be related to good products. Paan, tobacco and alcohol prices went up only 3.1%, and recreation and amusement 5.2%. Let us be amused.

### WHERE'S THE ECONOMY HEADED?



Our normally huge trade deficit has gone down. It is not because exports have boomed — they went up 7% in the quarter of March-to-May. It is imports: they rose only 1%. Why? With the economy in stagnation, what else can one expect? Domestic producers are producing what was being imported earlier.

Investors brought in \$15 billion more in the first quarter of 2019 than in the year before. But banks, which had brought in \$4.6 billion last year, sent out \$8 billion in the first quarter. Still, foreign exchange reserves went up \$25 billion. Reserve Bank of India (RBI) governor Shaktikanta Das, who replaced Urjit Patel, had a stack of \$429 billion under his throne.

### Wake Me Up at Sunrise

For decades, the Indian economy was inclined to grow fast — so fast that it caused high inflation. For now, it has lost its verve. Growth is tepid,

and inflation is ridiculously low. What has happened? Essentially, Indian business is depressed. It is pessimistic about India's growth prospects, and disinclined to invest. Even if it wanted to invest, many businesses have debts

they cannot repay. In a better-run economy, these businesses would have been declared insolvent and closed down. Today, such businesses can neither grow nor disappear, and a new generation of healthy businesses is not in sight. They talk of a business cycle, and wait for the inevitable upturn. They are right, but whether it will come next year or a decade later, no one can say. For now, the economy is creeping.

Why did this happen? There are essentially three drivers of growth:

If the current slump lasts, cars, motorcycles and other durables will get cheaper. There may even be a crisis in real estate and house prices may collapse



Water to wine? Who knows? Stranger things have happened

external account, the fisc, and investment. India has traditionally run a trade deficit, financed by remittances of non-resident Indians (NRIs) and investment abroad. That continues, there is no likelihood of an improved balance of payments (BoP) stimulating growth.

Investment, as I said earlier, is in dumps. Indian businessmen have neither the funds nor the optimism to make fresh investments. And the fisc? One could do a great deal with the Budget. But the present government does not know macroeconomics, and its Budgets have not addressed the economic slump.

One could, at this point, go into giving a sermon to the government telling it how to stimulate the economy and raise the growth rate. But, in my view, it would be waste of time. Intelligent macroeconomic policy has little hope.

That leaves only a lucky accident to stimulate the economy — like Malayalis going to West Asia booming when the Arabs quadrupled oil prices in the 1970s, or techies going to

the US in the 1980s to write information technology (IT) programmes. Such a lucky accident may happen at any time. But it is fundamentally unpredictable.

### Do Numbers Lie?

What is more predictable is that the ruling party at the Centre has no competition, and may be in power for years, with its lack of reasoned macroeconomic policy. If that sounds depressing, let us remember that irrespective of the state of the economy, the official growth rate of GDP has continued to hover around 7%. We can always allow it to cheer us up.

And if the slump lasts, cars, motorcycles and other consumer durables will get cheaper. There may even be a crisis in real estate and house prices may collapse. Let us wait for that day. Then we can buy all the symbols of riches and feel good. That is, if we can keep our jobs till then, and earn enough to live well.

The writer is former chief economist, ministry of finance, GoI

## Bringing Home the Forward Rupee Bacon

The RBI task force on offshore rupee markets, headed by former deputy governor Usha Thorat, has rightly called for boosting the onshore market for rupee derivatives. Globalising India does need a thriving domestic market for rupee derivatives, open to residents and non-residents, not just to have greater control over the external value of the rupee and retain at home a larger share of the incomes arising from such a market, but also to develop a vibrant domestic debt market. But a panoply of restrictive procedures and taxes has pushed rupee trades increasingly offshore.

The task force offers sensible steps to shore up the onshore market for rupee derivatives. Extending market hours to suit overseas clients is one of the easiest. The move to allow Indian banks, including their overseas branches, to offer rupee derivative contracts round the clock makes perfect sense. As does making know-your-customer registration common across all financial market segments. Allowing an International Financial Services Centre, such as GIFT City, freedom to gradually offer the kinds of instruments available offshore is the practical compromise necessitated by the reality that offshore contracts will continue, so long as the rupee remains non-convertible in full. The recommendations for a central clearing and settlement mechanism for non-residents' deals onshore, letting Indian banks post margins offshore and greater non-resident access to the retail foreign exchange market all make sense.

However, the task force's language on the need to scrap the securities transaction tax and the capital gains tax that make hedging in India a losing proposition vis-à-vis hedging in Singapore is too soft to drive home the message. Tax, too, must cleave to globalisation.

As an NRI living in Singapore, I am a keen observer of business trends in India. The recent focus on the Big Four accountancy firms — KPMG, Ernst & Young (EY), Deloitte and PricewaterhouseCoopers (PwC) — particularly piqued my interest. (Disclaimer: I'm an alumnus of one of the Big Four firms.)

The Big Four appear to be in the frontline of a blame game with regard to business failures such as the one involving Infrastructure Leasing & Financial Services (IL&FS). Not only are they being held out as culpable for major business failures, but they are also accused of restricting competition. The noise levels are high and the backlash could have unintended consequences.

The Big Four represent a large pool of talent in India, today employing perhaps 2,00,000 people. These firms have trained a large proportion of India's financial talent, spanning the corporate, banking and investment sectors. Their work has raised the quality of professionalism in the fields of finance and governance, and, indeed, have a role to play in Indian chartered accountants today being employed by global organisations in various roles.

Each of the Big Four globally has been looking to add even more talent to their Indian operations. These already supplement their global services with increasingly sophisticated skills and high-value services such as analytics and artificial intelligence (AI). I worry that the loud allegations about the Big Four will not only hit the pause button on their plans to expand in India, but they will also impact entry of quality

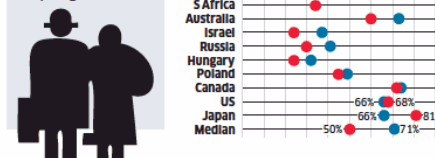
### WIT & WISDOM

"Never miss a good chance to shut up."

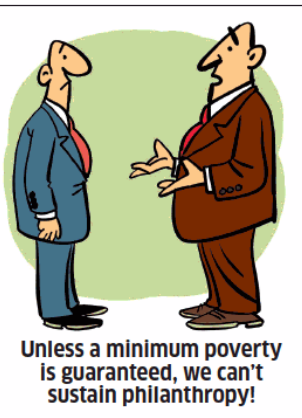
Will Rogers  
Actor

### Refugees vs Immigrants

People appear to be more willing to accept refugees fleeing violence and war than they are of immigrants moving to their country, according to a new analysis of public opinion data from 18 nations surveyed by Pew Research Centre in Spring 2018.



### Bell Curves ■ R Prasad



Unless a minimum poverty is guaranteed, we can't sustain philanthropy!



THE SPEAKING TREE

## Siddhartha's Suicide

SWAMI SUKHABODHANANDA

My prayers to V G Siddhartha, the departed soul, founder of Café Coffee Day. Now what we can learn is that life is not worth committing suicide for. Life is worth living. All of us should learn one thing: plan purposefully, prepare prayerfully, proceed positively, pursue persistently, produce productively. Firstly, we need to set our goals, and, secondly, we need to audit our effort.

How we are going towards the goal and realise that more than working hard, we should work smart. When you are working smart, you will audit your life; you will also learn how to be flexible. Agility, mobility and stability are important dimensions in doing business. If we can learn to be flexible, to enjoy what we are doing, then, we teach ourselves that we are bigger than the result.

Success should not define us; failure should not define us; one should become bigger than the outcome. When we become bigger than success and failure, there is fulfilment. The Bhagwad Gita says fulfilment is what we need to see. If a person can learn to love what they do and do what they love and if any failure happens in life, just learn from it.

If we look at Siddhartha's life, his assets were more than his liabilities. He could have clearly solved his problem. Somewhere we have to train our mind to healthy options; better options and not bitter options. Let us all pray for Siddhartha, such a good soul and who did good work. Let us all be alert.

### Chat Room

## Now to Revive Animal Spirits

Kudos for an in-depth interview with Prime Minister Narendra Modi, 'Our Mantra: Revive Animal Spirits, Make India Investment Magnet' (Aug 12). The PM's reassurance to industry on many fronts will provide comfort to India Inc that has expressed concerns over the industrial slowdown. His commitment about government's drive to push public sector investment and optimism that private investment would pick up in the coming months is welcome. We need more reforms to revive the animal spirits in the economy and create more jobs.

KRISHAN KALRA  
Gurugram

## The Revenge of the Infantry

This refers to the news report, 'Army Chief Gen Bipin Rawat Briefs Defence Minister Rajnath Singh on Kashmir' (Aug 8). Since 1997, no one from the Armoured Corps has become army chief. Thereby hangs a legacy, paradoxically involving an infantry officer who loved the Armoured Corps and mechanised forces. After Independence till 1983,

there were only two chiefs from the Armoured Corps: Generals Rajendra Singhji and Chaudhary. The third Armoured Corps chief, Gen Vaidya, came by superseding an infantry officer. It was Vaidya's successor, Gen Sundarji, considered the father of mechanised warfare, who changed the face of the army. An infantry officer, Sundarji became the first non-Armoured Corps officer to command an armoured division.

From 1983 to 1997, the Indian army saw four Armoured Corps officers as chiefs, Generals Vaidya, V N Sharma, B C Joshi and Roy Chowdhury, with only one artillery officer intervening, Gen Rodrigues. If you include Sundarji, it becomes five. But no Armoured Corps officer has become chief since 1997.

The closest was Lt Gen Bakshi, who was superseded by the current chief. The revenge of the infantry will continue. In fact, the rumour is that infantry will ensure that only they will be chiefs for another 20 years. The army is an organism and it needs variety in its DNA to keep it resilient, robust and vibrant, as well as a repository of knowledge and experience of all types of military warfare.

TR RAMASWAMI  
Mumbai

Letters to the editor may be addressed to edit@timesgroup.com

### ACCOUNTANCY FIRMS

## 2019: A Space for Audit



Bala Swaminathan

As an NRI living in Singapore, I am a keen observer of business trends in India. The recent focus on the Big Four accountancy firms — KPMG, Ernst & Young (EY), Deloitte and PricewaterhouseCoopers (PwC) — particularly piqued my interest. (Disclaimer: I'm an alumnus of one of the Big Four firms.)

The Big Four appear to be in the frontline of a blame game with regard to business failures such as the one involving Infrastructure Leasing & Financial Services (IL&FS). Not only are they being held out as culpable for major business failures, but they are also accused of restricting competition. The noise levels are high and the backlash could have unintended consequences.

Each of the Big Four globally has been looking to add even more talent to their Indian operations. These already supplement their global services with increasingly sophisticated skills and high-value services such as analytics and artificial intelligence (AI). I worry that the loud allegations about the Big Four will not only hit the pause button on their plans to expand in India, but they will also impact entry of quality

graduates into the profession.

Auditing is essentially an attest function that goes to enhance the trust level in the financial statements. For investors, especially those based overseas, much reliance is placed on the quality of auditors in often determining financial decisions, including when international loans are given to domestic companies. It is not uncommon for loan agreements to have 'audited by a Big Four' as a precondition and a loan covenant — a breach of which could be considered by default. Any restriction on the big firms in India could have a serious impact both on equity and debt flows into the country.

One is mystified by the adverse focus on auditors. The bankers who lost money clearly, made decisions for which they are paying the price in terms of financial losses. What can the auditor be held accountable for? Clearly, not for the decisions of the managers who invested in projects that failed. Nor for the decisions of bankers who would be expected to conduct diligence far deeper than the information in a company's public reports.

An auditor can be held responsible if shown to have colluded with fraud, or if mala fide intentions are proven. They are serious matters that need to be properly established in the right

courts of law. Even in such a scenario, distinction needs to be made between actions of individuals and firms. Debarment of an auditor would not just considerably impact the firm's operations, but would also affect all the employees who, mostly, have no nexus to the alleged fraud.

It's claimed that the Big Four are restricting competition and should be investigated by the Competition Commission of India (CCI). This seems illogical. The number of companies audited by the Big Four is still quite small compared to the total number of companies in India. Also, there are no entry barriers to set up auditing services. The Big Four operate in a hyper-competitive environment, whether to win clients or to hire and retain their people. And banning one or more of the Big Four won't increase competition. It will reduce the choices available.

The Big Four, like all audit firms, should not doubt be held accountable to meeting regulatory standards and frameworks. But auditors can't be expected to be prescient on business prospects that can turn volatile, uncertain, complex and ambiguous. Nor can they be forensic investigators, even as they should call out unusual transactions and arrangements that don't meet their smell-tests.

While corporate managers, independent directors and the boards have critical roles in this regard, capital markets and investors look to auditors to enhance trust in financial reporting. This is an enormous responsibility. But auditors should not be made to accept what, essentially, is the main responsibility of the management and the board.

In general, the Big Four have led the way in this regard by investing in technologies and training to increase the quality of audit services. The reputation they have built should be acknowledged as an asset to India.



Calm down

The writer is former chief financial officer, ICICI Bank

### Citings

## On Digital Strategy

BEHNAM TABRIZI ET AL

A recent survey of directors, CEOs and senior executives found that digital transformation (DT) risk is their #1 concern in 2019. Yet, 70% of all DT initiatives do not reach their goals. Of the \$1.3 trillion that was spent on DT last year, it was estimated that \$900 billion went to waste. Why do some DT efforts succeed and others fail?

Fundamentally, it's because most digital technologies provide possibilities for efficiency gains and customer intimacy. But if people lack the right mindset to change and the current organisational practices are flawed, DT will simply magnify those flaws. Figure out your business strategy before you invest in anything... Leverage insiders. Organisations that seek transformations (digital and otherwise) frequently bring in an army of outside consultants who tend to apply one-size-fits-all solutions in the name of 'best practices'....

Often, new technologies can fall to improve organisational productivity not because of fundamental flaws in the technology but because intimate insider knowledge has been overlooked. Design customer experience from the outside in.

If the goal of DT is to improve customer satisfaction and intimacy, then any effort must be preceded by a diagnostic phase with in-depth input from customers. Recognise employees' fear of being replaced... Bring Silicon Valley startup culture inside. Silicon Valley startups are known for their agile decision-making, rapid prototyping and flat structures.

