



## US to Postpone 10% Tariffs on Some Chinese Products

AROUND THE WORLD >>> 13

## HK Airport Suspends Check-In as Lam Bemoans 'Panic, Chaos'

AROUND THE WORLD >>> 13

## Pak Venue: ITF Happy, Players Not Quite

SPORTS: THE GREAT GAMES >>> 18



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

### Today on

**ETPrime.com**  
The Ritesh Agarwal book of risk taking  
AmorePacific and India's love for K-beauty  
Cash-for-gold stores leave no money trail  
BRANDS: CREATING DESIRE >>> 5

### Retail Inflation Dips to 3.15% in July

Retail inflation eased marginally to 3.15% in July following a sharp decline in the fuel and light group, creating room for more interest rate cuts going ahead, data released on Tuesday showed. Retail inflation, as measured by the consumer price index, was 3.18% in June. >>> PAGE 11

### Sun Pharma Posts Double-Digit Rise in Net Profit, Revenue

Sun Pharma earnings rose in double digits for the first time in about two years, pointing to the beginning of a likely turnaround in India's pharma industry that has battled regulatory challenges and competition in the US and Europe.

Markets: Beating Volatility >>> 7

### HPCL Finally Recognises ONGC as Promoter After Regulator Rap

Hindustan Petroleum Corporation (HPCL) on Tuesday finally recognised its majority owner ONGC as its promoter in public filings, following a harsh directive from the market regulator.

Companies: Pursuit of Profit >>> 14

### Market Tracker

	LAST	% CHANGE
Re/US \$	71.40	-0.85
Gold Std*	36,550.00	0.41
Silver (₹/kg)	42,800.00	0.47
Brent (\$)	58.23	0

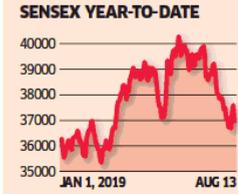
\* (₹/10gm) Compiled by ETIG Database

### BENCHMARK STOCK INDICES TUMBLE 1.7%

# Bulls Trip Over Auto Pileup, Follow Asian Peers into Red

■ Fear gauge jumps 12% ■ Gold prices hit record ■ Rupee closes at lowest level since Feb 7

### In A Bear Grip



### SENSEX STUMBLING DESPITE SHARP RALLY IN RIL

THE SENSEX MOVERS			
Company	Tue Cl. (₹)	% Chg Vs Prev. Close	
RIL	1275	9.72	▲
Sun Pharma	437.55	3.71	▲
LOSERS			
Yes Bank	73.6	-10.35	▼
M&M	512.3	-6.11	▼

Compiled by: ETIG Database



### WHAT'S WORRYING MARKETS

- Global Troubles**  
Asian worries on Hong Kong developments  
Contagion fear from sharp selloff in Argentine peso  
Escalating US-China trade war
- Domestic Worries**  
Sharp decline in July car sales  
Fading hopes of relaxation in higher tax surcharge on FPIs

### Our Bureau

Mumbai: India's benchmark stock indices tumbled 1.7% on Tuesday, mirroring the declines in Asian markets that dropped on escalating tensions in Hong Kong, the slump in Argentine currency and escalating trade war between the US and China. The Nifty ended below 11,000 and the Sensex closed below 37,000 as the fall in automobile sales in July and fading hopes of relaxation

in higher tax surcharge on foreign investors contributed to the grim investor sentiment, driving up prices of safe-haven assets such as gold.

The Sensex ended down 623.75 points at 36,958.16 while the Nifty fell 183.8 points to 10,925.85. Of the 50 stocks forming the Nifty, 44 ended lower, five ended firm and one closed flat. But for the 10% gains in Reliance Industries following its announcement of a deal to cut debt, the fall in the markets would have been sharper.

The market's fear gauge India VIX jumped 12% to 17.8 — the highest closing since May 24.

Elsewhere in Asia, markets dropped after protests continued to rock Hong Kong, raising fears of a military crackdown by China. The plunge in Argentina's stocks by almost 40% and its currency peso by about 25% after president Mauricio Macri's poor performance in elections also unnerved investors.

'Global Factors Not Helping' >>> 10

### Brokerages Upgrade RIL; Stock Surges 10%

Shares of RIL rose 9.7% on Tuesday — the biggest one-day gain since February 2017 — to close at ₹1,275 after brokerages cheered the Aramco deal and the company's intent to cut debt. Brokerages like Morgan Stanley, Kotak Institutional Equities and Macquarie upgraded ratings on the stock. >>> 7

# Finmin may Consult Law Min on FPI Surcharge

Govt looking for best option to provide relief to foreign investors

### For A Lasting Solution

- 1 Ordinance to amend law to provide relief
- 2 Circular to exempt FPIs from surcharge
- 3 Plain announcement that surcharge will not apply

### Final call to be taken at the highest level in govt

New Delhi: The finance ministry may soon consult the law ministry on how best to provide relief to foreign portfolio investors (FPIs) from the super-rich surcharge that was announced in the July 5 budget. The government is exploring various options and the one considered most effective and legally feasible will be taken up, said people with knowledge of the matter. The surcharge has taken effect after presidential assent to the Finance Bill.

### The FM met market participants, including FPIs, on Friday to take stock of issues they face

Among the options on the table are relief via a circular, an announcement to be followed up with an amendment later, or an ordinance to immediately amend the Finance Act. "These would have to be taken to the law ministry for examination to assess effectiveness and doability," said a government source. In the past, the government has issued beneficial circulars to provide relief to taxpayers that have been upheld by the Supreme Court.

### Precedents for Exemptions >>> 10

### AFTER POWER MINISTER & MNRE SECY...

# Japan Cautions AP Against Reworking Green Power Pacts

Tokyo's envoy writes to CM Reddy, says move has unnerved foreign investors

Kaavya.Chandrasekaran @timesgroup.com

Bengaluru: Japan has cautioned the Andhra Pradesh chief minister that the state's efforts to cut renewable energy tariffs by reviewing signed-and-sealed contracts has unnerved foreign investors and damaged the business environment. India's renewable energy sector has seen a flood of foreign investments with companies from France, South Africa and Europe participating in tenders. Industry executives said Andhra Pradesh's actions could have severe implications because many renewable energy companies are funded by overseas sovereign and pension funds. "Many foreign investors, including Japanese companies, are now watching closely the situation unfolding in your state regarding the renewable energy sector," Japanese ambassador to India Kenji Hiramatsu told chief minister YS Jaganmohan Reddy in a letter. The missive has been seen by ET.

Two of the biggest renewable energy developers in India have sizeable Japanese investments. While SB Energy is backed by SoftBank (along with Taiwan's Foxconn and Bharti Airtel), one of the largest investors in ReNew Power is the Japanese energy company JERA. SB Energy is committed to commissioning 20 GW of projects in India. The Japanese embassy confirmed the country's concerns over the developments in Andhra Pradesh.

'Will Damage Biz Environment' >>> 10

### DEMAND FUELLED BY GLOBAL SLUMP IN GAS RATES LNG Buyers Seek Rejig of Price Cap

A collapse in global LNG prices is fuelling a demand at home for reworking the price ceiling for gas from difficult terrains to cut high domestic rates, reports Sanjeev Choudhary. >>> 11

Shri Dharampal 'Sugandhi'  
1st January, 1901 - June, 1964

IT WAS THE YEAR 1929. AND THE FUTURE SMELT GOOD.

Like master artists, our Founders created a unique world of myriad flavours & fragrances. For nine decades, their legacy has guided us to create some of the leading brands in the country. Our story is that of perseverance and hard work, highlighted by the commitment to quality and innovation. On our 90th Founders' day as we march forward to the next decade, we will continue to carry forward our Founders' legacy.

Shri Satyapal 'Sugandhi'  
14th August, 1929 - December, 1995



## Britain Acts Tough on Facebook, YouTube Over Harmful Content

AROUND THE WORLD &gt;&gt;&gt; 13

### RELIEF FOR INDIA INC AS NO JAIL FOR VIOLATIONS

# Govt Won't Go Ahead with New CSR Rules

## Paying Heed

Amended cos law provides for jail term for CSR violations

Industry had called the provision excessive, sought rollback

### PANEL SUGGESTIONS

CSR spend be made tax deductible	CSR committee not required if total expenditure under ₹50 lakh
CSR-specific fund for transfer of unused funds	CSR funds may be used to build capital assets for the public
LLPs and banks to also come under CSR guidelines	CSR to be part of financial audit
Impact assessment for companies with large CSR expenditure	



Decision follows suggestions by a panel which wants breaches to be treated as civil offences, backs penalties

Deepshikha.Sikarwar  
@timesgroup.com

New Delhi: The government will not operationalise the new corporate social responsibility (CSR) provisions in the recently amended Companies Act that make violations punishable by jail, following intense lobbying by a panicked India Inc. The government will not issue follow-up rules required to implement the provisions that had drawn sharp criticism. "These changes will not be commenced," a senior government official told ET. The decision follows recommendations by a high-level committee on CSR that submitted its report on Tuesday to finance minister Nirmala Sitharaman. It suggested that violations should be regarded as civil offences that are liable to monetary penalties along with a number

of other suggestions to make CSR provisions more effective and less burdensome for companies. In light of the recommendations by the committee, the government won't proceed with the new rules, said the official cited above.