From "Digital Transformation is Not About Technology"



QUICK HITS

**Typhoon Lekima Death Toll Rises to 44**

Beijing: A monster storm that smashed its way up the eastern China coast and forced more than a million residents to flee has killed 44 people, state media said on Monday. Footage on state broadcaster CCTV showed fields and streets flooded by muddy water, submerged vehicles, scattered debris and trees blown over as strong winds and rain from Typhoon Lekima pounded cities along the seaboard. At least 16 people were still missing as the storm moved further up the coast near Beijing. Official Xinhua news agency said the toll had risen to 39 in Zhejiang province, where Lekima made landfall on Saturday, packing winds of nearly 190kmph and pounding the coast with waves several metres in height. At least 18 of those were killed in a landslide triggered by torrential downpours in Wenzhou, state media said. AFP

**Food Courier Deliveroo Pulls Out of Germany**

Frankfurt am Main: British food delivery company Deliveroo said on Monday it would pull out of Germany entirely this week, saying it plans to focus on more promising markets elsewhere. In an email, the company told customers that "from August 16 we will no longer be delivering in Germany... Deliveroo's focus will now be on growing our operations in other markets around the world". A Deliveroo spokesman told AFP that it plans to refocus its energy and cash elsewhere in Europe and Asia. But it added that it could return to Germany in future. AFP

**US: Indian-Origin Man Arrested for Killing Father**

New York: A 31-year-old Indian-origin man allegedly killed his father with an assault rifle in Philadelphia and was later arrested in Massachusetts following an emergency warning issued by Harvard University, according to media reports. The accused, Sohan Panjrolia, who was diagnosed with schizophrenia, gunned down his 60-year-old father, Mahendra Panjrolia, in their family home earlier in the month. The Philadelphia Inquirer said in a report. Sohan fled with the weapon in a car that was later found nearby, police said. Philadelphia police said Sohan shot and killed his father with an assault rifle on August 3 evening in their home on the 1900 block of Conwell Avenue in the Bustleton section, the report said. PTI

**All HK Flights Cancelled after over 5,000 Protesters Swarm Airport**

Chinese official warns protesters showing signs of 'terrorism', Cathy Pacific shares tumble

Hong Kong: All flights in and out of Hong Kong were cancelled on Monday after thousands of pro-democracy protesters flooded the city's airport to denounce police violence. The abrupt shutdown at one of the world's busiest hubs came as the Chinese government signalled its rising anger at the protesters, denouncing some of the violent demonstrations as "terrorism". Shares of Cathay Pacific Airway, Hong Kong's main airline, tumbled to a 10-year low after the news. A crowd of protesters that authorities said numbered more than 5,000 descended on Hong Kong airport on Monday carrying placards and chanting slogans denouncing police violence at previous rallies. Although other rallies had been held over the previous three days, the airport authority said Monday's one had caused significant chaos. "Airport operations at Hong Kong International Airport have been seriously disrupted as a result of the public assembly at the airport today," it said in a statement. "Other than the departure flights



Pro-democracy protesters at Hong Kong's International airport on Monday

that have completed the check-in process and the arrival flights that are already heading to Hong Kong, all other flights have been cancelled for the rest of today." It warned that traffic to the airport was "very congested" and the facility's car parks were completely full. "Members of the public are advised not to come to the airport." At the airport, protesters held signs reading "Hong Kong is not safe" and "Shame on police". They were responding to allegations that police were using increasingly violent tactics to suppress protests. Over the weekend police fired tear gas into subway stations. Protesters were also enraged at police apparently dressing in the black T-shirts worn by the pro-democracy movement to infiltrate the rallies and make surprise and violent arrests. In Beijing, authorities slammed violent protesters who had thrown petrol bombs at police officers and linked them to "terrorism". "Hong Kong's radical demonstrators have repeatedly used extremely dangerous tools to attack police officers, which already constitutes a serious violent crime, and also shows the first signs of terrorism emerging," said Yang Guang, spokesman for the Hong Kong and Macao Affairs Office of the State Council. "This wantonly tramples on Hong Kong's rule of law and social order." Hong Kong leader Carrie Lam has refused to yield to a series of demands, including that she withdraw the bill and step down from her position. AFP | Bloomberg

**Cathay Pacific Warns Staff Supporting Protests**

Hong Kong: Hong Kong carrier Cathay Pacific warned its staff on Monday that they could be fined if they "support or participate in illegal protests". The warning follows new regulations imposed by China's aviation regulator requiring Cathay Pacific to submit manifests of staff on flights to the mainland or through its airspace. Beijing told the airline that staff involved in the protests would be banned from flights to the mainland. The airline has already said it will comply with those regulations. But in a Monday message to staff, chief executive Rupert Hogg reiterated that Cathay Pacific employees would also face "disciplinary consequences" if they get involved in the pro-democracy protests. "Cathay Pacific Group has a zero tolerance approach to illegal activities. Specifically, in the current context, there will be disciplinary consequences for employees who support or participate in illegal protests," Hogg wrote. "These consequences could be serious and may include termination of employment." AFP

**European Stock Markets Down over Airport Closure**

London: European stock markets dropped on Monday as escalating protests in Hong Kong forced the closure of the financial hub's airport. London, Frankfurt and Paris all slid into negative territory approaching the halfway stage, having rallied at the open, as news of the shutdown spread. "Reports that authorities have closed the airport in Hong Kong sent markets lower after what had been a positive open in Europe," said Neil Wilson, chief analyst at traders Markets.com. "Hong Kong has kind of been under the radar of most traders... but increasingly I feel like that this has the potential to spiral into a bigger market worry. Today's moves highlight the risks," he added. Hong Kong's main shares index closed lower just as news of the shutdown emerged. The Hang Seng Index ended with a loss of 0.44% to 25,824.72 points, as investors focused on the outlook for China-US trade talks. AFP

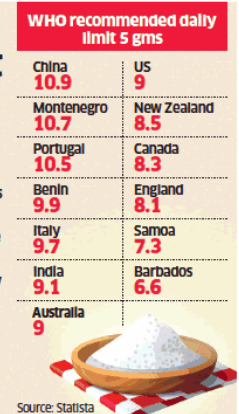
**China's PBOC 'Close' to Launching Cryptocurrency**

Currency to give Beijing more control over its financial system

Beijing: The People's Bank of China is "close" to issuing its own cryptocurrency, according to a senior official. The bank's researchers have been working intensively since last year to develop systems, and the cryptocurrency is "close to being out", Mu Changchun, deputy director of the PBOC's payments department, said at an event held by China Finance 40 Forum over the weekend in Yichun, Heilongjiang. He didn't give specifics on the timing. Mu repeated the PBOC's intention that the digital currency would replace Mo, or cash in circulation, rather than M2, which would generate credit and impact monetary policy. The digital currency would also support the yuan's circulation and internationalisation, he said. The remarks signal the PBOC is inching toward formally introducing a digital currency of its own after five years of research. Facebook's push to create cryptocurrency Libra has caused concerns among global central banks, including the PBOC, which said the digital asset must be put under central bank oversight to prevent potential foreign exchange risks and protect the authority of monetary policy. Unlike decentralised blockchain-based offerings, the PBOC's currency is intended to give Beijing more control over its financial system. According to patents registered by the central bank, consumers and businesses would download a mobile wallet and swap their yuan for the digital money, which they could use to make and receive payments. Crucially, the PBOC could also track every time money changes hands. The central bank will "expedite the research of China's legal digital tender" and monitor the trends of virtual currency development at overseas and at home, the PBOC said in a statement listing its work plan for the second half of 2019 released in early August. Bloomberg

**China Isn't Alone In Its Salt Consumption Problem**

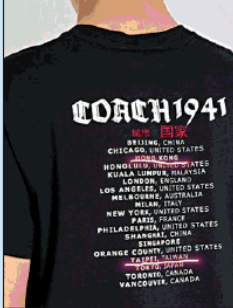
China has one of the highest levels of salt consumption in the world. While this is not really a revelation in itself, accurate data has always been hard to come by. New research by Tan et al. at the Queen Mary University of London though, has produced an accurate picture of the scale of the problem. The first ever systematic review and meta-analysis of salt consumption estimates in the country yielded an estimated average daily adult consumption of 10.9 grams - more than double the World Health Organization's (WHO) recommended limit of 5 grams.



**Now, Coach & Givenchy Face Flak over China T-Shirts**

Beijing | Hong Kong: Chinese brand ambassadors of fashion labels from Coach to Givenchy have severed ties with the companies over products which they said violated China's sovereignty by identifying Hong Kong and Taiwan as countries. The brands are the latest to get into hot water over political issues in China, which has been more assertive in its territorial claims and how it expects foreign companies doing businesses in China to describe them. Italian luxury label Versace and its artistic director, Donatella Versace, apologised on Sunday after one of its T-shirts, depicting the territories of Hong Kong and Macau as countries, was criticised on Chinese social media.

Coach's China ambassador, supermodel Liu Wen, said on Weibo on Monday that she had severed her endorsement deal with the New York-based label over a similar T-shirt, which also listed Taiwan as a country even though Beijing says the self-ruled island is a renegade province. "I apologized to everyone for the damage that I have caused as a result of my less-careful choice of brand," she said in a Weibo post that was "liked" hundreds of thousands of times. "I love my motherland, and I steadfastly safeguard China's sovereignty." Separately, popular Chinese boy band idol Jackson Yee said on



Weibo he had severed ties with LVMH's Givenchy after pictures of one of the brand's T-shirts, which also listed Hong Kong and Taiwan in a similar way, received criticism. Foreign brands are under increasing pressure from Chinese consumers and regulators to fall into line on contentious issues around Chinese sovereignty and its territorial claims. Taiwan is self-governed and has a democratically elected leadership, but China claims the island as a breakaway province and has not ruled out the use of force to ensure unification. The question of Taiwan's formal independence is one of Beijing's most sensitive political concerns. Reuters

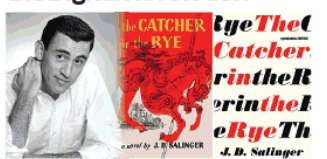
**S Korea to Remove Japan from Preferred Trade List**

Seoul: South Korea said on Monday that it has decided to remove Japan from a list of nations receiving preferential treatment in trade in what was seen as a tit-for-tat move following Tokyo's recent decision to downgrade Seoul's trade status amid a diplomatic row. Seoul said some South Korean companies exporting to Japan will be able to receive exceptions on a case-by-case basis

same fast-track approval process that they currently enjoy. South Korea's trade minister Sung Yun-u, said Seoul decided to remove Japan from a 29-member "white list" of countries that enjoy minimum restrictions in trade because it has failed to uphold international principles while managing its export controls on sensitive materials. AP

TIPS, TRIVIA & TRENDS YOUR DAILY DIET OF FUN AND FACTS

**JD Salinger Books Join the Digital Revolution**



In the five decades since JD Salinger published his final short story, Hapworth 16, 1924, his small, revered body of work has stayed static, practically suspended in amber. Even as publishers and consumers adopted ebooks and digital audio, Salinger's books remained defiantly offline, a consequence of the writer's distaste for computers and technology. And while Salinger kept writing until his death nearly 10 years ago, not a word has been published since 1965. That is partly because of his son, Matt Salinger, who helps run the JD Salinger Literary Trust and is a vigilant guardian of his father's legacy and privacy. But now, in an effort to keep his father's books in front of a new generation of readers, the younger Salinger is beginning to ease up, gradually lifting a cloud of secrecy that has obscured the life and work of one of America's most influential and enigmatic writers. This week, in the first step of a broader revival that could reshape the world's understanding of JD Salinger and his writing, Little, Brown is publishing digital editions of his four books, making him perhaps the last 20th-century literary icon to surrender to the digital revolution. NYT

**Lady Gaga to Fund 162 Classrooms Following Mass Shootings**

Singer-songwriter Lady Gaga wants to help people by giving back to the communities who were devastated following the recent mass shootings. In a statement on Facebook, the Grammy Award-winning singer announced that she will be funding 162 classrooms in Dayton, Ohio, El Paso, Texas and Gilroy, California. She said her Born This Way Foundation is partnering with DonorsChoose, a non-profit organisation that allows people to donate directly to public school classroom projects. Through this, she will be funding 162 classrooms in memory of those tragically killed in the mass shootings in each city. "Today, I find hope in the work of DonorsChoose.org and I'm proud to partner with them and with Born This Way Foundation to fully fund the classroom project needs in Dayton, OH, El Paso, TX, and Gilroy, CA," she wrote. ANI

**Brexit Party's Farage Ridicules Harry, Meghan with Jibe at Royals**

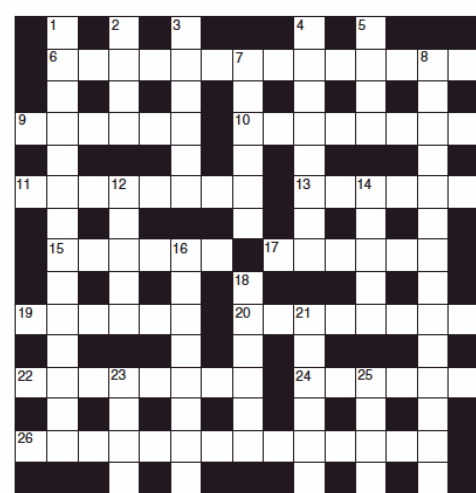
Nigel Farage, the leader of Britain's Brexit Party, lambasted Prince Harry and his American wife Meghan along with other members of the royal family in a speech in Australia, the Guardian newspaper reported on Monday. According to the Guardian, Farage ridiculed Harry's remarks last month that the couple only wanted two children because of the environmental impact while he also described the Queen Mother, the late mother of the monarch, as a "slightly overweight, chain-smoking gin drinker". Despite having repeatedly failed to be elected to Britain's parliament, Farage has over the last decade become one of the most prominent political figures in the country, first as leader of UKIP and now head of the Brexit Party, which came out on top in the UK in May's European Parliament elections. Media were not present for Farage's speech to Sydney's Conservative Political Action Conference on Saturday but the Guardian said it had heard a recording of part of it. Farage's spokesman said the comments had been taken out of context and the Guardian had "been naughty". Reuters

**Colombia Airmen Plunge to Death Wrapped in Flag during Stunt**

Two members of Colombia's air force plunged to their death wrapped in their nation's flag when a cable hanging from a helicopter snapped while they were performing a mid-air stunt. The accident on Sunday happened during a parade to mark the traditional Medellin Flower Fair. The city's airport was immediately closed in the aftermath of the accident. Videos circulating on social media show the moment when the two airmen fell to their death. Moments earlier they had been clinging to a metal cable and waving to the crowd below while carrying a giant Colombian flag through the air. Colombia's defence ministry says it is investigating the causes of the tragedy. AP

Crossword

7484



- Check bend leaving entrance to mine (4)
- Small child rings Latin tutor (6)
- In which 'eco-slops' decompose? (8)
- Note where
- lives? (4)
- Jail, say, one after the other (2,4)
- Superior's duty? Design e.g. Bible lesson about love (8,6)
- Henry has managed to bring top-of-the-range bitter (5)
- Straighten clothing (5)
- Abbey shown on TV houses women in main urban area (8)
- Forecaster makes nothing clear, unfortunately (6)
- Cockiness? It's seen in navy at sea (6)
- What covers bodies in controversial musical? (4)
- Minor fault in book margin (4)

- ACROSS**
- Light follows mutated Nordic gene in e.g. thyroid (9,5)
  - Student's in bed almost pie-eyed (6)
  - English target group backing lab equipment (4,4)
  - Composer's part upset single man (8)
  - Masses of pasta? Ignore starter (6)
  - Make fun of Des defending Tories' heartland? (6)
  - Mishandling this tool could create perils (6)
  - Youth Hostel invested in a present regardless (6)
  - Writer obstructed corrected version? Yes (8)
  - Priest in good shape left out? That's sad (8)
  - Unable to disperse cloud (6)
  - Exhausted wife sent girl off for sport (3-2,9)
- DOWN**
- Pilot Alan Bell landed - the ultimate aim (2-3,3-3)

- SOLUTION TO No.7483:**
- ACROSS:** 6 Engagement ring 9 Cinema 10 Draughts 11 Escapade 13 En bloc 15 Damask 17 Lamina 19 Border 20 Imperial 22 Maverick 24 Incite 26 General-purpose
- DOWN:** 1 Devil's advocate 2 Drag 3 Igwana 4 In camera 5 Aque 7 Medley 8 National anthem 12 Armed 14 Priar 16 Survival 18 Linkup 21 Builders 23 Even 25 Crop

Dilbert

by S Adams



HIDATO FIND THE PATH - SOLVE THE PUZZLE

Complete the grid so that numbers 1-65 connect horizontally, vertically or diagonally.