The companies law was amended in the budget session that concluded last week to provide for imprisonment of up to three years for executives of companies that broke CSR rules apart from fines of ₹50,000 to ₹25 lakh. While such provisions existed in the companies law, introduction

of specific ones for CSR irked industry leaders, who sought a rollback. Sitharaman, who also handles the corporate affairs portfolio, had assured companies of a review at a Confederation of Indian Industry (CII) meeting last week.

The panel also suggested CSR spending should be eligible for tax deductions and companies be allowed to carry forward unspent balances for three-to-five years.

The committee, headed by corporate affairs secretary Injeti Srinivas, had been set up in October 2018 to review the CSR framework and make recommendations on strengthening the ecosystem, including monitoring implementation and evaluation of outcomes.

"The committee has made far-reaching recommendations," an official statement said.

Inclusion of Other Activities >>> 10

### KEEPING BUDGET PROMISE: PSBs CAN BUY ASSETS FROM NBFCs & HFCs

## Partial Guarantee Scheme Rolled Out for NBFCs

India has operationalised the partial guarantee scheme for stressed non-banking and housing finance companies (NBFCs and HFCs). The move will allow PSU banks to purchase assets from these firms, thus providing them liquidity support. >>> 17

### PROMOTERS TO RETAIN MINORITY HOLDING

## KKR Set to Buy EuroKids Chain for ₹2,000 crore

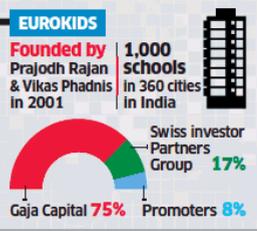
### A Classroom Deal

This will be one of the largest foreign investments in India's education sector

#### GROWTH ATTRACTION

Pre-school education market valued at about ₹25,000 CR

Growing at CAGR of more than 25%



US fund may buy 92% stake in EuroKids, Kangaroo Kids and Billabong High from Gaja Cap, Partners Group

Indulal PM & Reghu Balakrishnan

Mumbai: Global private equity major KKR & Co. is set to acquire about 92% of the preschool and school chains that comprise EuroKids, Kangaroo Kids and Billabong High for about ₹1,500-2,000 crore in what will be one of the largest foreign investments in India's educational sector.

KKR will buy the stake from existing private equity investors—domestic fund Gaja Capital, which holds about 75%, and Swiss fund Partners Group, which has 17%. The promoter will hold the remaining stake in the preschool chain. A formal announcement of the deal is expected within the next two weeks, sources briefed on the matter told ET.

The deal will be the third acquisition by the US-based firm this year in which it takes on a controlling role, investing about ₹8,000 crore across the three transactions. "We are advancing towards the signing of the deal, which will be one of the largest deals in the educational space," said one

of the persons. "A formal announcement is expected within the next 10-15 days."

ET had first reported that KKR was in talks to acquire EuroKids in December last year.

EuroKids has a network of 1,000 schools in 360 cities in India. Founded by Prajodh Rajan and Vikas Phadnis in 2001, the EuroKids manages its own preschools and schools and also operates through franchise model across India.

The EuroKids Group consists of EuroKids International Pvt. Ltd., Euroschool Properties & Infrastructure, Euroschool International, Euroschool Foundation, Euroschool Education Trust, Kangaroo Kids Education and Lina Ashar Foundation. The 12-year-old EuroKids acquired preschool chain Kangaroo Kids and Billabong High International Schools last year. Kangaroo Kids has a network of 100 preschools and Billabong High Schools has a network of 21 schools.

In the organised preschool market, EuroKids competes with brands such as Amelio, Kidzee, Little Eily, Lily Candies, Little Einsteins, Modern Montessori International, Shemrock, Smartkidz, Sunshine Preschool & Daycare and TreeHouse.

Aggressive Investor >>> 10

## PURE POLITICS

### SC Refuses to Ease Curbs in J&K, Says Centre Must Get Time

The SC refused to ease the communications ban and lift other curbs in J&K after the Centre said these would be relaxed as soon as the situation becomes "normal on the ground". The SC said the Centre must get "reasonable time" to restore normalcy. >>> 2

### Mosque can't Come in Way of Lord Rama's Title: Ram Lalla to SC

The Babri Masjid was built over a pre-existing temple at the disputed site worshipped by the Hindus as the birthplace of Lord Rama and hence

no mosque could come in the way of Lord Rama's title over the place, Ram Lalla told the SC on Tuesday. >>> 3

### HAL Pitches for 4 More Squadrons of Su-30s; IAF not Keen

HAL has pitched for an order to manufacture four additional squadrons of Su-30MKI fighter jets to meet gaps in IAF's squadron strength, but the air force seems keen only on ordering replacements for aircraft lost in accidents, reports Manu Pubby. >>> 4

## July Auto Slump Worst in 20 Years

At current monthly sales, FY20 passenger vehicle sales may fall to around FY15 levels

### Our Bureau

New Delhi: Automobile sales recorded their steepest fall in nearly two decades in July as weak consumer sentiments, fuelled by high vehicle ownership costs and sparse credit availability hit demand again.

As per data released by industry body Society of Indian Automobile Manufacturers (SIAM), vehicle sales last month dropped 18.71% to 1,825,148 units. Automobile sales across categories had previously registered their sharpest decline at 21.81% in December 2000.

In July, passenger vehicle sales dropped by a huge 30.98% to 200,790 units. At current monthly average sales, total projected annual sales of passenger

vehicles for 2019-20 may drop to yearly sales levels seen in 2014-15 and 2015-16.

Between April-July this year, 913,410 passenger vehicles have been sold, with monthly average sale of around 228,352 vehicles. The same monthly average sales will result in around 2.74 million passenger vehicles being sold in 2019-20, a figure close to annual sales

of 2.6 million in 2014-15 and 2.78 million in 2015-16.

Industry observers say auto sales will need to bump up substantially to avoid output falling to levels seen five years ago. But many aren't very hopeful about next two quarters at least. "The slowdown seems deepening...low consumer sentiments with dim demand outlook

over the next two quarters remain a cause of concern for the industry," said Saket Mehra, Partner, Grant Thornton India.

SIAM D-G Vishnu Mathur said, "Even during the last two downturns in 2008-09 and 2013-14, vehicles sales had not fallen across all categories. Some segments were still growing. We have not seen such a severe slump in nearly two decades."

### Going Downhill

#### PASSENGER VEHICLE SALES

(In Million)

2014-15 2.6

2015-16 2.78

2019-20\* 2.74

\*Projected

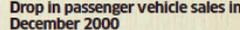
18.71% Decline in vehicle sales in July 2019

21.81% Drop in vehicle sales across segments in Dec 2000

35.22% Drop in passenger vehicle sales in December 2000

350,000 Jobs Hit in 3 Mths >>> 10

SLOW, SLOWER, SLOWEST >>> 5



SHAREHOLDER PACT INVOLVING FRL, PROMOTER FAMILY, FUTURE COUPONS

# Future Retail a Step Closer to Amazon Deal

Future Coupons allowed to attend board meetings and have say in key decisions

Sagar.Malviya@timesgroup.com

Mumbai: Future Retail said the company's key shareholders including the promoter family and another group firm Future Coupons have entered into a shareholders' agreement, allowing the latter to attend board meetings and also have key shareholders' rights, including stake-sale and purchase decisions. The move is seen as a precursor to Future Retail's impending stake sale to Amazon through a holding company and ensuring that the global online retailer is in compliance with the foreign ownership rules that bar e-commerce companies from holding shares in entities selling on their platforms.

The key shareholders include Kishore Blyani and his family, Future Corporate Resources and Akar Estate and Finance. They collectively hold 47.02% in Future Retail.

Under the shareholders' agreement (SHA) announced on the BSE, Future Coupons will have the right to appoint an observer on the board. It will also have a preemptive right in any further issuance of share capital to maintain its pro-rata shareholding in Future Retail. "The existing shareholders cannot transfer or create any further encumbrance on any securities held by them in the company except as provided for

### In the Future

- Amazon In talks to buy Future Coupons from Future Group
- Deal valued at ₹2,000 crore
- In Feb, Future Retail approved raising ₹2,000 crore from Future Coupons
- Future Coupons now holds 39.6 million warrants in FRL

When exercised, Future Coupon's warrants convert into 7.3% stake in FRL

Govt norms say e-commerce entities can't have stake in sellers

FRL runs 1,557 stores including Big Bazaar, EasyDay & Nilgiris




Illustration: ANIRBAN BORA

under the SHA," said Future Retail's statement. "The company is required to take the prior approval of Future Coupons on certain matters such as transfer or licence of assets of the company to a related party, amendment of articles of association (AoA) in conflict with the terms of the SHA or any issuance of share capital."

The US-based online giant was earlier in talks to acquire a stake in Future Retail, which runs more than 1,600 stores across food, grocery and general merchandise. After foreign ownership rules were amended in February, Future Retail announced raising ₹2,000 crore from Future Coupons, which holds

3.96 million warrants, or a 7.3% stake, in Future Retail. ET had reported in February that Future Group will route its stake sale through Future Coupons so that Amazon can adhere to the rules. The deal could be announced this month, said two people aware of the development.

"We do not comment on speculation about what we may or may not do in the future," said an Amazon spokesperson. Future Retail didn't respond to an email query on the proposed transaction in the promoter group company involving Amazon.

Future Retail controls about a third of the country's organised food and grocery market through the Big Bazaar and Nilgiris supermarket chains. Physical stores account for more than 90% of all retail sales in India.

Focus on Grocery Segment >> 10

SPECIAL RELAXATIONS FOR TECHNOLOGY COMPANIES

## Sebi Asks Finmin to Consider Changes in Laws for DVRs

Regulator had announced a new framework for DVR issuances after a board meeting on June 27

Pavan.Burugula@timesgroup.com

Mumbai: The Securities and Exchange Board of India (Sebi) has approached the finance ministry to seek special relaxations for technology companies that want to issue shares with differential voting rights (DVRs), said two people aware of the development. The regulator had announced a new framework for DVR issuances after a board meeting on June 27. However, some of the regulations it has proposed will need amendments in laws such as the Companies Act and the Securities Contract Rules.

One of Sebi's key recommendations was to scrap the profitability criteria for companies that want to issue such instruments.

DVRs are special shares with different voting rights or dividend rights compared with a normal share. Startup founders award these to themselves so they can retain control while diluting equity to raise capital from PE investors and other sources. In some cases, companies also issue shares with inferior or no voting rights but higher dividend rights. By doing so, minority investors will have a greater share in the dividend pie but little say in terms of strategy.

According to the Securities Contract Rules, any company choosing to issue DVRs needs to have at least three years of profitability. The regulator is of the view that this will be difficult to achieve for tech startups, which typically don't make any profit in the initial years.

"The profitability condition is a big hindrance since none of the leading startups today are making any profits," said one of the persons with direct knowledge of the matter. "We sent the recommendations and are awaiting further developments."

Also, share capital and debenture rules

### Legal Backing

CHANGES MOOTED

CURRENT RULES ALLOW COMPANIES WITH **3 YEAR** PROFITS TO ISSUE DVRs

Sebi wants this restriction to be removed

Companies Act limits maximum equity that can be issued via DVRs at 24%

SEBI WANTS THIS TO BE RELAXED TO **74%**

REGULATOR HAS WRITTEN TO GOVT SEEKING CHANGES



under the Companies Act say that the maximum amount of equity that can be issued through DVRs can only be 24% of the total. Sebi wants this to be raised to 74%. The current rules under the Companies Act only permit issuance of superior-right shares at a ratio of not more than 2:1. Sebi wants this eased to 10:1. Sebi didn't respond to queries.

"It is observed that there are certain recommendations that need referral to ministry of corporate affairs and ministry of finance," said the minutes of the Sebi's board meeting on June 27.

The regulator has restricted such DVRs to technology companies whose promoters have a net worth of at least ₹500 crore. Also, superior voting right shares can only be offered to promoters or founders who continue to work in the company in an executive role. Such shares will have a maximum validity of up to 10 years, after which they will be converted into normal shares.

Snapchat's initial public offering (IPO) in 2017 drew the attention of startups to DVR structures.

## With \$1-b Revenue, Australia 3rd Largest Market for Infosys

Infosys' Australia revenue has crossed \$1 billion, making it the third-largest export market for the company, chief executive officer Sallu Parekh said. The Bengaluru-based firm gets 85% of its revenue from the US and European markets. "We have also built strategic partnerships in Japan and Singapore. So, more opportunities there..." Parekh said. Ayan Pramanik reports >> 6

## Fintech Startups Roll Out Content to Keep Investors Hooked

Fintech startups that offer stocks and MF investments are relying on specialised content to ensure investors do not drop off, at a time of high stock market volatility. These startups are using blog posts, social media messages and innovative educational videos to explain the opportunity to investors in a choppy market, in order to help them take informed decisions, reports Pratik Bhakta >> 6

## RIL's Movie Plan may Spoil the Show for Malls, Food Joints

Malls and restaurant owners are wary of RIL's first-day, first-show movie plan announced by chairman Mukesh Ambani, which they said could impact the mall economy and jeopardise revenue streams, report Ratna Bhushan & Rasul Balleay. RIL said on Monday that its first-day, first-show movie service will be launched mid-2020 for premium Jio Gigafiber customers. >> 15

## PM Panel at Work, 'PM' Level to Fall

Air pollution due to crop burning set to fall sharply because of extensive use of technology

Rituraj.Tiwari@timesgroup.com

New Delhi: Air pollution due to crop burning in north India is set to fall sharply this year because of extensive use of technology to chop off farm stubble and mix it with the soil to make

it more nutrient-rich, the Indian Council of Agriculture Research (ICAR) said. The practice of stubble burning around October raises the concentration of particulate matter (PM) in the air to 1,000 micrograms per cubic metre, far outstripping the safety limit of 50 micrograms. This triggers a medical

emergency in which people are advised to stay indoors and use masks outdoors. "This year Haryana is likely to be free from stubble burning. But Punjab and Uttar Pradesh will not be completely free. There has been vast improvement after our intervention," said Trilochan Mohapatra, director general of ICAR, which has been working with farmers, state governments and public institutions.

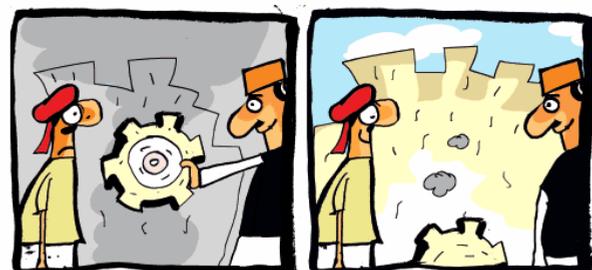
Around 23 million tonnes of residue is burnt in paddy fields every October-November to clear the field for conventional wheat sowing because of the narrow window between paddy harvesting and wheat sowing. If monsoon arrives late, this window narrows further, prompting farmers to set the residue on fire to clear the field for winter crops.

Mohapatra said a high-level task force set up by the Prime Minister last year has been monitoring the air quality index on a monthly basis.

"Chief secretaries and secretaries of concerned departments along with ICAR officials review the situation every month and take corrective action. The pollution index will improve substantially this time," he said.

BREATHE EASY

The high-level task force constituted by the PM last year has been monitoring the air quality index on a monthly basis



ANIRBAN BORA

Central Scheme to Support Farmers >> 10

THIRD EYE

Another Extension for Sanjay Mitra?



The defence ministry has been over-stretched for the past few months, with the current J&K situation adding to its workload.

When CBI Searched for Deep Voice



A good baritone voice never fails to impress. Be it the reel world or the real world, Bollywood actor Kabir Bedi is much sought after for his deep voice.

Opposition Praise for Yediyurappa



Chief minister BS Yediyurappa, BJP's one-man Karnataka cabinet, has won admiration from some opposition quarters, including from JDS leader HD Deve Gowda.

Government must get reasonable time to restore normalcy

Justice Arun Mishra



ALL READY: Additional district development commissioner Mohammad Ashraf Bhat unfurls the National Flag at full dress rehearsal for Independence Day in Kupwara on Tuesday - ANI

Fundamental rights of citizens can be restricted but not prohibited: Petitioner

Samanwya.Rautray @timesgroup.com

New Delhi: The Supreme Court on Tuesday refused to ease the communication ban and lift other restrictions on movement of people in J&K for essential services such as hospitals, police stations, etc after the government assured that the situation was being 'reviewed' daily and the curbs would be eased as soon as the situation becomes 'normal on the ground.'

The SC will now deal with the case two weeks from now giving the central government a 'reasonable' time to restore normalcy in the state. 'The government must get reasonable time to restore normalcy,' Justice Arun Mishra said adjourning the case for now.

Not Concerned Over Pak Troops Along LoC: Bipin Rawat

Our Political Bureau

New Delhi: Army chief General Bipin Rawat on Tuesday said the deployment of troops by Pakistan along the Line of Control is a 'precautionary measure' and there is nothing to be concerned about it.

'Everybody does precautionary deployments. We should not get too concerned about it. As far as the Army and other services are concerned, we have to be always prepared. The assessment is should anything go wrong we are prepared,' Rawat said on the sidelines of an event in Delhi.

The Indian Army anticipates more instances of ceasefire violation by Pakistan and infiltration attempts along the LoC after the government revoked Article 370 and split Jammu and Kashmir into two Union Territories. 'If the adversary has to activate the LoC, that is his choice,' Bipin Rawat said. 'We will stay with the public even after the removal of Article 370. One should know how the Army and

Maneka Guruswamy. She argued that the common man in the state was being subjected to incredible hardship and cannot even reach a hospital. She argued for exempting basic essential services from the scope of the blanket ban on communication. Fundamental rights of citizens can be restricted but not prohibited, she argued.

But the bench, comprising Justices Arun Mishra, MR Shah and Ajay Rastogi, insisted that the court was 'not aware of the real situation on the ground though it was with the petitioner on human rights and liberties.'

'There is a serious situation in the state. The government apprehends a law and order problem,' Justice Mishra said, refusing to interfere for now with the curbs.