65	59	52	48
	53		
	56	42	45
20	21	17	40
			4
	34	14	
		13	6
28			

Yesterday's puzzle solution:

36	35	38	39	32
22	23	37	34	33
20	21	24	2	30
19	18	3	25	26
16	17	4	27	28
15	13	12	5	6
14	11	10	9	7

LEADER BOARD

HIDATO	7 LITTLE WORDS
Manjula Jain	Roma Agarwal
Nolda	Nolda
Prabhakar Shetty	Vivek Keskar
Mangalore	Thane

7 LITTLE WORDS

Find the 7 words to match the 7 clues. The numbers in parentheses represent the number of letters in each word. Each letter combination can be used only once, but all letter combinations will be necessary to complete the puzzle.

**CLUES**

- off course (6)
- lookalikes (6)
- making an offer in return (10)
- adds some Downy (7)
- one who snivels (6)
- widely known and celebrated (8)
- most aware of what's stylish (7)

**SOLUTIONS**

WH	RI	CLO	ERR	COU
ANT	FT	HI	NG	IN
NET	FR	ENS	NES	OW
REN	EST	NED	PP	SO

Yesterday's Answers: 1. MISLUCKS 2. THREADS 3. JAZZLY 4. PULLS 5. ALLICORNS 6. LINDSEY 7. FRODOBAGGINS

ET WILL carry the names of winners for Hidato and 7 Little Words every day. Please WhatsApp your solutions for both to 79 01 01 01 74 with your name and city.



# RIL to Hive Off Oil-to-Chemicals Biz into Separate Co in 5 Years: Prasad

Saudi Aramco's decision to invest in Reliance Industries' oil-to-chemicals business is the first step towards a strategic partnership which will entail carving out the business into an independent company and growing it, says RIL's executive director, PMS Prasad. The deal will ensure crude supplies for RIL's refinery and help Aramco tap demand in India. Edited excerpts from his interaction with reporters:

**How is the deal structured?**  
The oil-to-chemicals (O2C) business, which includes refining, petrochemical and our 51% stake in fuel retail joint venture (with BP), will be carved out into a division where Aramco will have an economic interest. It will be ring-fenced, with its own board, key management personnel and accounts; any deals with the rest of RIL will be on an arm's length. The instruments that we will issue to Aramco for their investment will comply with Securities and Exchange Board of India and other regulatory norms. What will be the instrument and its terms will be decided between both parties. Aramco will pay RIL \$15 billion. If the O2C board will have five members, two seats will be given to Aramco.



**PRIVILEGES FOR ARAMCO**  
Aramco will have a key management position in O2C, and a board seat at RIL. We've committed that the COO will be from Aramco, but not CFO or CEO

**What is the timeframe for the deal closure?**  
It will take four months for due diligence and signing of a definitive agreement. The regulatory approvals would be only for the financial instrument, so it will not take much time. If we were to carve it out in a separate

company, it would have taken a very long time to get permissions. Our target is to complete this by March. We have committed that this business would be a standalone entity in five years. If RIL and Aramco decide it should be listed at some later time, they may do so; there is no decision yet.

**What would be the payment schedule for the deal?**  
This deal is similar to the contours of the Aramco deal to buy a stake in Saudi Basic Industries Corporation; there will be deferred payment — 50% of the money will be paid on closing, another 25% will be paid after one year of closing and the balance 25% in the next year. We are not desperate to get money upfront. It's a strategic deal, not a debt reduction deal. The money will go to RIL treasury; how they deploy it efficiently is their call. We know there will be no more major capex, but whether they use it to repay debt or if there are better opportunities to create value, they will do that.

**Are there any other privileges Aramco will get?**  
They will have a key management position in O2C, and a board seat at RIL. We have committed that the chief

operating officer will be from Aramco, but not CFO or CEO.

**Saudi Aramco will also supply crude oil on a long-term basis to RIL's Jamnagar refinery. Is RIL getting a discounted rate?**  
No.

**RIL just completed a capex cycle for the O2C business. Would you look at further expansion after the Aramco partnership?**  
They are not coming here to be static. We both believe in the oil-to-chemicals business. The world's appetite, particularly that of India, for materials is increasing. There is demand and we have the building blocks, our refinery has enough feedstock available to make more of chemicals. We have scope for brownfield expansion, so the capex required would be much lower.

**Is RIL becoming a holding company?**  
It is, but more importantly, we are forging partnerships, whether it is with kirana stores, B2B, or SME. We really want to build partnerships for mutual benefits, but also for the benefit of India and Indian consumers, entrepreneurs and in the process we want to create societal value.

# Reliance Jio to Roll Out Home Broadband Services from Sep 5

JioFiber's yearly plan customers to get free HD TV with minimum speed of 100 Mbps

## What's on Offer

JioFiber service to offer free high-definition TV for consumers opting for a yearly plan

Minimum speed of 100 Mbps

Free domestic calls from a connected landline phone

Unlimited international calls to the US and Canada at an additional ₹500 a month



Jio will make its Internet of Things platform available from January 1, 2020

## Our Bureau

New Delhi: Reliance Jio InfoComm, India's largest carrier by subscribers and revenue, will introduce home broadband plans ranging from ₹700 to ₹10,000 a month from September 5, a move that analysts said will lead to tariff reduction for customers of rival Bharti Airtel.

The JioFiber service will offer a free high-definition TV for consumers opting for a yearly plan. The service will provide a minimum speed of 100 Mbps, free domestic calls from a connected landline phone and unlimited international calls to the US and Canada at an additional ₹500 a month.

Subscribers will also get a set-top box with access to popular streaming applications, HD television channels, virtual reality content and home security solutions. "JioFiber customers who opt for our annual plans, which we call Jio-Forever plans, will get an HD or 4K LED television and a 4K set-top box absolutely free. We are calling this the JioFiber Welcome Offer," Reliance Industries chairman Mukesh Ambani said at the group's annual general meeting on Monday.

He said JioFiber, being launched on Jio's third anniversary, will be rolled out over the next 12 months to cover 20 million homes and 15 million business enterprises across 1,600 towns. "In India even the most basic JioFiber will start at 100 Mbps at the lowest end. We have plans to go all the way to 1 Gbps. We are pricing our plan at one-tenth of

the global rate to make it accessible for every home," Ambani said. Details of the plans will be available closer to launch day.

Analysts said the pricing appears to be competitive while comparing the speeds and bundled content offered and would likely force competitors including Bharti Airtel to reduce tariffs or improve on the free offerings with each plan. "Airtel will also have to increase its capex into broadband to increase its coverage of high-speed (V-Fiber) service so as to offer better speeds than 40 Mbps

it gives for premium plans," said Rajiv Sharma, co-head of research at SBICaps Securities. "The starting price can work well as a customer acquisition strategy, but one will also have to see what the ₹700 plan from Jio entails because domestic calls on landline are free from Airtel as well."

Analysts at Counterpoint Technology Market Research said the tariff plans were more streamlined when compared to Airtel, which has starting plans for home internet broadband at ₹799 a month and charges separately for DTH services. JioFiber custo-

mers will get highest number of HD channels through the set-top box, which will enable them to play HD games and watch movies or even shop using a virtual reality headset called Holobox. Premium customers of JioFiber will be able to watch movies on the same day of the release, Ambani said, adding that the service will be introduced by mid-2020.

On the enterprise side, Jio will make its IoT (Internet of Things) platform available from January 1, 2020, to connect about half of the estimated 2 billion-plus connected IoT devices that are likely to emerge in India within the next two years.

The company expects the IoT platform to unlock ₹20,000 crore in annual revenue. The telco will also install across India one of the largest blockchain networks in the world along with a pan-India Edge computing and content distribution network, aimed at building a "new data privacy model," Ambani said.

Under this, Indian data, especially that of customers, is "owned and controlled through technology by Indian people" and not by companies, especially global corporations. Ambani said JioFiber and Jio's cloud solutions will level the playing field for Indian enterprises, large and small, enabling them to accelerate their digital transformation and compete with global majors.

# BP to Pay ₹7K Cr for Stake in RIL Fuel Retail Unit

Our Bureau

New Delhi: Energy giant BP will pay Reliance Industries ₹7,000 crore for 49% equity stake in the latter's chain of petrol pumps and aviation fuel stations across India, RIL chairman Mukesh Ambani has said. Last week, the two companies had announced setting up a joint venture that would take over RIL's currently operational 1,400 pumps and

31 aviation fuel stations but had not mentioned the money BP had agreed to pay for the stake in the JV. "In a significant new initiative, BP acquired 49% stake in our petrol-retail business. Reliance will get ₹7,000 crore from BP for this transaction," Ambani told shareholders at the 42nd annual general meeting of RIL on Monday. The JV aims to expand the fuel retail network to 5,500 in five years. India currently has about 65,000 petrol

pumps, of which 90% are controlled by state-run oil companies. Among private players, Nayara Energy, backed by Russia's oil giant Rosneft, is the leader with more than 5,000 pumps. Shell has 150 pumps. "The government is working on a plan to open up fuel retailing in the country to more foreigners and non-oil companies by removing some key licensing hurdles such as the need to invest at least ₹2,000 crore in the country's oil and gas sector.

Saudi Aramco, France's Total and global oil trader Trafigura are keen to enter Indian fuel retailing segment. BP also has a 30% stake in RIL's upstream business in India. "The India-centric upstream business in partnership with BP will bring over 3 trillion cubic feet of gas resources to production starting next year. This will generate EBITDA in excess of \$1 billion annually for over a decade," Ambani said.

# Assessment of Crop Yields

**From Page 1**  
Currently, farmers have to pay a uniform premium of 2% for kharif and 1.5% for rabi crops. For commercial and horticultural crops, farmer's contribution is 5%. The government pays the balance premium. The ministry has also proposed a two-step process of assessing crop yields required for calculating the extent of crop damage. First is elimination based on weather and other triggers, and the second step is crop cutting experiments (CCEs) in affected areas. Currently, plots for conducting CCEs are selected randomly leading to dissatisfaction among stakeholders. "We are roping in specialised agencies that can use satellites, remote-sensing data, unmanned aerial vehicles and artificial intelligence to assess crop yield estimates at the panchayat level, reducing delays in crop insurance claim settlements," the official said.

# Anti-Abuse Measure

**From Page 1**  
Notices were issued under Section 56(2) (vii)(b) of the Income Tax Act. Under this, if a closely held company issues shares at a price that exceeds the fair market value, the difference will be taxed as income from other sources. This provision, termed an anti-abuse measure, was introduced by former finance minister Pranab Mukherjee in 2012. This impacted startups as they typically follow this methodology to raise funds from angel investors, hence the name given to the levy. Tax authorities made additions to startups' incomes in a number of cases. Subsequently, the CBDT issued a notification excluding certain classes of investors from this provision, including startups. However, the DPIIT said the relief provided through the notification is applicable only with regard to recognised startups where no addition under Section 56(2) has been made in an assess-



ment order before the date of issue of the notification. This left out those in which assessments had been completed and orders issued. "The matter has been examined by the board," the CBDT said. "To mitigate such hardships, the central government has decided to relax the para 6 of the above referred notification issued by the DPIIT." Startups, however, will have to furnish a declaration stating that they fulfil the conditions laid down to qualify as such entities.

## SUSTAINABLE FARMING

# Empowering Farmers is Important

Policy makers may have to focus on rewards & incentives to scale up farmers and industry, say experts

Jayadipta Chatterji Mehta

Soaring temperatures due to climate change, smaller size arable land holdings, scarce water resources, as well as low grade and spurious products jostling for space next to branded varieties in the local market. Every now and again, fly-by-night sellers and advisers make an appearance. These are only some ills that have beset Indian agriculture. Our farmers have reduced to just a little over a hectare per household. The soil is depleted of its nutrients by overusing chemicals, and also wrong products. The farmer seeks the less expensive versions of agrochemical substances, which are also of low quality. Since he cannot read, he cannot differentiate between them.

However, when he uses the right products he will earn ₹5 for every ₹1 that he spends on pesticides alone, according to one estimate. Farmers know even little that they are over tilling the land, destroying its cover, and hurting its natural ecosystem. When shorn of its cover, the eroded land expels into the atmosphere carbon and other greenhouse gases that it had contained within it for centuries, causing climate change.

**PUTTING THE SPOTLIGHT ON FARMERS**  
The farmers require as much nurturing as the land they till, says RG Agarwal, member of The Economic Times India Leadership Council, ETILC's core group on Agrochemicals, and chairman, sub-committee (Crop Protection Chemicals) and chairman, Dhanuka Agritech Ltd; Rajan Gajaria, executive vice-president (Business Platforms), Corteva Agriscience; and Dr D Kanungo, former DDG, Ministry of Health & Chairman, FSSAI Committee on Residue Network. Among the guests were Kiyoshi Masuda San, managing director, ISK Biosciences India; CK Sabharwal, director, ISK Biosciences India; Dr Vasant L Patil, director, Science & Regulatory Affairs, CropLife Asia, Singapore; and Puneet Singh Thind, national director, Vegetable Grower Association of India, Ambala.