Before doing so, the court sought the opinion of the government. 'These (internet, phones, etc) facilities are essential these days. How long will you continue with this?' the court asked the Attorney General. AG KK Venugopal said the government was trying to maintain law and order in the state with least inconvenience to the people of the state. So far, there has been no loss of life in the state, he said. He cited the earlier experience to claim that the separatist violence in the state had claimed 44,000 people since 1991. 'The government is trying to restore normalcy with the least amount of inconvenience to the people, the least amount of human right violations,' he said. 'It will take a few days. The government is reviewing the situation daily, which is dynamic. The restrictions will be lifted stage by stage,' he said.

Govt trying to maintain law and order with least inconvenience: Venugopal SC Refuses to Intervene After Govt Assurance

EC Discusses Delimitation Exercise

NEW DELHI: The Election Commission on Tuesday held its first discussion on the issue of delimitation exercise in Jammu and Kashmir and Ladakh.

While it is yet to take a call on the matter, EC is of the view that an official communication from the home ministry would begin the delimitation process. EC considered precedents where similar reorganisations were effected after the creation of new states such as Uttarakhnad, Jharkhand and more recently Telangana in 2014. According to the Jammu & Kashmir Reorganisation Act, the number of assembly seats in the Union Territory of J&K will increase from 107 to 114, with due reservations for SCs/STs, after the delimitation. Ladakh will be an Union Territory without an assembly - OPB

'NORMALCY RESTORED IN JAMMU'

Air Tickets, Exam Slips of Locals to be Treated as Curfew Passes

'No medicine shortage; state admin announces 1st investors' summit in Jammu, Kashmir, Ladakh'

Rahul Tripathi & Hakeem Irfan

New Delhi | Srinagar: The J&K administration has decided to treat air tickets of locals to and from Srinagar as curfew passes, a senior Union home ministry official has said.

The state administration said it would phase out restrictions on the movement of people in the Valley, while claiming that normalcy has been restored in the Jammu division. Government spokesperson Rohit Kansal said in Srinagar that the decision to ease restrictions was taken after an assessment by local authorities of the situation prevailing in various parts of the Valley. Kansal also announced there was no shortage of medicines, including life-saving drugs, in any part of the Valley. Medical services are being provided without hindrance. He said 13,500 patients were treated in out-patient departments of government hospitals. The traffic flow on the national highway is smooth and air operations are normal, officials said.

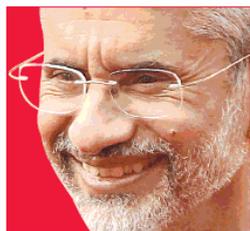
The administration also announced the first global investors' summit in Jammu, Kashmir and Ladakh in October, even as restrictions and communication blockade continued on the second day of Eid. 'We are focused on investment, employment and prosperity. This will be the first global investors' summit to be held in this region,' the official said. The J&K is not as bad as it was during the shutdowns imposed by the Hurriyat.



'Compare the loss of lives and violence (when protests erupted after Burhan Wani's killing in 2016). The preventive action taken by the state is to minimise violence,' the official said. The 2016 agitation led to killing of over 119 and pellet injuries to nearly 16,000 locals. Security forces also gunned down over 600 militants, locals and foreigners, from 2016 to 2019.

When asked how long the communication blockade and restrictions would continue, the MHA official said: 'The situation is improving every day but the decisions are taken locally, depending on the prevailing situation. The restrictions are a trade-off between inconvenience and loss of lives. Some people are trying to instigate and provoke. We have to choose between allowing free run to such elements or leave it to the judgment of the local administration. We do not want anyone harmed due to any violent incident.'

Kansal said the administration was conscious of the hardships people were facing because of the restrictions on movement and communication blockade. Minor protests were reported from some parts of Srinagar. Kansal did not give figures of number of arrests in the last nine days after Article 370 was made ineffective. On the release of former CMs Omar Abdullah and Mehbooba Mufti, the official said: 'The release or detention of a political person is decided by the state administration.'



DIPLOMATIC PUSH India Reaches Out to World Capitals to Pre-empt Pak

DipanjanRoy.Chaudhury @timesgroup.com

New Delhi: India has undertaken a massive diplomatic outreach to pre-empt Pakistan's move to raise the Kashmir issue at the UN General Assembly in September, ET has learnt.

Indian envoys in every world capital have sensitised respective host governments. In Delhi, senior officials of the external affairs ministry led by the foreign secretary briefed UNSC members and envoys of other key nations, including some traditional allies of Pakistan, ET has further learnt.

Foreign minister S Jaishankar has also engaged with counterparts globally on the issue. In order to checkmate Pakistan, the MEA and Indian missions abroad have moved swiftly, including apprising the member states of Organisation of Islamic Countries. India has apprehensions that Pakistan may instigate cross-border terror and agitations if the situation remains normal in Kashmir for the next two weeks.



'NEW DELHI RECKLESS' Chinese Paper Questions India's J&K and Ladakh Move

DipanjanRoy.Chaudhury @timesgroup.com

New Delhi: State-run Chinese media, backed by a section of Chinese establishment, has questioned India's 'unilateral' move on J&K and Ladakh, terming it 'geopolitical trickery' and linking the timing of the decision to the challenges faced by China over its Belt and Road Initiative and trade war with the United States.

In two successive editorials, English-language Chinese newspaper Global Times slammed India's decision and said it would not further India's quest for a UNSC seat.

'New Delhi is too reckless on border issues. It keeps taking unilateral actions and breaking the status quo with impact on the regional situation,' the Global Times said in an opinion piece titled 'Unilateral move will incur risks for India' published on Tuesday. In another opinion piece, the Global Times said: 'India's lacklustre economic development is also one of the reasons for India's Kashmir move. India is diverting domestic criticism away from the economy...'

RAHUL TO GUV MALIK: We won't need an aircraft but please ensure us the freedom to travel & meet the people, leaders and our soldiers

Ready to Visit J&K, Ladakh With Oppn Leaders: Rahul

AICC suggests that PM should convene all-party meeting on situation in Valley

Our Political Bureau

New Delhi: Congress leader Rahul Gandhi on Tuesday responded to J&K governor Satya Pal Malik's 'invite' to visit the J&K by saying that a delegation of opposition leaders can undertake the trip provided they are allowed to freely meet the people, mainstream politicians and also the Army personnel. Gandhi made it clear that the opposition leaders could visit the Valley without the facility of a special plane Malik had offered.

'Dear governor Malik, a delegation of opposition leaders and I will take you up on your gracious invitation to visit J&K and Ladakh. We won't need an aircraft but please ensure us the freedom to travel and meet the people, mainstream leaders and soldiers stationed over there,' Gandhi said in a social media post. Later in the day, AICC spokesperson Anand Sharma suggested that the PM should convene an

Rahul Trying to Create Further Unrest, Problems for Common People: Malik

JAMMU: Jammu and Kashmir governor Satya Pal Malik on Tuesday lashed out at Congress leader Rahul Gandhi for putting 'pre-conditions' for a visit to the state and alleged he was trying to 'create unrest' by seeking to bring a delegation of opposition leaders. Malik said he had never invited the Congress leader with 'so many pre-conditions' and has referred the matter to the local police and administration for further examination. 'Rahul Gandhi is politicising the matter by seeking to bring a delegation of opposition leaders to create further unrest and problems for the common people,' he said in the statement. 'He (Gandhi) can check the detailed submissions made by the government in the Supreme Court today which heard a case on this matter and left it to government,' Malik said. - PTI

all-party meeting to brief leaders about the situation in the Valley. He also appealed to the J&K administration to lift restrictions and release leaders. Sharma said: 'The situation must not be allowed to cast any aspersions on the constitutional integrity of India and the government's commitment to respect the fundamental rights of the people. Therefore, we would urge upon the government and also administration of J&K to lift this curfew-like situation and release the leaders. We suggest the PM to convene an all-party meeting and take the opposition into confidence and, as Rahul Gandhi suggested, allow the opposition leaders, accompanied by media, to visit the Valley, Jammu and Ladakh and meet the people.' On governor's invite to Gandhi, Sharma said: 'Gandhi is not seeking the hospitalities of the administration. He does not wish to go there as a guest but as a political leader along with other opposition leaders to meet the people there.'

General Bipin Rawat Indian Army Chief

Everybody does precautionary deployments... We have to be always prepared... One should know how the Army and the common public used to live together in J&K in '70s and '80s

the common public used to live together in Jammu and Kashmir in the '70s and '80s. We used to meet without guns and if everything stays normal, we will once again go back to having that relationship,' the Army chief said. Intelligence reports suggest that terrorists operating in Kashmir have been instructed by their handlers across the border to maintain a low profile but incite large-scale violence, sources said.