**COMMITMENT TO SUSTAINABLE FARMING**  
Agriculture stakeholders including farmers, agrochemicals and seeds companies, agricultural experts, researchers and academicians; and ministers and politicians are anxious to promote sustainable farming and the use of agrochemicals. The farmers are concerned that their children are opting for jobs in other industries and services, and are willing to give up their own lands. Prominent among the stakeholders who have voiced their commitment to sustainable farming are General VK Singh, Minister of State, Road Transport and Highways; Chandra Prakash Joshi, Bharatiya Janata Party (BJP) MP; Parvish Verma, BJP MP; Sudhir Ramachandra Gupta, BJP MP; Dr CD Mayee, chairman, Agricultural Scientists Recruitment Board, former agriculture commissioner, and former vice-chancellor, Marathwada Agriculture University; RG Agarwal, chairman, sub-committee (Crop Protection Chemicals) and chairman, Dhanuka Agritech Ltd; Rajan Gajaria, executive vice-president (Business Platforms), Corteva Agriscience; and Dr D Kanungo, former DDG, Ministry of Health & Chairman, FSSAI Committee on Residue Network. Among the guests were Kiyoshi Masuda San, managing director, ISK Biosciences India; CK Sabharwal, director, ISK Biosciences India; Dr Vasant L Patil, director, Science & Regulatory Affairs, CropLife Asia, Singapore; and Puneet Singh Thind, national director, Vegetable Grower Association of India, Ambala.

**GREENING LANDS JUDICIOUSLY**  
The stakeholders pointed to the very real possibility of poor quality inputs and agrochemical substances being used, in agriculture. These have a negative impact on the economy and the food chain. Crop protection requires the judicious use of pesticides and agrochemical substances. Overusing branded products is one problem, but using low quality and spurious products makes the farming activity a non-starter. The stakeholders feel a legislation to address this issue is a big imperative. Among the policy suggestions is Sama Dama Danda Bhedha, the ancient Indian philosopher Kautilya's statecraft policy to use conciliation as the first step; giving gifts or compensation in the second; force and trickery in the third and fourth as the only way to eradicate this evil.

**EMPOWER AND REWARD**  
For farmers to now pursue sustainable farming we must find new ways of using technology that is tailor made to suit the smaller landholdings, say the stakeholders. Micro and drip irrigation must replace the current method of flooding which is also eroding the land of its nutrients. New farm policies must be drafted so as to empower farmers to improve their yields and double their incomes, while maintaining the natural habitat of their land. Their partner stakeholder, the agrochemicals and seeds industry must feel incentivised so as to offer world class, products.

Ratings on products will infuse competition among companies. They will also carry out farmer sensitisation and assistance programmes related to their products, which will include directions on usage, and the right, judicious mix of substances, keeping in mind crop and soil varieties. Agarwal feels that local leaders among the farmers may be chosen on merit and empowered to use new technology and farming techniques. They, in turn, will become the change agents in their areas.

**SEEKING DATA PROTECTION**  
Agrochemical products have a long gestation period. In addition, new molecules currently take about five to seven years to be registered. The bureaucratic delay in the molecules reaching the farmers leaves them with no option but to buy the cheaper, low quality products. It is suggested that the government look into this issue at the earliest. Also, while Indian formulations are mostly generic products, because research and development is very expensive, foreign companies usually diversify their portfolio and are keen to invest in India on product R&D and marketing. However, the data protection law needs to be strengthened for them to continue engaging with the Indian market, the stakeholders feel.

**FARM FRIENDLY POLICIES**  
The new laws must be passed at the earliest so Indian agriculture can start anew with the latest technology and new scientific methods, feel the stakeholders. One pending legislation is the draft bill on Pesticides Management. The Bill seeks to address two vexatious provisions of the Insecticides Act, 1968. The first is that it seeks to make the Inspector accountable and liable for carrying out repeated search and seizures, and spot checks on a few big companies without reasonable grounds. The second pertains to the private sector being allowed to set up testing laboratories and conducting its work independently of the Central Insecticide Laboratory (CIL). It is also suggested that new testing laboratories may be set up, with the government and industry, in public private partnerships (PPPs).

**ESMA AND APMC ARE OUTDATED**  
Some stakeholders also feel that farm incomes are currently regulated due to the Essential Services and Maintenance Act (ESMA) and the Agricultural Produce Market Committee (APMC). The first seeks to bring to market all farm produce to stop any hoarding activity. The second ensures that government mandis are the preferred markets for farm produce. Both the APMC and ESMA are outdated and revoking these legislations will spur a new beginning for Indian agriculture, they add.

**CONCLUSION**  
While several amendments and new legislations are awaited, India must put in place a data-matching system where estimated farm produce may be compared against the actual produce, say the stakeholders. They also suggest that an inter-ministerial committee on food safety standards be set up, right from the farm to various stages in the supply chain, to ensure that the farm produce is sustainable.

**ET Masterclass**  
A TIMES INTERNET INITIATIVE

## CYBER SECURITY MASTERCLASS

### FORTIFY YOUR ENTERPRISE!

30<sup>th</sup> August 2019 | Mumbai

**MASTERCLASS EXPERTS**

**Sandeep Gupta**  
Director - Digital Transformation Practice  
A.T. Kearney

**Akshay Garkel**  
Partner - IT Risk Advisory & Cybersecurity  
Grant Thornton India LLP

In this interconnected digital economy, learn how to protect your business from cyber attacks, understand emerging cyber risks and learn how the latest technology can mitigate them.

- Understand cyber security needs in a regulatory and compliance-driven environment
- Decode SOAR (Security Orchestration, Automation and Response)
- Understand emerging threats and defences
- Decode security mechanisms and engineering
- Understand AI-based threat intelligence
- Learn to build a winning strategy for cyber security

Book your seat now to avail special discount!  
Call: +91 88799 01184 Email: nadeem.alam@timesinternet.in Or Visit: www.etmasterclass.com

**EASTERN RAILWAY**  
Tender No. M-PD-OT-08 of 2019-20, dated 05.08.2019. Open e-Tender is invited in the prescribed website by Sr Divisional Mechanical Engineer, Eastern Railway, Malda for the following work, from the reputed firms having sufficient experience in execution of similar works, profound capability and sound financial status including those registered with Railways/Irrigation/CPWD/SEB/MES or any other public sector undertaking up to 15.00 hrs. of 27.08.2019 as per details mentioned below : **Name of the Work and Location** : Up-gradation of coaches-supply, fitment and commissioning of furnishing items in ICF coaches under Project Utkrishi Phase-II. **Location** : Malda Town in West Bengal. **Tender Value of the work** : Rs. 85,26,291.60. **Earnest Money to deposit** : Rs. 1,70,600/-. **Last Date & Time for Submission of tender online** : Upto 15.00 hrs. of 27.08.2019. **Website particulars** : [www.er.irops.gov.in](http://www.er.irops.gov.in) **Notice Board** : 1. Sr Divisional Mechanical Engineer, Eastern Railway, Malda's office. 2. SSE/C&W/Eastern Railway /Malda's Office. Tenderers are requested to go through the detailed notice and tender document in the website. No manual offer will be accepted for the tender. MLD-60/2019-20 **Tender Notices are also available at Website** [www.er.indianrailways.gov.in](http://www.er.indianrailways.gov.in)/[www.irops.gov.in](http://www.irops.gov.in)

**ADMINISTRATION OF DAMAN & DIU DEPARTMENT OF CIVIL AVIATION, SECRETARIAT, MOTI DAMAN**  
No. DS/CIVIL-AVIATION/AIR/Vo-II/2018-19/308 Dated - 09/08/2019  
**Inviting For E-Tender (3<sup>rd</sup> Call)**  
The U.T. Administration of Daman and Diu invites e-tender (3<sup>rd</sup> Call) for schedule/non-schedule Commercial Airlines operation for Daman-Diu-Daman; Diu-Surat-Diu; and Daman-Ahmedabad-Daman.  
The RFP/Tender documents for 3<sup>rd</sup> Call can be downloaded from [www.daman.nic.in](http://www.daman.nic.in) and [www.ddtenders.gov.in](http://www.ddtenders.gov.in)  
Sd/-  
Deputy Secretary,  
Department of Civil Aviation,  
U.T. of Daman & Diu.

**EMPOWER AND REWARD**  
For farmers to now pursue sustainable farming we must find new ways of using technology that is tailor made to suit the smaller landholdings, say the stakeholders. Micro and drip irrigation must replace the current method of flooding which is also eroding the land of its nutrients. New farm policies must be drafted so as to empower farmers to improve their yields and double their incomes, while maintaining the natural habitat of their land. Their partner stakeholder, the agrochemicals and seeds industry must feel incentivised so as to offer world class, products.



## Bharti Airtel Denies Proposal to Sell Stake

**Our Bureau**

New Delhi: Bharti Airtel on Monday said there was no proposal to sell a stake in the company, responding to a news report that said SoftBank was in preliminary talks to acquire a stake directly or indirectly.

"...it is clarified that at this juncture, there is no proposal for sale of stake in Bharti Airtel, either directly or indirectly," the telco said in a notice to stock exchanges.

The statement added that the company did not wish to comment on the "speculative news item" that appeared on Monday. The news report comes a week after ET reported that Airtel had applied for approval to increase foreign direct investment to 100% as promoter entities — which may include its own overseas entities and Singtel



— were planning to infuse capital in holding company Bharti Telecom. Singtel owns around 48% in Bharti Telecom. The balance is held by the Mittal family, including some of its overseas entities. Bharti Telecom owns some 41% in Airtel. This equity infusion into Bharti Telecom would mean foreign investment in Airtel would increase to over 85%, necessitating the need for government approval.

ET had reported that the equity infusion in Bharti Telecom was on the card to retire most of the debt on the books of the holding company, Bharti Telecom.

Currently, Singtel — directly, and indirectly through Bharti Telecom — owns more than 35% in Airtel. The Mittal family's effective shareholding is around 27%.

## Radiant Rejigs Max Top Deck

Former Sebi chairman UK Sinha inducted as independent director on Max board

**Arun Kumar17**  
@timesgroup.com

New Delhi: Radiant Life Care has restructured the board of directors and leadership at Max Healthcare, which the KKR-backed company is acquiring in two stages.

Former Securities and Exchange Board of India chairman UK Sinha and Michael Neeb, former president of HCA Healthcare UK, have joined as independent directors of Max Healthcare. Radiant had nominated Sanjay Nayyar, CEO of KKR India, as non-executive director. Tara Vachani and Mohit Talwar will continue as Max India nominees.

After the deal is completed in eight to 12 months, KKR will become the largest shareholder in combined Max-Radiant entity. Radiant runs B.L.K. Super Speciality Hospi-

**MICHAEL NEEB, FORMER PRESIDENT OF HCA HEALTHCARE UK, IS INDEPENDENT DIRECTOR AT MAX**

Sanjay Nayyar, CEO, KKR India, nominated non-executive director

Tara Vachani, Mohit Talwar to continue as Max India nominees

Management council set up to manage daily operations

tal in New Delhi and has an alliance with Dr Balabhai Navati Hospital, Mumbai.

With the merger underway, a management council has been constituted to manage Max's daily operations. Members include senior directors Yogesh Sareen, CFO, Max; Mradul Kaushik, director, Radiant; and Vandana Pakle, executive director, Radiant.

In the first part of the deal, Radiant acquired a 49.7% stake in Max, which has a network of 14 hospitals, for ₹2,136 crore from South Africa's Life Healthcare. Abhay Sol, chairman and managing director of Radiant, was appointed chairman of Max Healthcare. The second stage will see the demerger of Radiant's healthcare assets into Max Healthcare, in which KKR and Sol will together ac-

quire a majority stake. The merged entity will be listed on the Indian bourses.

"The company plans to embark upon an expansion strategy based on organic and inorganic growth, said Sol. It intends to follow a well-calibrated and robust growth path, especially in New Delhi and Mumbai, he added.

"Market downturns and uncertainty are best suited to entrepreneurs. Talent and opportunities are available to build businesses," he said.

Senior executives from Fortis Healthcare — including HS Chehal and Umesh Gupta, former regional COO and HR head, respectively — have joined Max, while Suneel Kapur, national sales head at Fortis, has joined Radiant.

The combined entity will be India's third-largest hospital chain by revenue of ₹3,628 crore in FY19 and 3,400 beds.

TODAY ON  
**ETPrime.com**

### Crypto Calamity

Koinex joins a long list of startups that have gone bust or out of the country due to an RBI circular banning entities regulated by it from dealing with cryptocurrency ventures.

### Keeping It Compact

With compact SUVs reigning supreme, the more expensive 4X4 technology is finding few takers.

### Rebuilding BSNL

The only way BSNL can revive itself is by shedding excess manpower and making money out of its land and tower assets.

## Anil Agarwal Withdraws 'Exploratory' EoI for Jet

**Vatsala Gaur & Satish John**

Mumbai: Billionaire Anil Agarwal's family trust, Volcan Investments, has withdrawn its expression of interest (EoI) for Jet Airways a day after the billionaire expressed his interest in the grounded airline.

"The EoI for Jet by Volcan was exploratory in nature. On further evaluation and considering other priorities, we intend to not pursue this further," Agarwal said on Monday.

Volcan was one of three players to have shown interest in the debt-ridden airline that is starting at claims worth ₹25,000 crore. The other two players to have shown interest were Panama-based investment firm Avantulo Group and Russian Fund Treasury RA Creator.

The airline did not evince the interest of any strategic player including Etihad Airways that holds 24% in the company.

In an interaction with ET, Agarwal said that while he has stepped back, he wants to encourage other airlines and investors to come forward to bid for Jet. He said his initial interest was driven a lot by his fondness for the airline.

"Jet Airways was the pioneer to open skies in India after Air India, created a world-class airline with the finest team and connected numerous global and domestic destinations. India is among the largest and fastest-growing aviation mar-

**Change of Mind**

Companies interested in Jet Air now

- Panama-based investment firm Avantulo
- Russian Fund Treasury RA Creator

Agarwal says his initial interest was driven by his fondness for Jet

Volcan exited from Anglo American in which it had bought a 19% in 2017

Volcan Investments remains invested in Vedanta, Sterlite Telecommunications and Sterlite Transmission

kets in the world," he said.

Agarwal said Volcan Investments remains invested in Vedanta, Sterlite Telecommunications and Sterlite Transmission, and will keep looking for investment opportunities. Vedanta will remain in the core, natural resources business.

Agarwal through Volcan has shown a penchant to take risks and the most recent investment was Volcan's exit from Anglo American in which it had bought a 19% stake in 2017. A year later the family trust had sold part of this stake to Vedanta's oil and gas arm Cairn India Holdings in a move that was widely criticised by investors of Vedanta. Last month, both Volcan and Cairn exited. "We had bought a stake in Anglo at \$11

## Unfeasible to Reinvest in Jet: Etihad

New Delhi: Gulf carrier Etihad, which holds 24% in Jet Airways, on Monday said it has decided not to reinvest in the airline due to unresolved issues concerning liabilities.

While noting that it was "neither feasible for nor responsible" of Etihad to reinvest in Jet at this time, Etihad asserted that the decision does not affect its commitment to India.

"Since then, Etihad has consistently and constructively

sought and advanced solutions to help resolve Jet's issues. But as a minority shareholder, Etihad has had limited capacity to secure required changes," the statement said.

Earlier this year, Etihad said it made a conditional expression of interest to reinvest in the Indian airline as a minority stakeholder, with an agreed partner, but unfortunately this did not materialise. "Etihad remained engaged in the process, but despite the endeavours of everyone involved, there remained very significant issues relating to Jet's previous liabilities," the statement noted.

Etihad flies between Abu Dhabi and 10 destinations in India, and said it is continually increasing flight frequency, size of aircraft and quality.

## Shankara Building Products Ltd.

**Consolidated financial results for the Quarter ended 30<sup>th</sup> June 2019**

(₹ In Lacs, except per share data)

Particulars	For the Quarter ended		For the Year ended	
	30.06.2019 (Unaudited)	31.03.2019 (Unaudited)	30.06.2018 (Unaudited)	31.03.2019 (Audited)
Total Income from Operations (net)	63,982	62,186	78,543	265,853
Net Profit for the period (before Tax, Exceptional and/or Extraordinary items)	1,182	160	3,065	4,853
Net Profit for the period before Tax (after Exceptional and/or Extraordinary items)	1,182	160	3,065	4,853
Net Profit for the period after Tax (after Exceptional and/or Extraordinary items) - Continuing Operations	827	162	1,946	3,274
Profit/(Loss) after tax from discontinued operations	(150)	-	-	-
Profit for the period	677	162	1,946	3,274
Total Comprehensive Income for the period [Comprising Profit for the period (after tax) and Other Comprehensive Income (after tax)]	676	170	1,938	3,240
Equity Share Capital (Face Value of ₹ 10/- each)	2,284.93	2,284.93	2,284.93	2,284.93
Reserves (excluding Revaluation reserve as per balance sheet of previous year)	-	-	-	45,619
Earnings per share (of ₹ 10/- each) - not annualised				
From Continuing Operations - Basic & Diluted	3.62	0.71	8.52	14.33
From Discontinued Operations - Basic & Diluted	(0.66)	-	-	-
From Continuing & Discontinued Operations - Basic & Diluted	2.96	0.71	8.52	14.33
<b>Key results of Shankara Building Products Limited on a standalone basis</b>				
Total Income	59,133	55,076	69,899	235,630
Profit before tax	745	179	1,514	2,456
Profit after tax	483	156	945	1,643
Total Comprehensive Income	479	159	939	1,604

**Note:**  
The above is an extract of the detailed format of Quarterly and Annual Financial Results filed with the Stock Exchanges under Regulation 33 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The full format of the financial results are available on the Stock Exchange websites www.bseindia.com, www.nseindia.com and Company's website www.shankarabuildpro.com

**SUKUMAR SRINIVAS**  
Managing Director  
DIN: 01668064

Place: Bengaluru  
Date: 12 August 2019

**SHANKARA BUILDING PRODUCTS LIMITED**  
CIN: L26922KA1995PLC018990, Registered and Corporate Office: G-2, FARAH WINSFORD, 133, INFANTRY ROAD, BANGALORE - 560 001  
Website: www.shankarabuildpro.com, Email: compliance@shankarabuildpro.com

## Mahindra Holidays Looks to Draw More to its 'Club'

New products to boost membership; also eyeing stressed hotel projects

**Vatsala Gaur & Satish John**

Mumbai: Setting an ambitious target to quadruple its client base to a million, Mahindra Holidays and Resorts is designing new products to cater to different demographics - millennials and senior citizens - and a "club concept" on the lines of five-star hospitality chains.

The company is also on the prowl for acquiring stressed hotel properties under the bankruptcy law. Such buyouts will enable it to enter highly regulated geographies where construction of new properties is often prohibited.

The Mahindra group's hospitality venture, which added only 4,371 members last quarter, is taking steps to jumpstart its membership base. New plans include an asset-light property management business, Mahindra Holidays and Resorts Chairman Arun Nanda said in an interview.

"The company is exploring opportunities to go in the management space but it will

be a separate entity within Club Mahindra," said Nanda. However, 10 years after the company came up with its IPO, the 70-year old chairman of the \$20.7-billion group's resorts business is concerned investors may not have rightly perceived the business model.

"I don't think the investors have really got a sense of where we are," Nanda told ET. He attributed the faulty perception to the "timeshare legacy" that the chairman wants to clearly shed. He insists the company espouses a "vacation ownership" model and not an accommodation only timeshare model. "Mahindra Holidays remains on track to improve the quality of members on-boarded, which is reflecting in its cash generation," said Edelweiss Securities analyst Nihal Mahesh Jham in a report after the latest earnings.

Another concern for investors is the slowing of its growth trajectory reflected in the number of members added by the company. "However, slowing member addition growth continues to be a concern," wrote Jham, highlighting investor concerns.

Nanda noted the concern among investors and said he's conscious of this fact and is taking steps to address this.

## MOTHERSON SUMI SYSTEMS LIMITED

Proud to be part of samvardhana motherson

**FINANCIAL RESULTS FOR THE QUARTER ENDED 30<sup>th</sup> JUNE, 2019**

Consolidated				Standalone			
Rs. in Crores				Rs. in Crores			
3 months ended		Year ended		3 months ended		Year ended	
30.06.2019 (Unaudited)	31.03.2019 (Audited)	30.06.2018 (Unaudited)	31.03.2019 (Audited)	30.06.2019 (Unaudited)	31.03.2019 (Audited)	30.06.2018 (Unaudited)	31.03.2019 (Audited)
16,792.53	17,169.47	14,775.46	63,522.88	1,842.88	1,851.43	2,004.15	7,581.27
538.04	677.25	945.62	3,200.28	249.72	320.00	286.81	1,222.40
538.04	677.25	945.62	3,200.28	249.72	320.00	286.81	1,222.40
331.55	409.96	443.07	1,613.16	172.05	210.79	188.00	813.77
29.09	19.35	175.28	484.97	-	-	-	-
369.86	345.18	398.14	1,577.83	166.66	210.30	187.97	808.25
16.16	2.83	192.28	502.00	-	-	-	-
315.79	315.79	210.53	315.79	315.79	315.79	210.53	315.79
1.05	1.30	1.40	5.11	0.54	0.67	0.60	2.58
1.05	1.30	1.40	5.11	0.54	0.67	0.60	2.58

**Note**

1. The above is an extract of the detailed format of Quarterly Financial Results filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing obligations and Disclosure Requirements) Regulations, 2015. The full format of the Quarterly Financial Results are available on the websites of Stock Exchanges (www.nseindia.com and www.bseindia.com) and the Company (www.motherson.com).

By Order of the Board of Directors  
For Motherson Sumi Systems Limited  
-sd-  
**V C SEHGAL**  
Chairman

Place: Noida  
Dated: August 12, 2019

Regd. Office: Unit 705, C Wing, One BKC, G Block, Bandra Kurla Complex, Bandra East, Mumbai - 400051, Maharashtra, India. CIN: L34300MH1986PLC284510

[www.motherson.com](http://www.motherson.com)

**Together we make it happen**



# JUST SWAP

With Iyer being an accumulator and Pant an accelerator, it's probably better their batting positions are interchanged

Amit Chaudhary

Didn't we all miss this? The composure, the intelligence, the steadfastness of a matured, confident middle-order batsman helping India sail through the troubling waters? What Shreyas Iyer delivered with his 71-run knock on his return to the ODI set up against West Indies on Sunday was something India have been yearning for some time now.

It's been a long time since someone in the Indian middle-order showed such command in accumulating runs without going for the big shots — at least not since MS Dhoni in his prime. And Iyer isn't even a middle-order batsman. He has always batted in top-order. But by tailoring his game to suit the requirements of middle-order batting, conditions on offer and circumstances, Iyer demonstrated that he has the maturity to handle the responsibility that comes with the role.

Since the announcement of Iyer's return in the ODI squad, there have been speculations that he would be slotted at No. 4, a position that has been probably debated over more than any Bill in Parliament. On Sunday, however, he walked out to bat at No. 5, behind Rishabh Pant, who is another batsman on whom India are betting big. The circumstances were perfect for Iyer to reannounce himself on the international stage — India were three down with a need for a big partnership on a two-paced pitch. And the one man he needed to impress the most was batting on the other end — captain Virat Kohli.

Iyer is known for his flowing drives and smashing square cuts but here he was required to tamper with his naturally aggressive game and look to rotate strike, milk spinners for ones and twos and bat as long as possible. To his credit, Iyer seamlessly transitioned into this new role and batted like a true, old-fashioned sub-continental accumulator who picked runs by pushing balls into gaps, tapping to third man or gliding down fine-leg. By consistently manipulating the field through clever placements, he wore down the bowlers and never allowed them to strangle the run rate and create pressure.

Ironically, it was the kind of batting that



Shreyas Iyer

many Indian batsmen tried to do before and during the World Cup but failed miserably. The demands of T20 cricket has made batsmen too keen to hit their way out of trouble. They have either forgotten the art of accumulation or not trained well.

A good example of this is Pant. He is such a powerful hitter of the ball and always looks to dominate the bowling but struggles when the chips are down and is required to curb his shots. In his 95-ball stay on Sunday, Pant scored 20 runs, playing out 23 dot balls. In comparison, Iyer scored 71 off 68 balls with the same number of dots (23) in his account. Even Kohli ate up 58 dots during his 125-ball stay.

The captain must be pretty pleased. There aren't many occasions when Kohli is in his elements and someone, on the other end, manages to match his efforts. It also gives him hope that at least one middle-order spot seems closer to be filled.



Rishabh Pant

But No. 4 still remains a worry. Pant is a promising batsman, a left-hander too, and needs to be given enough time to fall and learn from his mistakes. The way he batted in this match reflects his conscious efforts to learn the trade. Though in his attempt to transform himself into a No. 4 batsman, he ended up shackling his natural

game before impatience led him to play a silly shot, there was clear intention to try and find a balance between aggression and circumspection. When Pant came in to bat, he had enough overs in front of him to build an innings before launching a full-fledged attack. He had Kohli batting at the other end to draw inspiration from. But that probably worked against him. Neither could he stay with his natural aggressive style of play, nor could he rotate strike against spinners (Roston Chase had him tied to the crease and bowled the only maiden over of the match). Strike-rotation is a prerequisite for any batsman looking to establish himself in the middle-order.

While Pant failed to do that, Iyer provided a master class in strike rotation. Perhaps the team management needs to reanalyse their roles and swap their positions. Batting at No. 5, Pant would have lesser number of overs and lesser confusion about his approach to deal with. He won't need to drastically alter his natural game. Iyer's game, on the other hand, seems a better fit for the No. 4 role.

It might be too early to say anything with surety, but whatever the scenario, the two need a long rope to settle down in whatever roles they are assigned

Strike-rotation is a prerequisite for any batsman looking to establish himself in the middle-order. While Pant struggles, Iyer seems adept at it

## DC in Talks With RR for Rahane



Ajinkya Rahane

Ajinkya Rahane, one of the biggest names synonymous with Rajasthan Royals over the years, could turn out for Delhi Capitals from the next season if the franchise manages to crack the deal with RR.

Sources said that talks are on and if all goes well, Rahane will be a Delhi Capitals player in the 2020 edition of the league. "...too early to say if the deal will see the light of the day. A lot of things need to be taken care of before the dotted line is signed. RR's take on the whole issue can also not be discounted since he has been a huge ambassador for them. But yes, talks are on," the source said.

If the move does go ahead, it will be a major coup for DC who have tried their best to revamp the team ever since the JSW Group came onboard in 2019. Last season saw them bring in Shikhar Dhawan from Sunrisers Hyderabad and the result was there for all to see.

"The side has attempted to get the right balance between youth and experience and what Rahane brings to the table isn't something one needs to talk about. It is there for all to see. Dhawan and Ishant Sharma showed what having experienced heads in the dug-out means when the situation is tough and this could be a dream move if sealed," the official said.

—IANS

## Tearful Serena Retires Injured in Toronto Final

Serena Williams' first US Open tune-up ended in dramatic fashion as the tearful American was forced to retire with a back injury while trailing Canadian teenager Bianca Andreescu 3-1 in the Rogers Cup final on Sunday.

Williams, who hopes to chase a record-equalling 24th career Grand Slam title at the US Open, seemed fine on court but suddenly sat crying in her chair before deciding to retire 19 minutes into the match with back spasms. "I'm sorry I couldn't do today. I tried but I just couldn't do it," an emotional Williams, who struggled to get the words out, told the crowd. "It's been a tough year but we'll keep going."

Andreescu consolidated an early break to move 3-1 up at which point Williams went to her chair where she called for the trainer and broke down in tears.

Williams said the spasms began during her three-set semi-final win over Czech Marie

Bouzokova on Saturday. They got so bad that she was unable to sleep and could not really move but she added that she at least wanted to try and play the final.

"I was just trying to figure out how do you play a match where you have no rotation?" said Williams. "And I don't want to get this far and not at least try. I think I would have really regretted not at least going out there and seeing maybe if a miracle happened."

The 37-year-old Williams, whose competitive action this year has been severely limited because of knee issues, declared herself pain-free ahead of the tournament, which she was hoping to use as a springboard for the rest of her hardcourt swing.

But the six-times US Open champion, still without a title since returning from maternity leave in 2018, now faces her latest injury setback with the year's final Grand Slam just



Serena Williams

two weeks away. Williams, who is due to compete in Cincinnati next week, said she has experienced back spasms a lot in her career and that if this latest episode plays out like those before, she does not expect it to keep her out of any events.

—Reuters



## Archer Throws Down Gauntlet to Aussie Batsmen

England pacer Jofra Archer warned the Australian batsmen on Monday that he is not just a one-day cricketer and said he'll try to "work miracles" if he faces them at Lord's in the Ashes this week. The Barbados-born seamer missed the first Test at Edgbaston because of a side strain. But, with James Anderson ruled out with a calf injury, Archer is now in line to play in the second Test starting at Lord's on Wednesday. Archer proved his fitness playing for Sussex in a 2nd XI match during which he took 6-27 in the first innings and then scored 108. He said the Australians would be fooling themselves if they thought he'd offer rich pickings on his Test debut. "I've played a lot more red-ball cricket and it's my preferred format," Archer said. "I'm more ready than I've ever been."

I always feel good when I play football. I do the things I like, plus it's my job. I give my all every time I go out on the pitch. I'm aware that things have been said. Only time will tell. There's always that question mark. I'm at Manchester. I have fun with my team mates. I always want to win matches and I always give my best when I'm on the pitch

PAUL POGBA, on his Manchester United future

PUBLISHED FOR THE PROPRIETORS, Bennett Coleman & Co. Ltd. by Rajeev Yadav at Times House, 7, Bahadur Shah Zafar Marg, New Delhi-110 002. Phone: 011-23302000. Fax: 011-23323464. Printed by Tim at Times of India Press, 13 & 15/1, Site IV, Industrial Area, Sahibabad (UP).