THERE IS A CERTAIN KIND OF ISLAM THAT DOESN'T HONOUR EVEN RAMZAN OR EID. IT SPREADS ONLY VIOLENCE: INDRESH KUMAR

Next Move Should be to Bring Kashmiri Muslims on Path of Bharatiyata

Vasudha.Venugopal@timesgroup.com

New Delhi: Senior RSS leader Indresh Kumar, the Sangh Parivar's point person in J&K, told ET on Tuesday that with Article 370 deactivated, the next move should be to bring Kashmiri Muslims on the path of 'Bharatiyata'. 'There is a certain kind of Islam that doesn't honour even Ramzan or Eid. It spreads only violence. Pulwama made it very clear. Kashmiri Muslims should stay away from that kind of Islam. Muslims elsewhere in the

country have accepted the principle of one nation, one flag, one constitution and one citizenship that everyone in the country follows. That is the only way the Valley can develop.' Indresh Kumar, who has worked in the Valley on behalf of the RSS for 18 years, runs 30 different organisations in J&K which reach out to Muslims who favour India over Pakistan, and works with them, providing them education and health facilities. Kumar said Jammu, Ladakh and a quarter of the Kashmir Valley are happy that Article 370 has been abro-

Indresh Kumar Sangh Parivar's point person in J&K

Muslims elsewhere in the country have accepted the principle of one nation, one flag, one Constitution and one citizenship. That is the only way the Valley can develop



gated. 'Nearly two-thirds of the J&K population is ecstatic with the removal of the Article. Justice has been served to Pandits, Dogras, Sikhs, Shia Muslims, Gurjar and Dalits of J&K. Only some Muslims who have been misled by self-serving leaders of the Valley and a very dangerous type of Islam are resisting,' he said. He said the Kashmir Valley has been an integral part of India and that 'nationhood and nationalism were important for the Valley to move forward'.

'There is a significant portion of Kashmiri Muslims who want peace and development and are sure only India can give them that,' he said. Over the last few days, the senior RSS leader has attended over four meetings with former Army officers on cross-border terrorism, Pakistan-sponsored terrorism, state of Indians in Pakistan and the rise of Islamic radicalism in Kashmir Valley. Two of his organisations have started work to reach out to diplomats on ways to stop Pakistan intruders into the Valley

and get the international community to isolate Pakistan. The RSS leader said that for the past few years his organisations have been reaching out to people in Jammu and Kashmir, particularly Muslims outside the Valley, on the 'undesirable effects of Article 370.' 'Kashmiri Muslims have been misled to believe that it will protect them but it was only increasing the separatist sentiment in the Valley. Some people were using it as a tool, both inside and outside Kashmir,' the RSS leader said.

# CBI Should've Statutory Status Like CAG: CJI

'Move will ensure CBI is delinked from the administrative control of the government'

**Our Political Bureau**

New Delhi: To ensure "administrative autonomy" for the Central Bureau of Investigation (CBI) and for its investigations to remain unaffected by any political interference, the premier agency should be given "statutory status through a legislation equivalent to that provided to the Comptroller & Auditor General (CAG)", Chief Justice of India (CJI) Ranjan Gogoi has said.

"This is to ensure that the CBI is 'delinked' from the 'overall administrative control' of the government, he said, while delivering the keynote address at the 18th edition of the DP Kohli Memorial lecture, which was attended by the Air Chief Marshal, Chief of Army Staff, Supreme Court and High Court judges, current and former directors of the CBI, among many other personalities.

Although the CBI has managed to carve out a special place for itself, Gogoi said it "has not been able to meet the standards of judicial scrutiny in a number of high-profile and politically sensitive cases". "Equally true it is that such lapses may not have happened infrequently. Such instances reflect systemic issues and indicate a deep mismatch between institutional aspirations, organisational design, working culture, and governing politics".

To address increasing incidence of interstate crimes, the CJI said, "An argument could be made for including 'public order' in the concurrent list, for the limited purposes of investigating such crimes".

Citing "political and administrative interference" as a key concern, the CJI said, "Why is that whenever there are no political overtones to the case, the CBI does a good job. A reverse situation led to the celebrated case of Vineet Narain vs UOI, wherein the SC expressing concern at the state of affairs, laid down explicit guidelines for protecting the integrity of

**CBI has not been able to meet the standards of judicial scrutiny in a number of high-profile and politically sensitive cases**

**Challenge is to ascertain how to make the CBI functional as an efficient and impartial investigative agency fully motivated and guided by the objectives of service to the public at large, upholding the constitutional rights and liberty of the people, and capable of performing in an increasingly complex time**

**RANJAN GOGOI**  
Chief Justice of India



the force". Quoting the Delhi Special Police Establishment Act 1946, Gogoi said the "possibility of it being used as a political instrument remains ever present".

Justice Gogoi said "lack of adequately qualified and competent workforce" was another concern with 15% posts in the executive rank and 56.17% in the technical officer rank lying vacant.

Gogoi further said that the recent "operationalisation of the Lokpal, is indeed promising" and that the current "challenge is to ascertain how to make the CBI functional as an efficient and impartial investigative agency fully motivated and guided by the objectives of service to the public at large, upholding the constitutional rights and liberty of the people, and capable of performing in an increasingly complex time".

## 10 of 13 SDF MLAs Join BJP in Sikkim

BJP gets main opposition status in a state where it had no MLAs

**Our Political Bureau**

New Delhi: The Bharatiya Janata Party (BJP) got a major boost with 10 of the 13 sitting MLAs of Sikkim Democratic Front (SDF) switching allegiance to the saffron camp on Tuesday, making it the main opposition in the state.

The MLAs joined BJP in the presence of party national general secretary Ram Madhav and media department head Anil Baluni at the party headquarters here. BJP had not won any seat in the assembly elections in May 2019.

The MLAs met BJP working president JP Nadda before joining the party.

Dorjee Lepcha, Narendra Kumar Subba, Karma Sonam Lepcha, Tashi Tendup Bhutia, Parwanti Tamang, Raj Kumari Thapa, Ugyen Tshering Gyatso Bhutia, Krishna Bahadur Rai,

Dilli Ram Thapa and Pintso Namgyal Lepcha joined BJP.

SDF had won 15 seats in the elections with Pawan Kumar Chamling and Dorjee Lepcha winning from two seats. Byelections are to be held to two seats that have fallen vacant after they resigned. Another seat is also vacant and so bypolls will be held for the three seats.

"SDF has ruled over Sikkim for 25 years. Under the leadership of Amit Shah, two thirds of SDF MLAs has joined BJP. The party will play the role of a constructive opposition in the Assembly," said Ram Madhav.

**DAY-LONG WORKSHOP OF BJP STATE ELECTION OFFICERS HELD**

# BJP Organisational Polls From Sept 11, New Chief to be Elected by Early 2020

Elections will be held in all the states barring poll-bound Haryana, Maharashtra and Jharkhand



Prime Minister Narendra Modi with Lok Sabha Speaker Om Birla and MPs at the inauguration of dynamic lighting facility in Parliament on Tuesday

Kumar Anshuman @timesgroup.com

New Delhi: Bharatiya Janata Party started preparations for its organisational election with a day-long workshop of state election officers of the party from 33 states in Delhi on Tuesday.

Former Union minister and BJP's national election in-charge Radhamohan Singh, the party's

national working president J P Nadda, and general secretary in-charge of organisation B L Santosh attended the workshop.

"The election process shall begin on September 11, where party will elect booth president and booth committee members," Singh told ET. "Ours is a complete democratic and transparent system of election right from the grass root level to the top."

BJP's organisational election ta-

**MMS Files RS Poll Papers from Rajasthan**

**Jaipur:** Former prime minister Manmohan Singh filed nomination papers for the bypoll to Rajya Sabha from Rajasthan on Tuesday. Singh filed four sets of nomination papers in the chamber of returning officer in Rajasthan Assembly and expressed gratitude to the Congress for nominating him. -PTI

District-level office bearers would be elected in November, and the party is expected to complete election of state presidents by December 15. "After state-level elections, a new election committee will be formed to conduct the election for the national president's post," Singh said. He has written a letter to all state units to adhere to the timeline of elections. "This way party could get a new national president by early next year. Till the time, home minister Amit Shah shall remain as party president, Singh said.

Ever since Shah became the home minister of the country, it is widely expected that following the one person, one post formula, he would step down as party president. Soon after the general election, Nadda was appointed as national working president in June.

In July a new team for conducting organisational election, led by former union minister Radhamohan Singh, was formed. Singh is assisted by Lok Sabha MP Vinod Sonkar, former MP Hansraj Ahir, and C T Ravji, an MLA from Karnataka.

**'BABRI MASJID BUILT OVER DEMOLISHED TEMPLE'**

# Mosque Cannot Come in Way of Lord Rama's Title Over Site, Counsel to SC

Hindus have been praying at janmasthan for centuries: Lawyer

Samanwaya Rautray @timesgroup.com

New Delhi: The Babri Masjid was built over a demolished temple at the disputed Ayodhya site worshipped by the Hindus as the birthplace of Lord Rama and hence no mosque could come in the way of Lord Rama's title over the place, Ram Lalla claimed before the Supreme Court on Tuesday.

Staking claim to the entire area to the exclusion of Nirmohi Akhara, which currently manages the deity's affairs, senior advocate C S Vaidyanathan, appearing for Ram Lalla, claimed that the Hindus

have been praying at the "janmasthan" for centuries. A temple existed there, he said, citing an archaeological expert's opinion placed before the Allahabad High Court that had ruled division of the disputed land in 2010.

The pillars and the stones and the artefacts recovered from the site showed this, Vaidyanathan claimed quoting the expert. Presence or absence of an idol at the disputed site would not make any difference to this fact, he argued.

He, however, also argued that the existence or otherwise of a temple would not make any difference to the Hindu claims. The entire disputed land in Ayodhya was a revered place for the Hindus and was in fact the "deity" and could not be shared with others or be divided. "This will amount to destruction of the deity," Vaidyanathan claimed.

"The mere fact that a mosque came

up later does not change the fact that the place is a deity," he claimed.