REGD. OFFICE: 17, Dada Bhai Nauroji Road, Mumbai-400 001. EDITOR (DELHI MARKET): Vilas Parthasarthy (Responsible for selection of news under PRB Act). © Reproduction in whole or in part without written permission of the publisher is prohibited. All rights reserved.

RNI NO. 26749/74 (MADE IN INDIA) VOLUME 47 NO. 160

AIR CHARGE: Raipur, Ahmedabad, Srirangapatna, Lon & Vair. 2.00. PRICE IN NEPAL: NRP 15.00 except Saturday & Sunday: NRP 25.00

**This season, dreams do come true.**

Get a once-in-a-lifetime chance to watch Roger Federer live in action. Also, fulfil your dream of owning a Mercedes-Benz with Wishbox.

**WISHBOX**  
INNOVATIVE OWNERSHIP SOLUTIONS

Key 2 Key: Two Stars in 4 years at no extra cost\*  
Celebration 25: 4 easy instalments\* to own your favourite Star  
Zero Down Payment: Your favourite Star with zero down payment at 4.99%\* ROI

**Mercedes-Benz Financial**

DELHI NCR: Silver Arrows: Delhi, Noida and Ghaziabad: Tel: 0-9999200500, www.silverarrows.mercedes-benz.co.in  
T & T Motors: West Delhi: 0-9811285259, 011-49360700, South Delhi: 0-9811285259, 011-40058300, Gurgaon: 0-9811285259, 0124-4839700, www.tandtmotors.mercedes-benz.co.in  
KARNAL: Berkeley Motors: Tel: 0-8607390606, 0-8607970606, www.berkeleymotors.mercedes-benz.co.in

\*Terms & Conditions apply. Mercedes-Benz Financial is a business division of Daimler Financial Services India Pvt. Ltd. Limited period offer. Finance at the sole discretion of the financier. For technical specifications of the model available in India, please refer to the product brochure or contact the nearest Mercedes-Benz dealership. Accessories, colours and fitments shown may not be part of standard specification. Silver Arrows - CIN: U50200DL2012PTC234354, T & T Motors Pvt. Ltd. - CIN: U34300DL1997PTC089072, Berkeley Motors Ltd. - CIN: U50300CH2011PLC033395.



Joint account  
How to start a business with your sibling  
P2



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

## ‘Quite frankly, male chefs have asked for this’

Michelin-star chef Heston Blumenthal weighs in on the battle of the sexes and lack of diversity in the kitchen

grynda.alves  
@timesgroup.com

While accepting the World’s Best Female Chef prize at the World’s 50 Best Restaurants Awards in 2018, Irish chef Clare Smyth asked a simple question: “Why don’t we see more women being represented at the top level of the industry, and why is there a lack of diversity?”

That’s a question that chef Heston Blumenthal, the recipient of three Michelin stars, has been asked often. “I don’t know the answer. I am asking this question myself as well,” Blumenthal said when ET Panache met him at an event in Mumbai earlier this year.

### Tick tick

Blumenthal said that women chefs reaching the same status as their male counterparts depended on several reasons — including their biological clock. “I think it depends on a lot of factors, including the culture in the country,” he said. “I have always employed female chefs, but historically



Heston Blumenthal

PICS: GETTY IMAGES

“Earlier, to be a successful female chef, you had to be tough as old boots. I know a few female chefs who have done very well”

### Women on top

Still, there are challenges. Base salary, parental leave and health care. And of course, sexism. Blumenthal said that he has seen women who work in the kitchen determined to keep their place. “Earlier, to be a successful female chef in a male-dominated environment, you had to be tough as old boots. You had to fight harder. I know a few female chefs who have done very well.”

And the women are also fighting sexism. “Quite frankly, men [chefs] have asked for this; they’ve brought it on themselves. The shock of women standing up for themselves is strong and men get really insecure.”

and ultimately, the body clock starts working. It’s evolution, and it is one thing to have a 9-5 job and quite another to be a chef with kids. So, that makes it difficult. [The physical strain of lifting] Heavy pots and pans.... But I think it is much better now that it was 15 years ago. This I can speak for.”



Chef Clare Smyth questioned the lack of diversity in the industry

## The lecture within Uday Kotak’s lecture

In a recent talk, the banker reiterated a message from a 1995 address given by then ICICI chairman N Vaghul — spiritual development over plain finance

masoom.gupte@timesgroup.com

When banker Uday Kotak took the mic at the annual Lalit Doshi Memorial lecture on the first Monday of August in Mumbai, his topic was ‘India’s tryst with finance’. His talk marked the silver jubilee of the lecture series, and thus the right moment to hark back to the beginning.

The first speaker, back in 1995, was N Vaghul, the then chairman of ICICI. “Most interestingly, Mr Vaghul, in that first speech, spoke about spirituality,” Kotak said in his opening remarks. “And I wonder whether 25 years later, most of us in finance should really be speaking more on spirituality than finance, knowing the challenges that the financial sector is going through as we speak today.”

Explaining his choice of subject for the lecture — Spirituality and Modern Life — Vaghul had then said, “At the beginning of the 15th century, India and China were the only two superpowers in the world. There could be several reasons why we lost the status of superpower. But I believe one of the strong reasons was our inability to stick to the values that stood us in good stead over 3,000 years of our existence as a civilised society.”

Vaghul’s talk was prefaced with a caution — to not confuse the spiritual values he was talking about with pure religious thinking. “There are certainly overlapping areas between religious values and spiritual values but we should not get into a narrow parochial view when I talk about our ancient past that I am talking about only the Hindu religion,” he said.



N Vaghul

PICS: GETTY IMAGES, NISHIKANT GAMBIR

Here are a few edited excerpts from Vaghul’s lecture.

### Material and spiritual dimensions

“The first principle of a thought process that emerged during three or four centuries — the Upanishadic and Buddhist period in India, the Taoist period in China and that of Socrates and his followers in Greece — seems to agree that we are operating in two dimensions, the material and spiritual dimension. One is familiar to us because we are able to see it through our sense organs. We are not aware of the spiritual dimen-

sion because we do not have the instruments of perception for seeing it. The characteristic of the material dimension is impermanence. On the other hand, the spiritual dimension is eternal. Human beings can transcend the material dimension and realise the eternal nature of spiritual existence if they make a sincere effort in that direction.”

### Experiencing the true nature of existence

“Different saints have used different terminology to describe the process. Sufis, for example, would call the process ‘Mind Purification’. They would claim that as long as the gross mind is impure, it is incapable of pursuing the reality. The Hindu scriptures espousing a similar concept would say that the three things that stand between the gross mind and reality are Raga [desire], Dvesha [negativity] and Moha [temptation]. So long as this fire is burning, there is no way in which one can transcend the gross mind.”

### The disappearing of “I”

“The final leap towards transcendence can come when one gives up the ‘I’ consciousness. [Sant] Kabir would say that so long as Kabir was there, God did not appear, but the moment Kabir disappeared, God appeared. Even if one does not complete the final process of eradicating the ‘I’ consciousness, the improvement in the quality of life is still worth the effort.”



## BIG SHOT



PICS: INSTAGRAM/FEDERER MIRKA

**EASY RIDER**  
Surrounded by pastoral beauty, Roger Federer relaxes with a spin on his bike, the disappointment of Wimbledon final behind him. He is now back on court at the Cincinnati Masters, and will go on to play the US Open in New York

## Another chapter in the John Steinbeck lawsuit

With an appeal in court, the decades-old battle over who controls the works of the iconic author continues

A three-judge panel of a US Court of Appeals heard arguments last week to an appeal by the estate of Steinbeck’s late son, Thomas Steinbeck.

Thomas Steinbeck’s estate is contesting a 2017 federal jury verdict in California that awarded more than \$13 million to the author’s stepdaughter, Waverly Scott Kaffaga, whose mother was John Steinbeck’s third wife.

The lawsuit said Thomas Steinbeck and his wife, Gail Steinbeck, impeded film adaptations of the classic works. A judge earlier ruled in the same case that the couple breached an agreement between Kaffaga’s late mother Elaine Steinbeck and Thomas Steinbeck and his late brother, John Steinbeck IV.

The lawsuit followed a decades-long dispute and litigation between Thomas Steinbeck and Eliane over control of the author’s works.

Kaffaga, executor for the estate of Elaine, had alleged that the long-running litigation over the author’s estate prevented her from making the most of his copyrights at a time when marquee names such as Steven Spielberg and Jennifer Lawrence were interested in

bringing masterpieces like *The Grapes of Wrath* and *East of Eden* back to the screen. She said the deals instead fell apart over the years.

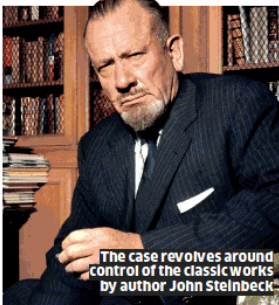
She had also contended Thomas Steinbeck secretly signed a \$650,000 deal



Henry Fonda in a still from *The Grapes of Wrath*



court matters



The case revolves around control of the classic works by author John Steinbeck

with the DreamWorks studio to be an executive producer on a film remake of *The Grapes of Wrath*. She also said Gail Steinbeck learned of projects and threatened moviemakers, saying she and her husband had legal rights to the work.

Attorney Matthew Dowd, representing the Thomas Steinbeck estate, said Thomas Steinbeck, who died in 2016, was fully within his right to do so under the 1976 “termination rights” clause — that gave artists or their blood relatives the right to terminate copyright deals.

Thomas Steinbeck had lost most rounds in court, including a lawsuit he and the daughter of his late brother, John Steinbeck IV, brought that spurred Kaffaga to countersue in the case being appealed.

— AP

## abbey ever after MUSIC ALBUM WITH NOTES OF A CONSPIRACY

Going 50 years back in time to revisit memories surrounding *Abbey Road* — the Beatles’ iconic album cover

Walk this way to appreciate what must be the most iconic, homaged, lampooned and conspiracy-theorised album cover of all time.

Last week marked 50 years since John Lennon, Paul McCartney, George Harrison and Ringo Starr held up traffic on the zebra crossing outside their North London recording studio to get the cover shot for *Abbey Road*.

The Beatles’ 11th studio album was released the following month and the photo of the Fab Four striding across the road quickly took on a life of its own.

Musical acts ranging from Red Hot Chili Peppers and the Franciscan Friars to Benny Hill and Sesame Street have paid tribute to it — or parodied it, depending on your perspective. It has also appeared in adverts and inspired magazine covers.

And it even featured in a 2013 traffic safety awareness campaign in India with a caption reading: “If they can, why can’t you?” But most amazingly, McCartney himself referenced it on his 1993 album *Paul is Live* — because the original image fueled a bizarre ‘Paul is dead’ conspiracy theory.

A rumour had begun that McCartney died in a 1966 car crash and the band replaced him with a lookalike.

Beatle maniacs began analysing song lyrics for “clues” and when *Abbey Road* was released, they decided the cover had eight secret symbols proving the theory.

So, buckle up for a Magical Mystery Tour of them:

### 1. It’s a funeral procession

The Beatles are leaving a cemetery led by John Lennon, dressed in white — a symbol of mourning in Eastern culture and Messiah-like to Christians. Ringo Starr, dressed in black, is the under-



PICS: GETTY IMAGES

It even featured in a 2013 traffic safety awareness campaign in India with a caption reading: “If they can, why can’t you?”

VW belonged to one of the people living in the flats across from the recording studio. After the album was released, the Beatles’ number plate was stolen repeatedly. In 1986, the car was sold at auction for 2,530 pounds, and in 2001, it was on display in a museum in Germany.

taker; Paul McCartney’s ‘double’ is out of step with the others because he’s a barefoot corpse; and George Harrison, dressed in denim at the back, is the gravedigger.

### 2. The smoking gun

‘Fake’ Paul holds a cigarette in his left hand, while the real Paul is a lefty. Clearly an impostor.

### 3. Paul’s feet are bare

A reminder, the conspiracy theorists said, that in some cultures the dead are buried without their shoes.

### 4. The Beetle licence plate

In the background is a Volkswagen Beetle with the plate ‘LMW 28IF’ — meaning Paul would be 28 IF he were alive. (He’d actually have been 27.) The

### 5. The parked police van

On the side of the road is a black police van, said to symbolise authorities who kept silent about the real Paul’s fatal crash.

### 6. The girl in the blue dress

On the night of Paul’s supposed car accident, he was believed to have been driving with a fan named Rita. Theorists say the girl in the dress featured on the back cover is her, fleeing from the car crash.

### 7. Connecting the dots

Also, on the back cover are a series of dots. Join some of them together and you can make the number three — which would be the number of surviving Beatles.

### 8. Broken Beatles sign

On the back cover, the band’s name is written in tiles on a wall with a crack running through it. Of all the symbols, this one turned out to be the most meaningful — and sad. Although the release of *Abbey Road* was followed with ample evidence that Paul was alive and well, what the public didn’t know was The Beatles had secretly broken up. While *Let It Be* was released after *Abbey Road*, it was recorded before. *Abbey Road* was the last album the band laid down before calling it quits.

— Daily Mirror





# SIBLING REVELRY

Working with a family member can be challenging. But having your brother or sister share your entrepreneurial journey can have its benefits

businessinsider.in

For as long as you know, your sibling has been your sidekick as well as the thorn in your side. So, what happens when you take an already intense, complicated and close relationship and add business into the equation?

Many people are amazed that one can work in the same building with their sibling, let alone run a business with them.

Yet your differences often end up being the reason you accomplish so much. The very things that drive you crazy about your sibling are also the things that might help your business succeed. Here are some of the ways to make a sibling relationship work in growing your business.

## Pursue your separate strengths

By focusing on tasks that play to your natural strengths, you'll avoid a lot of conflicts. Trusting each to accomplish the individual tasks that you are most well-suited for will propel your business forward.

Dr Claire Hughes, the author of *Social Understanding and Social Lives*, said that despite natural sibling rivalry among children, siblings are our natural allies who are often on our same wavelength.

Being allies gives you heightened perspective on everything, from your competition to your banking decisions, because there is always someone you trust to bounce your ideas off and share



PICS: GETTY IMAGES



Kylie Jenner, who runs a cosmetics empire and is the world's youngest billionaire, often teams up with sisters Kim and Khloe Kardashian for new makeup collections

About working with his brother Divyank, Bhavin Turakhia has said, "Think of it as always having somebody who is as intelligent as you, who you trust as much as you trust yourself, available to give you advice"

Cameron and Tyler Winklevoss went to Harvard University together, fought a legal battle with Mark Zuckerberg over the ownership of Facebook and then turned into Bitcoin entrepreneurs

your opinions with.