"The Hindus never accepted their ouster from the place. They continued to go there for centuries to worship Lord Rama. The Muslims never had continuous, exclusive possession of the land to claim adverse possession," he argued. He also claimed that the Muslims had conceded this point before the Allahabad High Court. The Muslims regularly prayed there only till 1934, Vaidyanathan claimed. After that they only offered

Friday prayers till the night of Dec 16, 1949, when idols were placed under the dome.

The bench then demanded to know that if both sides were praying there and were hence in joint possession, what would be the effect of such joint possession on their rights? Vaidyanathan claimed that the place was the deity and hence cannot be divided and destroyed. This prompted Justice D Y Chandrachud to point out that this "postulates that your world view is universal. It is not."



**UNIT / BUSINESS FOR SALE**

A Profit Making TEXTILE UNIT with Weaving, Knitting, Dyeing, Printing facilities (estimated cost to set up a new unit - Rs.60 crore +) in central U.P. available for Sale on As Is Where Is Basis at an Attractive Price as the Promoter is Migrating. Excellent Opportunity for Garment Brands / Export Houses / Allied Industries / Investors. Assistance in Running the unit is possible, if needed. Return in Double Digits.

Contact : investintextile@gmail.com

IT'S WHAT WE MAKE THAT DEFINES US.

**90 Years** | **DS GROUP**

Mouth Fresheners

**BABA** **Rajpignadba** **TULSI**

Confectionery

**PASS PASS** **Rajpignadba Silver Pearls** **PULSE** **chingles** **FRU**

Food & Beverages

**KEWAL** **Nature's Miracle** **Catch** **Le Marche** **L'OPERA**

**TATV** **Liquid Life**

Hospitality Dairy Agri

**THE MANU MAHARANI** **NAINITAL** **NAMAH** **DAIRYMAX** **sheer** **DS AGRI BUSINESS**

# NRC Exclusions to be Published Online on Aug 31

**KEEPING IT SECRET** Supreme Court orders Aadhaar-type security for the rest of NRC data

**Samanwaya.Rautray**  
@timesgroup.com

New Delhi: The final exclusions made in the National Register of Citizens (NRC) will be made public on August 31, 2019, the Supreme Court said on Tuesday. It has also directed the government to put in place an Aadhaar-type protection regime for the rest of the data collected by the NRC so far to ensure its safety. Only after that should the list of inclusions and exclusions be made available to the state and central governments and the Registrar General of India, it said.

"We direct that the list of exclusions to be published on August 31, 2019, shall be published only online and shall be family-wise," a two-judge bench, comprising Chief Justice of India Ranjan Gogoi and Justice RF Nariman, said.

1971, or on the basis of 10 other specified official documents, including ration cards.

A prayer was made to the court subsequently to clarify whether claiming citizenship by birth under the Citizenship Act can also be included in the NRC. The court clarified on Tuesday that this issue was pending before a constitution

**LISTING OF INCLUSIONS**

Only hard copies of list of inclusions will be published at NRC seva centres, circle offices and the offices of the DMs

Only hard copies of the supplementary list of inclusions will be published at the NRC seva centres, circle offices and the offices of the district magistrates of the state, it said.

The bench did not agree to changing the rules midway for drawing up the controversial NRC which had left out over 40 lakh people from its draft list.

Assam's NRC coordinator Prateek Hajela will declare the final list on August 31.

In Assam, the NRC coordinator has been examining the claims of all persons (including persons born in India) to be included in the NRC.

These inclusions are related to entries made either in the National Register of Citizens, 1951, or any of the electoral rolls prepared up to the midnight of March 24,

bench and would be addressed after a ruling has been delivered.

The issue pending is whether the expression "every person born in India" would apply only to persons born to Indian citizens.

And whether the expression "either of whose parents is a citizen of India at the time of his birth" in S.3(1)(b) of the Citizenship Act, 1955, would apply to only a person who is born to parents one of whom is a citizen and the other a foreigner, provided he or she has entered India lawfully and his/her stay in India is not in contravention of applicable Indian laws.



ZAHID

# PSU HOPES FOR ORDER OF 10 FIGHTERS THIS YEAR PSU says additional jets fastest way to build numbers; IAF only looking at replacements HAL Pitches For 4 More Squadrons of Su-30MKI

Manu.Pubby@timesgroup.com

New Delhi: State-owned Hindustan Aeronautics Ltd (HAL) has pitched for an order to manufacture four additional squadrons of the Su-30 MKI jets to quickly meet gaps in fighter squadron strength but the air force seems to be only keen on ordering replacements for aircraft that have been lost in accidents.

The proposal for manufacturing 72 more fighter jets to add to the current order for 272 was made by the HAL but officials said that the air force has not been keen due to budgetary issues. HAL is hopeful that an order for at least 10 additional aircraft is placed this year so that its Sukhoi manufacturing plant in Nasik does not fall idle.

"If we are looking at a strength of 42 squadrons for the air force, the fastest means of getting it is to go for more Light Combat Aircraft and the Su-30 MKI jets. We are currently making 12 of the fighters per year at the Nasik plant," HAL chairman R Madhavan told ET.

The company has shared cost break-ups to manufacture one, two, three or four squadrons, leaving it for the air force to take a call on the numbers that it wants. Sources have told ET that as of now, the air force is only looking at an order of 8-10 more of the jets to make up for accident losses.

A worry for HAL is that if orders for the jets are not placed this year, its manufacturing line in Nasik will go defunct and the base of Indian vendors that it has created over the past decades will get disrupted. HAL currently produces the jets for around ₹450 crore each.

"If the order does not come this year, there will be a two-year gap before the line can be restarted as we have to order kits and other parts. The vendor base will be out of business and the ramp up after the gap will be both costly and time consuming," Madhavan said.

HAL's proposal, which his cur-

## The Fear Factor

HAL hopeful of new order for 72 fighter jets this year so that its Sukhoi plant in Nasik does not fall idle

IAF not been keen due to budgetary issues

Fears the base of vendors it has created over the past decades will get disrupted

The Air Force is only looking at an order of 8-10 more of the jets to make up for accident losses

If the order does not come this year, there will be a two-year gap before the line can be restarted as we have to order kits and other parts. The vendor base will be out of business and the ramp up after the gap will be both costly and time consuming



R MADHAVAN HAL Chairman

## WAITING FOR RAFALES

IAF, which is awaiting delivery of Rafale jets next month, is keen on adding to its order for 36 of the French-origin aircraft

## LONG TIME LAG

Even if a contract for fighter jets is signed with a foreign manufacturer, it will take at least three years to get the first aircraft, says Madhavan

orders by adding the standard annual escalation.

"This is the fastest method to get more fighter jets. The attrition rate of the older MiG 21s and Jaguar jets is very high. Even if a contract is signed with a foreign manufacturer, it will take at least three years to get the first aircraft," the HAL chief said, adding that the company is awaiting responses to its proposals from the air force and ministry of defence.

The air force, which is awaiting the delivery of its first new Rafale fighter jets next month, is keen on adding to its order for 36 of the French origin aircraft, with sources telling ET that it requires at least two more squadrons.

The concern being a rapidly decreasing squadron strength that currently lies at 30 but is expected to dip rapidly over the next two years as the MiG 21 and 27 series of fighters are retired from service. An ongoing process to select a foreign partner and Indian manufacturer to make 114 new fighter jets under 'Make in India' expected to take at least five years and the air force's worry is that its conventional edge could be blunted due to a lack of numbers.

# Sochi-Like Centre For Talented Children in Works

**OCTOBER START** 60 children will be selected for a mentorship & training programme

Anubhuti.Vishnoi  
@timesgroup.com

New Delhi: A year after Prime Minister Narendra Modi visited the Sirtus Centre for Gifted Education in Sochi on Russian President Vladimir Putin's invite, a similar project is set to get underway in India—at the PM's suggestion.

ET has gathered that the Modi government is preparing to set up a Centre of Excellence for gifted children in India and will launch a pilot project on it in October as part of its 100-day governance agenda.

To start with, 60 school-going children from classes nine to 12 will be selected for an intensive mentorship and training programme that is proposed to be held at IIT-Delhi and the National Bal Bhawan.

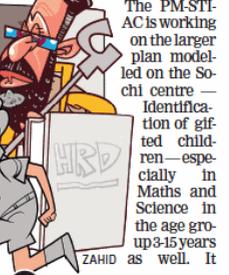
The 15-day residential programme scheme—yet to be officially named—will be fully government funded and involve identification of the skills of the chosen students and ways to channelise those.

The union human resource development (HRD) ministry and the Prime Minister's Science, Technology and Innovation Advisory Council (PM-STIAC) are coordinating the programme. Scientific Advisor to PM Dr K Vijay Raghavan has already chaired two meetings on the plan.

As part of the pilot project, 30 children will be selected for the liberal arts module and another 30 for the science and engineering module.

The HRD ministry is considering starting off with selecting top-scoring students across Olympiads, contests and competitions organised by governmental and autonomous bodies. While two meetings have already been held on the India's gifted children scheme, the final modalities are still under discussion.

The PM-STIAC is working on the larger plan modelled on the Sochi centre—identification of gifted children—especially in Maths and Science in the age group 3-15 years as well. It



## PM MODI'S PUSH

PM Modi is said to be impressed by the Sochi project and work began on a similar project in India in October 2018

plans to conduct field studies in various parts of the country to identify gifted children and devise comprehensive mentoring mechanisms for them. The National Institute of Advanced Studies (NIAS, IIS Campus, Bengaluru) University of Delhi and the Agasiya Foundation in Bengaluru are to collaborate for the project.

# Chhattisgarh's Cong Govt Hikes SC Quota to 13%, Says it's in Proportion to Population

We are correcting a wrong decision of the Raman Singh government. The Scheduled Castes in Chhattisgarh will now get reservation in proportion to their population



BHUPESH BAGHEL CM, Chhattisgarh

State govt refuses to introduce 10% quota for economically weaker sections

Nidhi.Sharma  
@timesgroup.com

New Delhi: The Congress government in Chhattisgarh has decided to increase reservation for Scheduled Castes in educational institutions and government jobs by a percentage point to 13% from 12%.

The government has termed this decision as correcting the "wrong" done by the previous BJP government in the state. "The Scheduled Castes in Chhattisgarh will now get reservation in proportion to their population," chief minister Bhupesh Baghel said. "We are correcting a wrong decision of the Raman Singh government."

At present, SCs have 12% reservation in Chhattisgarh. SCs make up about 12.8% of Chhattisgarh's estimated 25.6 million population.

In January 2012, through an executive order, the state government had reduced the reservation of the SC community to 12% from 16% while increasing the reservation for STs to 32%. The reservation for OBCs has remained at 14%.

"This has been a long pending demand and the government has taken the decision to give SCs their right," an official in the Chief Minister's Office (CMO) told ET.

The total percentage of reservation in the state would now go up to 59% from 58%. The move is being seen by political opponents as an attempt to woo the Dalits in the state. Mayawati's BSP had fought the 2018 assembly elec-

tions in alliance with AitJ Jogi's Janta Congress Chhattisgarh. While BSP had increased its seat tally from one to two, JCC had cornered five seats.

Even as it has taken a call to increase reservation for SCs, the Chhattisgarh government has refused to introduce 10% quota for economically weaker sections (EWS), which has been introduced by the BJP government at the Centre through a constitutional amendment in January this year. "We need to study 10% quota for EWS minutely," a Chhattisgarh government spokesperson told ET. "The last caste census took place in 1932. We do not know how castes have grown numerically in recent times. So far, there has been no decision to introduce it."

The Chhattisgarh government is now maintaining that upper castes in the state are less than 10%.

"We do not know the exact numbers but they are definitely not more than 7-8%. So, why should we deprive the more needy SCs and STs, who are more numerous in Chhattisgarh, of reservation benefits?" said the spokesperson.

In 2012, the state govt had cut SC quota to 12% from 16% and hiked STs quota to 32%

The total percentage of reservation in the state would now go up to 59% from 58%

No decision to introduce it. The Chhattisgarh government is now maintaining that upper castes in the state are less than 10%. "We do not know the exact numbers but they are definitely not more than 7-8%. So, why should we deprive the more needy SCs and STs, who are more numerous in Chhattisgarh, of reservation benefits?" said the spokesperson.

## Kiri Industries Limited

Future Full of Colours....

(CIN-L24231GJ1998PLC034094)

Reg.Off: 7th Floor, Hasubhai Chambers, Opp. Town Hall, Ellisbridge, Ahmedabad - 380 006

Phone No. (0) 079-26574371/72/73, (F) 079-26574374, Email: info@kiriindustries.com website: www.kiriindustries.com

**Operational Highlights of the Quarter:**

- Company has delivered a steady and improved set of results, especially on the margins front.
- Management proactively has strengthened Product mix, in favour of margins, rather than chasing revenues.
- As a direct result of management strategy, Standalone EBITDA margin has improved from 11.79% to 13.7% sequentially.
- Operating EBITDA saw a sequential growth of 6% to Rs. 38.1 crores.
- Standalone Net Profit grew a healthy 18% sequentially to Rs.25.92 crores, despite higher depreciation relating to ongoing CapEx.
- It is very important to note that these margin and EBITDA improvements have come despite substantial continuing legal expenses relating to the ongoing litigation and subsequent proceedings at Singapore.
- On a consolidated basis, results were healthy with Profit Before Tax from continuing operations growing 37.5% QoQ to Rs.50.4 crores and Profit After Tax growing by 49% sequentially to Rs.39.28 crores.
- The results of Dystar, while containing several disputed charges, are, in fact, no longer relevant for the company because as per the ruling of Honorable SICC (and further confirmed by the Singapore Supreme Court vide its order dated May 29, 2019), the value of Kiri's stake in Dystar, has been frozen as per fundamentals of Dystar existing on the effective date of July 3, 2018. Any subsequent changes in Dystar's financials, have absolutely no bearing whatsoever for the valuation of Kiri's stake in Dystar. Senda Group is now obligated, as per the Order of the SICC, to buy out the Kiri's stake in Dystar as per the valuation based on Dystar financials on the effective date of July 3, 2018. The process to determine the valuation is currently on, and valuation reports are expected to be submitted by Kiri on or around August, 2019. The SICC shall then determine the appropriate valuation of Dystar and the resultant valuation of Kiri's stake, at which Senda has to buyout Kiri's stake in Dystar.
- The Company's Specialty Intermediates Chemicals Complex is partly complete with more capacities coming on-stream in a phased manner. This will broaden our product portfolio and reduce dependence on any single product.
- As has been conveyed earlier, for this and future expansions, the company remains focused on generating non-dilutive growth, with improving return on equity and free cash generation, for its shareholders.

**Disaster Results:**

DyStar, the world's largest dyes company in which KIL owns 37.57% stake, continues to improve its global strength and product portfolio resulting in sustained performance and profitability. For the quarter under review the DyStar has clocked revenue of US\$ 238.70 Mio and loss of US\$ 10.27 Mio.

Particulars	Quarter ended	Quarter ended	Quarter ended
	30.06.2019	31.03.2019	31.12.2018
	Unaudited	Unaudited	Audited
Revenue	298.70	283.20	269.00
EBIT	33.70	20.00	0.10
Proforma profit After Tax	(10.27)	8.60	(12.90)

**Unaudited Consolidated financial results for the quarter ended June 30, 2019**

(Rs. in lakhs)

Sr. No.	Particulars	Quarter	
		Unaudited 30.06.2019	Unaudited 30.06.2018
<b>1</b>	<b>Income from operations</b>		
	(a) Revenue from Operations	36,640.14	33,306.81
	(b) Other Income	44.31	72.19
	<b>Total income from operations</b>	<b>36,684.45</b>	<b>33,379.01</b>
<b>2</b>	<b>Expenses</b>		
	(a) Cost of materials consumed	21,864.97	19,004.79
	(b) Purchase of stock-in-trade	862.59	1,500.21
	(c) Changes in the Inventories of finished goods, work-in-progress and stock-in-trade	591.17	204.70
	(d) Employee benefits expense	1,113.59	942.94
	(e) other expenses [Manufacturing expenses (like power & fuel, labour charges), Administrative expenses and Selling and Distribution expenses]	6,029.06	4,920.11
	<b>Total Expenses</b>	<b>30,461.37</b>	<b>26,572.75</b>
<b>3</b>	<b>EBIDTA (1-2)</b>	<b>6,223.08</b>	<b>6,806.26</b>
<b>4</b>	<b>Depreciation and amortisation expense</b>	<b>1,060.30</b>	<b>826.32</b>
<b>5</b>	<b>Finance costs</b>	<b>122.82</b>	<b>120.65</b>
<b>6</b>	<b>Profit Before Tax (3-4-5)</b>	<b>5,039.96</b>	<b>5,859.29</b>
<b>7</b>	<b>Tax expense</b>	<b>1,111.97</b>	<b>796.42</b>
<b>8</b>	<b>Profit after tax (6-7)</b>	<b>3,927.99</b>	<b>5,062.87</b>
<b>9</b>	<b>Other Comprehensive Income (Net of Tax)</b>	-	-
<b>10</b>	<b>Share of associates</b>	<b>(2,668.16)</b>	<b>3,560.55</b>
<b>11</b>	<b>Total Comprehensive income after minority interest and share of profit of associates (8+9+10)</b>	<b>1,259.83</b>	<b>8,623.42</b>

By Kiri Industries Ltd.  
Sd/-  
Manish Kiri  
Managing Director

Date: August 12, 2019  
Place: Ahmedabad

**This is Non Statutory Release**

**MSME TECHNOLOGY DEVELOPMENT CENTRE (PPDC)**  
Ministry of MSME • Government of India  
Organization, Foundry Nagar, Agra-282006

**Entrepreneurship Development Programme on DIGITAL MARKETING**

6 MONTHS OF FREE HAND HOLDING SUPPORT

VENUE: IITM, Noida Campus, A-36, Sector-62, Noida (UP)  
Date: 17<sup>th</sup> & 18<sup>th</sup> August 2019 (2 Days) | Time: 10:00 AM to 6:00 PM  
Fees: 5,500/- (Included Course Fee, Govt. Certificate, Soft Study Material, Lunch & Tea)

**COURSE CONTENT:** • SMM • Blog • YouTube Monetisation • Facebook Marketing • Twitter Marketing • Google Adwords & Analytics • Google AdSense Keyword Generation • Affiliate Marketing • SEO • PPC • Email Marketing • Website Creation using WordPress.