## Take advantage of the common ground

There are certain things that you and your sibling might have in common due to growing up in the same family. It could be your approach to money, work ethics, investment habits, or how to treat employees.

This is important in a business partnership. So, before you team up, make sure that you and your sibling have the same views on how many hours you should put in each week and when you will take money home versus when you will invest it back in the business. Different perspectives can kill a struggling new partnership.

## Get plenty of away-from-each-other time

If you plan to start a business with someone in your family, find the line of separation and be sure to give your-

selfmental breaks from one another. Have your own friends and your own hobbies and your own lives outside of work.

When Monday rolls around, you will look forward to seeing your relative and be ready to discuss new ideas, work on your business plan or make big decisions.

## Be brutally honest

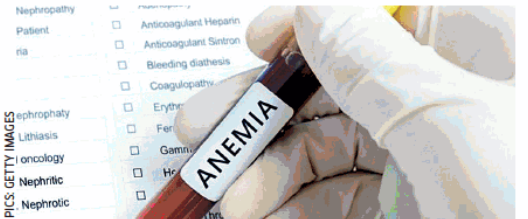
Being siblings will allow you a level of transparency that you might not have if you started your business with someone else. You can state your opinions without worrying about what your business partner will think. You don't have to mince your words.

## Celebrate your wins together

There is something special about achieving a milestone with someone who has known you all your life. You remember the smallest ancient things, like teaming up against your parents to get them to agree to let you buy something. You may be celebrating far bigger achievements these days, but you never forget where you came from and you come to respect the synergy that got you here.

# The highs and lows of brain health

Both anaemia or increased levels of haemoglobin can push up the risk for dementia, says a study



A new study confirms earlier reports that anaemia—a condition caused by having too little haemoglobin, the oxygen-carrying component of red blood cells—increases the risk for dementia. It found that having high haemoglobin levels does so as well.

Dutch researchers looked at 12,305 people without dementia at the start of the study, measuring their haemoglobin levels and following them for an average of 12 years. Over the period, 1,520 developed dementia, including 1,194 with Alzheimer's disease.

The scientists divided the haemoglobin levels into five groups, low to high. Compared with those in the middle one-fifth, those in the highest fifth had a 20 per cent increased risk for any dementia type, and a 22 per cent increased risk for

Alzheimer's. Those in the lowest were at a 29 per cent increased risk for dementia and a 36 per cent increased risk for Alzheimer's.

The researchers controlled for education level, blood pressure, diabetes, lipid-lowering medication, alcohol intake and other health and behavioural characteristics.

## The scientists divided the haemoglobin levels into five groups, low to high. They checked for education level, blood pressure, diabetes, etc

"We don't have the intervention studies that would show that modifying haemoglobin could prevent dementia," said the lead author, Frank J Wolters, a researcher at Erasmus

University Medical Center in Rotterdam, Netherlands, "and we can't recommend interventions based on this study. In the meantime, given the other beneficial effects of treating anaemia, this study provides an extra incentive."

—The New York Times

**The Man Company apple cider vinegar anti-hairfall shampoo ₹699**

**Body cupid balinese mango shower gel ₹400**

**Matrix Biolage hair serum with avocado ₹295**

**Davines Nounou shampoo with flaschetto tomatoes ₹1,600**

**The Body Shop carrot face wash ₹895**

## PLAY THE GREEN CARD

A unique way to up your intake of fruits and vegetables: Nutrient-rich grooming products

[glynda.aives@timesgroup.com](mailto:glynda.aives@timesgroup.com)

**HOW TO**

- Using products with fruit and vegetable extracts helps you fight sagging skin, premature ageing and helps the overall texture of the skin.
- Avocado, carrot as well as citrus fruits are some of the most commonly found ingredients in products. They help neutralise free radicals, which, in turn, improves the quality of skin and hair.
- When looking for products with fruit and vegetable extracts, make sure they are one of the top ingredients on the list.

**Aveda cherry & almond shampoo ₹1,350**

**Global Beauty Secrets French plum butter soap ₹500**

**Blotique carrot face lotion with SPF ₹320**

**The Beauty Co. mango body scrub ₹399**

**Kiehls's hand salve with avocado ₹1,100**

**my picks**

**Book**  
THE BOOK YOU CAN FIND ON MY NIGHT STAND AT THE MOMENT IS HELLO WORLD - BEING HUMAN IN THE AGE OF ALGORITHMS BY HANNAH FRY. PG WODEHOUSE IS AN ALL-TIME ENGLISH FILMS, THE FAVOURITE.

**Favourite movie**  
SHOLAY. I CAN CONDUCT A QUIZ ON IT. IN ENGLISH FILMS, THE UNTOUCHABLES.

**Gadgets**  
I CAN'T DO WITHOUT MY KINDLE AND NOISE-CANCELLING HEADPHONES.

**S Srinivasan**  
Managing Director, Kotak Investment Advisors Ltd

**Music**  
I PLAY BOLLYWOOD CLASSICS, TAMIL FILM MUSIC, CARNATIC MUSIC AND CLASSIC POP/ROCK ON MIXED MODE WHILE I AM ON A FLIGHT.

**Favourite restaurant**  
HAKKASAN IN MUMBAI AND PAATI VEEDU IN CHENNAI.

—As told to masoom.gupte@timesgroup.com

**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

**losing intimacy**

## WHY SEX GETS PAUSED

Apart from the hormonal changes in a post-menopausal woman, the partner's health also plays a role

You can blame Netflix, smartphones, your job or even your partner's menopause if you don't think your sex life is up to scratch. And while the other may be affecting your personal relationship with your lady love, does menopause really deserve to be in the list?

New research suggests that the hormonal changes that come with menopause are only part of the reason a woman's sex life declines with age. The health of a woman's partner plays an important role in determining whether she remains sexually active and satisfied with her sex life.

"We know that menopause seems to have a bad effect on libido, vaginal dryness and sexual pain," said Dr Stephanie Faubion, director of the Mayo Clinic Center for Women's Health in Rochester, Minnesota. "But what is coming up as a consistent finding is that the partner has such a prominent role. It's not just the availability of the partner — it's the physical health as well."

**Lost spark**  
The latest study, published in the medical journal *Menopause*, is based on surveys of more than 24,000 women taking part in an ovarian cancer screening study in Britain. Overall, 78 per cent of the women surveyed said they had an intimate partner, but fewer than half the women (49.2 per cent) said they had active sex lives. The women's written answers about why they stopped having sex revealed the pain and sadness behind the percentages. The main reason was losing a partner to death or divorce, which was cited by 37 per cent of the women.

Some women said life was too complicated to make time for sex — eight per cent said their partner was too tired for sex, and nine per cent of women said they were also too tired for sex.

A husband with serious health issues was another common theme. About one in four women (23 per cent) said the lack of sex was because of their partner's physical problems, and 11 per cent women blamed their own physical problems.

About 30 per cent of women said their sex lives had halted because they had "no interest". And 21 per cent of women said their partners had lost interest in sex.

**Bring back the flame**  
The data and comments were analysed by Dr Helena Harder, a research fellow at Brighton and Sussex Medical School, and colleagues. Harder said the comments show that doctors need to have more frequent conversations with women about sex.

Working with a sex therapist can help people deal with anxiety and low-desire issues. A therapist can teach them that while spontaneous sexual desire may dim, they can plan for sex, and desire often returns once a person is engaged in intimacy.

—The New York Times



# A 5G future with connected offices and smart streets

The technology will put an end to video calls that drop – as well as cut down commute time

businessinsider.in

**T**hat sinking feeling when you are halfway through an important video conference call and the picture drops out or the sound starts to go, promises to be a thing of the past with the coming of 5G connectivity.

Vodafone's first live holographic phone call — allowing the England women's football captain Steph Houghton to appear as a hologram on stage and start sharing tips with young fans — dazzled its audience back in September 2018.

But industry experts say the connectivity of 5G promises more everyday benefits for customers and business owners — not the least eliminating those stressful video conference calls through improved speed and reduced latency. Experts say it will provide a more relaxed, intimate experience when dialling into the boardroom.

## Boardroom conveniences

"At the moment, if you have a video conference call planned, you're thinking 'Oh, I need to find a good signal,'" explains Bill Ray, senior director analyst at Gartner. "The first thing you say to a customer is, 'I'm on the move, I may fall out,' and it's stressful for both of you. With 5G, all that goes away."

Because nobody will be worrying about drop-out, a video conference call promises to be a more relaxing experience, according to Paul Lee, head of telecoms, media, and technology research at Deloitte.

"If you're looking at someone pixelated, that's more work for the brain but if you are looking at somebody who looks like they do in real life, that's easier on the brain, and allows for better communication," he said. "All the time, we are moving to richer and richer ways of communicating. It's simple things like that where 5G will come in. It's not glamorous, but it is effective."

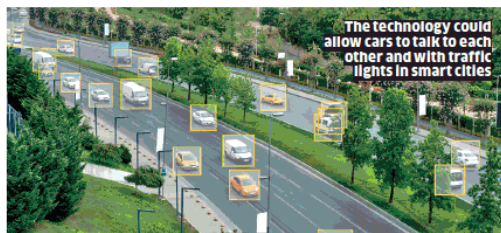


## Communicating vehicles

Away from the office, 5G promises to make our commutes to and from work quicker, safer, even healthier.

"Vehicles will start communicating with each other," explains Ray. "Even with only two vehicles, they will be able to communicate. One car brakes, sends out a signal saying 'I'm going in this direction and I've just braked heavily', the other car further back can receive that signal, brake as well, and suddenly you've broken that chain of hard braking, improved the traffic flow and that's with just two cars being fitted with the technology."

"When all cars have it, you can know where traffic is, you can arrange your journey to be with green traffic lights, those lights can respond to waiting cars, adjust timings to suit your travel," says Ray.



## Smart commuting

And 5G has the potential to make us healthier, too. According to Lee, one of the trends which will be supported by 5G is a move towards smart commuting, including better mixtures of travel options.

"In lots of European cities, the car dominates, although that's not the same in London where it's not possible to get around. You can't have a huge number of cars

and a huge number of people all in the same space," he says.

"5G will support more specialised apps like City Mapper, making people aware of different options, commuting partly by bus, by tube, by walking, and thinking of the health impact this will have on them. These mobile applications can all nudge you, motivate you and berate you into having more mobile lifestyles," says Lee.

# This laptop fits in your hand

It runs black and white versions of five applications on the device's tiny screen



in.pcmag.com

A computer hobbyist has created what might be the smallest ThinkPad laptop.

The 'ThinkTiny' is a DIY creation from Paul Klinger, a PhD physics graduate from the University of Vienna who assembled the miniature notebook using components he bought online and a 3D printer to fabricate the black casing. The result is a laptop that can fit in the palm of your hand.

The laptop is limited in functionality, but you can play games on it. Klinger uploaded a YouTube video, showing the machine running black-and-white versions of Tetris, Snake and Lunar Lander on the device's tiny 128x64 pixel screen.

## A fun device

The ThinkTiny is too small to have a functioning keyboard.



But it does have the ThinkPad's iconic 'TrackPoint' red button, which can act as a mouse. Powered by the ATtiny1614 8-bit chip, Klinger's ThinkTiny is quite underpowered for running productivity apps like MS Word, Excel, or PowerPoint.

"I basically made it just for fun," Klinger said in an email. He previously created another miniature PC, a gaming desktop, which he also programmed to run simple computer games.

**The ThinkTiny is too small to have a functioning keyboard, but it has the ThinkPad's iconic red button that can act as a mouse**

**Smallest laptop?** The ThinkTiny "was kind of an obvious next step after my tiny gaming PC, and the ThinkPad trackpoint is a perfect fit for a five-way switch," he said, indicating the multi-directional control button on the tiny laptop.

It took the computer hobbyist about a week or so to build the ThinkTiny. "The code is mostly the same as for my tiny gaming PC, so the main part of that was the mechanical design for the case. The PCB (printed circuit board) is simple and took only an afternoon," he said.



# ET Panache Travel DIARIES

## MILES ON WHEELS

It is monsoon and when there is little scope for taking a long vacation, strap on your seatbelts and set off for a drive. Read more...



ARTHA.NEOG @timesgroup.com

Monsoon is the perfect reason and season to go for road-tripping from town to town. The experience of taking control of wheels

and exploring the world at your convenience is one of a kind. Soft drizzles, cool breeze, rhythmic pitter-patter, and freshly-washed valleys and meadows will make your journey all the more pleasant and refreshing.

Driving in the rains is an entirely different ball game. The things to carry along are just more than raincoats and umbrellas. Do add a pair of rain boots in your bucket list, as you might not want to miss out on hiking on your way.

## CALL OF NATURE

Next, grab your cameras and binoculars. If you love to watch birds, then monsoon is a suitable season. Head to Okhla Bird Sanctuary, located on the backwaters of Yamuna River. A walk through a canopy of trees to witness exquisite species of birds such as pied cuckoos, terns, yellow bitterns and golden orioles is worth the drive.

To soak in much of the rain-washed greenery in the monsoon, drive to Parwanoo in Himachal. Set in the foothills of the Himalayan mountain range, this place might not be closest to Delhi, but certainly, an ideal destination to unwind in the lap of nature.

## BON APPÉTIT

On a weekend, do you crave for some adventure and lip-smacking cuisine? Hardly an hour drive from Delhi, Murthal is that one-stop destination for every foodie. The roadside *dhabas* here offer butter-laden *paranths* and other local cuisines will certainly leave you with a satisfied tummy. Go an extra

mile towards Karnal. The forts and heritage hotels here resonate with the royal heritage of Rajasthani and Mughal styles in its architecture.

## BASK IN HERITAGE

Another top pick for an exciting road trip near Delhi is Agra. Easily accessible by road and connected by the

Yamuna Expressway, a day trip to Agra covers several Islamic structures and relics from the Mughal dynasty that are scattered throughout the city. A stroll in these cloistered architectural marvels with rain droplets descending from the skies make for the perfect romantic moment. Beyond this, make your

drive to Agra even more enjoyable. Take small breaks in between. Experience local street food, visit the many marble inlay workshops here to pick a beautiful souvenir or some exquisite zardozi embellishments and jewellery at the Kinari Bazaar. So this monsoon, fasten your seatbelts and embark on a thrill ride.

**SPECIAL HOLIDAY OFFER**

**PHUKET+KRABI**

Starting ₹ 32,999/-

Validity from 1 Nov to 31 March

Airfare, Accom., Breakfast, Transfers, Sight-seeing.

**PHUKET** New Year Package

Starting ₹ 42,999/-

Departure : 29th, 30th December

Airfare, Accommodation, Breakfast, Transfers.

**SRI LANKA**

5 Days ₹ 37,999/-

Validity from 1 Sept to 28 Oct

Airfare, Accommodation in Taj 5 Star, Sight-seeing & transfers in private van, Daily Breakfast.

**NORWEGIAN EPIC**

10 Days ₹ 1,89,999/-

Departure : June 2020

7 Nights Cruise in Balcony Room, 2 Nights stay in Barcelona / Rome, Airfare, Breakfast, Sight-seeing.

Special Offer: 1) Book now and get Unlimited Hard and Soft Drinks - World class brands worth USD 1400 for a Couple.

2) Free Wi-Fi package worth USD 250

Advance Booking Open on very special price of Rs 20,000/- per person.

**DUBAI**

4 Days ₹ 38,999/-

Validity from 1 Sept to 27 Sept

5 Star Dlx Oberoi - Sheikh Zayed Road

Airfare, 3 nights accommodation, Daily breakfast, Private transfers, Desert safari with dinner, Dhow cruise with dinner, City tour, Visa extra, ( Kids visa free till age 18) just have to pay service charge.

**GOA** New Year Package

5 Star Hotel ₹ 39,999/-

Departure : 30th December

Airfare, Accommodation, Breakfast, Transfers.

Special Offer: Book now & get complimentary Gala Dinner

**PHUKET** Special Offer

5 Days ₹ 38,999/-

Validity from 1st Sept to 27th October

4.5 Star-Beach Resort

2nts Novotel Kamala Beach Resort + 2nts Novotel Beach Resort Patong

Airfare, 4 nights accommodation, Phi Phi Island tour, Breakfast, Airport Transfers, Special price for kids below 16 yrs with complimentary extra bed.

Special Offer: Book now and get 2 Dinners in Novotel (Thai / Continental / Indian) with 2 Hrs Unlimited Cocktail & Juices

**GOA** Unbelievable Offer

5 Days ₹ 22,999

Radisson Blu Beach Resort (5★), South Goa

5 Days ₹ 23,999

Novotel Dona Sylvia Beach Resort (5★ Dlx)

Airfare, 4 nights stay, Daily breakfast & dinner, Both way airport transfers. Validity till 27 September.

**GST extra for all packages**

H-3, 2nd Floor, Main Mkt, Rajouri Garden, New Delhi  
Email: international@samaaratravel.com  
Website: www.samaaratravel.com

**Ph: 011-45564556, 9810062067**

Rates are per person on twin sharing basis. Rates are subject to availability, may vary at the time of booking.

magical my monsoons 2019

4 LEISURE HOTELS experience 'more'

THE RIVERVIEW RETREAT - CORBETT NATIONAL PARK

THE NAINI RETREAT - NAINITAL

COME MONSOON

Experience the beauty of CORBETT PARK & NAINITAL in the rains

Book for 2 Nights & get 1 Night complimentary\*

Leisure Hotels Ltd - F 3/6 Okhla Industrial Area - Phase I - New Delhi 110 020 • Phone +91 96998 44000  
Email info@leisurehotels.in • www.leisurehotels.in

\*Terms & Conditions Apply



# The comeback men

How leading international cricketers fared in their first Test match upon return from exile

aashray.harriharan@timesgroup.com

**Steve Smith**  
Suspension sentence: One year  
Charged with: Ball tampering  
Performance in first Test upon return: 144 and 142, three catches

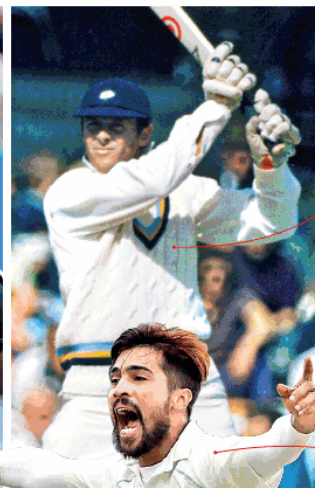
In March 2018, Australian Test captain Steve Smith admitted to tampering the ball while on tour in South Africa. Smith received a one-year ban from cricket, and made his return to international cricket in this summer's World Cup. But the first Test he played upon return was the first Ashes Test at Edgbaston last week.

It couldn't have gone better for Smith. Stripped off captaincy roles, he relished the responsibility. He hit a century in both innings, scoring 144 and 142, and almost single handedly earned his side a 1-0 lead.

The best compliments came in the form of comparisons with the peerless Don Bradman, who had similarly taken on England in the 1948 Ashes.

**Ben Stokes**  
Suspension sentence: Eight matches  
Charged with: Assault  
Performance in first Test upon return: 0 and 66

English all-rounder Ben Stokes was charged with assault following a brawl outside a nightclub in Bristol in September 2017. Footage released by the police showed Stokes punching two men, following which he was charged with "affray". Pending the inquiry, he was also



turned in style, taking 10 wickets and inspiring Australia to a win.

**Geoff Boycott**  
Self-imposed exile: Three years  
Performance in first Test upon return: 107 and 80 not-out

Geoffrey Boycott, in what was the prime of his career in 1974, made himself unavailable for selection. He said he lost his appetite for the game, but his autobiography hinted that it may have been linked to the appointment of Mike Denness as captain.

But the time spent away from the pitch didn't seem to have made impact on his game. In his first match upon return, aged 37, he batted on every one of the five days of cricket, scoring 107 and an unbeaten 80, as he saw England home by seven wickets. He would go on to play 45 more Tests, continuing to play until the ripe old age of 42.

**Shane Warne**  
Suspension sentence: One year  
Charged with: Doping  
Performance in first Test upon return: 23 and 0; 5/116, 5/43

On the eve of Australia's 2003 World Cup campaign, Shane Warne was found guilty of consuming a prohibited substance and was suspended for one year. He wouldn't play another ODI, but would make a successful return to Test cricket. He'd play 38 more Tests over a four year period, time in which he'd become the most successful bowler in Test history and also the first spinner to reach the 500-wicket mark.

Fittingly, the first Test upon Warne's return would be in Sri Lanka's Galle, where Muttiah Muralitharan, his only true rival, had an unparalleled record. And he re-

withdrawing from England's Ashes series in Australia, which they went on to lose 4-0, while he also lost his sponsors.

However, he returned to the cricket field after missing eight matches and took part in the tour of New Zealand in March 2018.

In his first match upon return, he faced a marauding Trent Boult and was dismissed for a duck in the first innings, while getting his act together for a decent fighting 66 in the second. He didn't bowl.

**Mohammad Amir**  
Suspension sentence: Five years  
Charged with: Spot fixing  
Performance in first Test upon return: 3 wickets for 104 runs

Pakistan pacesman Mohammad Amir was found guilty of spot fixing during the Lord's Test against England in August 2010, and was suspended from all forms of cricket for five years. In poetic coincidence, he returned from his suspension in July 2016 at the same ground.

But while captain Misbah-ul-Haq hit a fine century and spinner Yasir Shah spun his side to a massive victory, Amir flew under the radar. His performances of 2/65 and 1/39 in the two innings were signs that he hadn't forgotten his art entirely in the five years that passed.



## A week dedicated to JRD

masoom.gupte@timesgroup.com

July 29 is an important day for the Tata Group. It's the birth date of one of its tallest leaders, JRD Tata. And each year, the group plans something special to mark the day. This year was no different: In the weeks leading up to his 115th birth anniversary, a fictional Instagram takeover by JRD was planned.

"If JRD was alive today, he'd be the coolest guy to know," was the logic behind the posts. He was an innovator, a man of many interests, his love

for aviation being the stuff of legends. So, for a week, the group's Instagram handle posted archival images of JRD. "Giving in to the peer pressure. #HelloInstagram#TalesOfJeh," read the first post on July 22, with a picture of JRD alongside. Following posts saw JRD with planes, JRD with his wife Thelma 'Thelly' Tata, JRD with his pet dogs, JRD as a young boy.... You get the drift. The week-long takeover has now concluded, and the account has reverted to its usual activities. Until next year, that is.

**197** The number of languages in India tagged vulnerable, endangered or extinct. The extinct languages are Ahom, Andro, Rangkas, Sengmal, Tolcha – all spoken in the Himalayan belt.

**81** Indian languages – including Manipuri, Bodo, Garhwali, Ladakhi, Mizo, Sherpa and Spleti – are in the "vulnerable" category, and need organised efforts to ensure they undergo a revival.

**7,000** The total number of languages in the world today.

## food fables

by Vikram Doctor  
Fascinating nuggets from epicurean history

### Why poha is a flat-out winner

Applying for Geographical Indication (GI) status for foods can be contentious, as the battle between Odisha and West Bengal over GI status for *rosogullas* shows. But hopefully the plan by the splendidly named Indori Mithai Aur Namkeen Nirmat-Vikreti Vyapari Sangh for GI status for *poha* should not face problems.



For one, the Sangh hopes to establish heritage status for just the heartier form of the flattened rice dish enjoyed in Indore. But also, it is welcome that anyone is trying to give *poha* its due. The food world delights in making obscure ingredients trendy, yet *poha* remains both familiar, yet curiously unappreciated. We eat it for breakfast, or as a snack in *chivda*, or grind it to give *dosas* and *papads* a certain lightness, but rarely consider it otherwise. Compare that with cornflakes, which are essentially the same thing: Soaked and cooked grain that is then flattened and dried. The Kellogg brothers invented the process in the 1890s and built a fortune from it, but *poha* making is far older. The story

of Krishna and Sudama usually has the latter bringing a few handfuls of *poha* when he goes to meet his rich and royal friend – and far from disdainful, Krishna relishes this memory of their youth.

**The food world delights in making obscure ingredients trendy, yet poha remains unappreciated**

*Poha* also went beyond India well before cornflakes was invented. When the British came to India, they found this easy-to-prepare grain a useful product for their Indian soldiers. In 1846, *The Times of India* reported an order from the Bombay garrison that whenever

native troops were to be transported by ship, "the commissariat department will supply only grain parched, and 'powa', for their use on the voyage." In 1878, the paper reported that a troop of sepoy was detained at Cyprus for want of 'powa' for their journey back home.

*Poha* was probably ideal for the voyage for the same reason it's good to eat on flights – just pour hot water and in a few minutes, its fluffed up and ready to eat. It is also useful during natural crises, like floods, when it can be supplied as an easy-to-prepare food.

This has also caused misconceptions among raw food faddists that *poha* is a grain that magically needs no cooking. It is, of course, cooked in the preparation process, in which the rice gains a slightly gelatinous quality which probably accounts for its particularly soft texture when rehydrated.

This might also make it slightly resistant to integrating with curries, which has been cited as one reason why it isn't used more. *Poha*'s status as a slightly superfluous product is shown by a series of government orders in the 1960s, when rice was in short supply, limiting its manufacture, to hold rice for regular use. (Presumably the Army had found other rations by then).

Luckily, those times are past and *poha* can now be made without restriction. All that's needed is for us really to appreciate and use it, in different ways, and for that the Indore organisation's GI application, is one much needed step.

### PROBLEMS OF THE RICH

Francis Bacon's Self-Portrait

## Art gone over \$1 bn debt

Portugal has seized a trove of contemporary artwork, including paintings by Joan Miro and Piet Mondrian, from debt-riddled businessman Jose Berardo.

For months, three Portuguese banks had tried but failed to seize the art collection from Berardo. The 75-year-old had offered the works as collateral for his debt which totalled nearly \$1.1 billion.

The modern art collection of more than 900 works includes Miro, Mondrian and other artists like Gerhard Richter and Francis Bacon, valued in 2006 at 316 million euros.

But the collection could have doubled in value since. Bacon's *Self-Portrait*, for example, sold for over 17 million euros last month. Much of the collection has been on display since 2006, under an agreement between the businessman and the galleries, which put them out of the banks' reach. – AFP

### 'Chief Mouser' has a new PM

Larry the Cat, who has been the official feline in residence at 10 Downing Street since 2011, was given the title 'Chief Mouser' and has been photographed almost as much as his more illustrious flatmates. Having seen off two Prime Ministers – David Cameron and Theresa May – 12-year-old Larry and Boris Johnson put all talks over their relationship to rest with this post on Instagram on the occasion of International Cat Day.

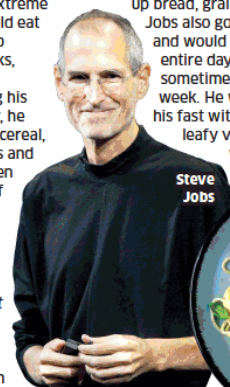
## AN INSIDE LOOK AT STEVE JOBS'S EXTREME DIET

**businessinsider.in**  
Steve Jobs was an intense person. Among the many mysterious habits was a compulsion of eating only fruits and vegetables. According to his biography, Jobs learned at an early age that he could induce euphoria by not eating for long periods of time. His meals were also very small. And if the food wasn't to his liking, for some reason, Jobs could also be exceptionally cruel to restaurateurs.

**Small eater**  
When he was a freshman at Reed College, Jobs discovered the book *Diet for a Small Planet* by Frances Moore Lappé. "That's when I

swore off meat," Jobs told his biographer Walter Isaacson. Jobs said he would go on extreme diets, and would eat just one or two foods for weeks, like apples or carrots. During his freshman year, he would live off cereal, dates, almonds and carrots. He even bought himself a juicer to make carrot juice. Jobs later read the book *Mucusless Diet Healing System* by Arnold Ehret, which led to an

even stricter diet. In addition to traditional meats and proteins, Jobs also gave up bread, grains and milk. Jobs also got into fasting and would not eat for entire days – sometimes up to a week. He would break his fast with simple leafy vegetables or water. PICS: GETTY IMAGES



Jobs's partner for many years, Chrisann Brennan, was also a vegetarian, although their daughter Lisa wasn't. Lisa remembers how Jobs once spat out soup after learning it had butter.

**Love at first bite**  
In 1991, he married Laurene Powell, a vegan. Even their wedding cake was vegan. "More than a few of the guests found it inedible," Jobs's biographer said. Jobs and Powell shared a love of natural foods. Jobs retained the same eating habits he had as a teenager

and college student. He would spend weeks eating the same thing over and over again, like apples or carrot salad with lemon, and then stop eating that food entirely, or go on a fast. In fact, Jobs even tried to heal himself after being diagnosed with pancreatic cancer by eating large amounts of fruit juices and carrots. When Powell tried to incorporate fish and other proteins into their meals, Jobs's health remained poor and he lost a lot of weight. By July 2011, Jobs was eating almost no solid foods at all. By then, his cancer had spread to his bones and other parts of his body. Steve Jobs died on October 5, 2011, surrounded by family.



## DIGITAL AGENCY

### WITH A PROVEN TRACK RECORD

800+ Clients Across 31 Nations

Go to [fabulousmedia.in/grow](http://fabulousmedia.in/grow)

**Nikhil Sharma (CEO)**  
Digital Evangelist Since 2006

**CONTACT US**  
75329 71329  
india@fabulousmedia.in  
fabulousmedia.in