**Saurabh Kaushik: 98115 73331, 88268 72566**  
E-mail: dsr25@gmail.com | Website: www.ppdccagra.dcmsme.gov.in  
E-CERTIFICATE OF PARTICIPATION WILL BE AWARDED

**MSME TECHNOLOGY DEVELOPMENT CENTRE (PPDC)**  
Ministry of MSME • Government of India  
Organization, Foundry Nagar, Agra-282006

**Training Programme on Start & Grow Business Through YouTube**

VENUE: IITM, Noida Campus, A-36, Sector-62, Noida (UP)  
Date: 18<sup>th</sup> August 2019 (Sunday) | Time: 10:00 AM to 6:00 PM  
Fee: 3,800/- (Included Course Fee, Soft Study Material, Lunch & Tea)

To learn safe & assured ways of making best use of YouTube to earn money, work at home/office & promote business for income generation.

**COURSE COVERS:** • Creation of Videos • Channel Making • Page Branding • Content Strategies • Attracting Viewers • Earning Money • Monetising Channel • YouTube Analytics WHO SHOULD ATTEND: • Those interested to start small Business from Home. Must attend for Professionals • Entrepreneurs • Students • Housewives • Retired Persons.

**Saurabh Kaushik: 98115 73331, 88268 72566**  
E-mail: dsr25@gmail.com | Website: www.ppdccagra.dcmsme.gov.in  
E-CERTIFICATE OF PARTICIPATION WILL BE AWARDED

**एमएमआरडीए**  
MMRDA

**MUMBAI METROPOLITAN REGION DEVELOPMENT AUTHORITY**  
(A Govt. of Maharashtra Undertaking)

MMRDA old Building, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051.  
Phone: +91-022-2406 5101  
e-mail: gln.murthy@mailmmrda.maharashtra.gov.in  
website: https://mmrda.maharashtra.gov.in

**Short E-Tender Notice**

**Supply of Guide wheel tyres & Load wheel tyres for Mumbai Monorail**

MMRDA invites proposals from reputed firms for Supply of Guide wheel tyres & Load wheel tyres for Mumbai Monorail.

The Tender is available to download on the website: <https://mmrda.maharashtra.gov.in/tenders&vacancies> from 14<sup>th</sup> August 2019.

Please visit MMRDA Website: <https://mmrda.maharashtra.gov.in/home> for further details.

The last date for submission of the proposals is 20<sup>th</sup> August 2019 by 1600 hrs.

Date: 14/08/2019  
Place: Mumbai

Sd/-  
Chief Operating Officer,  
Monorail-PIU

# Flood Toll at 225 in 4 States

Thiruvananthapuram/ Mumbai/ Bengaluru: The death toll in flood-affected states mounted to 225 on Tuesday, with 91 perishing since August 8 in Kerala where more rain has been forecast, even as the weather in deluge-hit Karnataka and Maharashtra improved, allowing authorities to speed up rescue and relief operations. Odisha, which is being battered by heavy showers since last week, on Tuesday saw a flood-like situation in parts of the state and the forecast is of more rains in the next two days. Besides Kerala, 54 have died in Karnataka, 49 in Maharashtra and 31 in Gujarat.—PTI

TODAY ON  
ETPrime.com

**Risky Business**

The Oyo founder's \$2 billion share buyback is the latest chapter in a story of outsized ambition.

**Beauty & Bets**

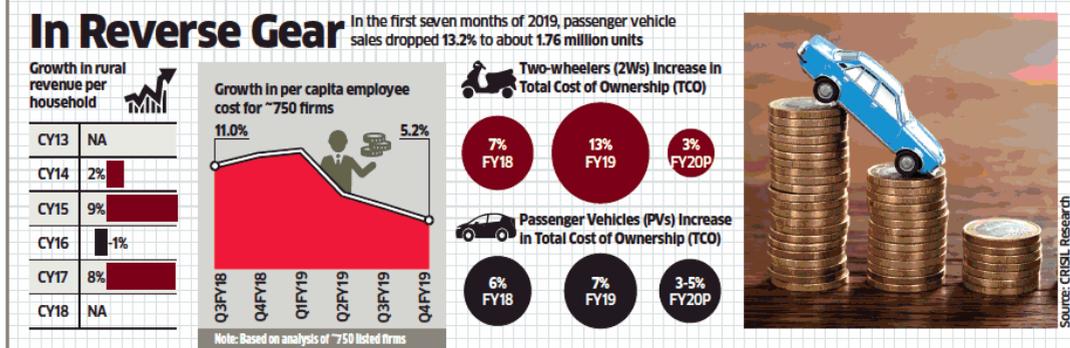
The South Korean beauty- and personal-care brand AmorePacifica is gunning for a sizeable market share in India.

**It's all Gold**

In the absence of any regulation, the cash-for-gold stores manage to keep growing without any accountability.

# Slow, Slower, Slowest

Facing multiple headwinds, industry pins hopes on a govt bailout package to kickstart a revival



Sharmistha Mukherjee & Ketan Thakkar

New Delhi | Mumbai: Passenger vehicles sales are headed towards posting their steepest yearly decline in nearly two decades, suggest market trends, as slowing economic activity, high vehicle prices, shortage of financing options and weak rural sentiment weigh on demand.

The slowdown has in fact been across the automobile industry with commercial vehicle and two-wheeler sales too taking a hit. The industry has been seeking a stimulus package, such as easier GST rates, to ride out the tough market that manufacturers claim is also hurting the government's tax collections and costing jobs.

In the first seven months of 2019, passenger vehicle sales dropped 13.2% to about 1.76 million units, according to data from the Society of Indian Automobile Manufacturers (SIAM). In July, passenger vehicle sales dropped almost 31%, underscoring the difficult market condition that the industry is going through. In July, passenger vehicle sales dropped almost 31%, underscoring the difficult market condition that the industry is going through. The steepest annual drop so far since 2001 was 7.5%,

recorded in 2013.

Sales of commercial vehicles in the past quarter dropped 9.53%, the most in five years. In the two-wheeler segment, sales fell 11.68% in the April-June period, the steepest since the third quarter of 2009.

"The (automobile) sector has been hit from all fronts," said Hetal Gandhi, a director at ratings firm Crisil. "On one hand, acquisition price or running cost has gone up severely (while) on the other, liquidity is also a major challenge. Even the salary growth has been muted which has further impacted the buying sentiment adversely."

Crisil expects all segments of the market to register a decline of 2-8% in sales in fiscal 2020, he said. "Next year, too, the market is expected to remain sluggish."

Maruti Suzuki chairman RC Bhargava blamed several factors for the slowdown. "The cost of acquiring vehicles has gone up sharply the past year. Regulations on safety have come in along with those on higher emission norms, raising vehicle prices. Insurance costs have risen, some states have levied additional taxes," he said. Also, despite rate cuts by the Reserve Bank of India, financing costs have gone up, he added.

Crisil's data show the cost of ownership has jumped 12-15% for cars and 20% for two-wheelers in the past year, against the decadal average of 4-5%.

Availability of finance to the automobile sector has reduced as a credit crisis hit non-banking finance companies, a key source of loans in the auto industry. Stricter lending rules put in place by banks and other lenders made raising working capital further difficult for dealers as well.

Uncertainties in the minds of consumers over the government's vehicle electrification drive added to the woes, said industry executives. "Although the government has not said anything about electric four-wheelers, somehow consumers are under the impression that low-cost electric cars are around the corner... (and) they can avail of income tax rebates on purchasing such cars," said Bhargava.

The Maruti Suzuki chairman is not hopeful of any immediate revival in the market unless the government puts in place some incentives.

Anand Mahindra, the chairman of Mahindra & Mahindra, said short-term measures to kick-start demand in the auto industry "will serve a greater national purpose".

"Think about it: according to SIAM

estimates, the slowdown has resulted in an 8% loss in GST collection in the first six months of 2019. Just to catch up with the FY19 GST collections, the auto industry will need to grow at a rate of at least 7% in the remaining eight months of the FY20," Mahindra said.

"The most obvious and welcome first aid" is a temporary relief on the GST front, "either by modifying the slabs, or if that is not possible, by removing the cess", Mahindra said. Another suggestion would be a re-look at the registration fees which have gone up very substantially and a roll back of the increases in road tax mandated by state governments after the introduction of GST, he said. "I'm hopeful that these few actions along with the traditional post monsoon revival will set us back on track and positively impact the economy."

Meanwhile, many customers have chosen to hold on to purchases hoping that they would get BS-IV vehicles at heavy discounts next year, before India adopts the more stringent BS-VI emission standards in April 2020. "Automakers this time are aware of the switch-over deadline and are unlikely to build up year-end inventory triggering a distress... Maruti Suzuki is unlikely to have one," said Bhargava.

## Appliances to Cost 10% More as Cos Turn Energy Efficient

Writankar.Mukherjee @timesgroup.com

co-president (home appliances and AC), LG.

Kolkata: Consumers will soon pay a 5-10% premium on buying washing machines and microwave ovens as white goods makers are planning to roll out star-rated energy efficient models from this month onwards as per government's energy efficiency programme.

The hike could be anywhere between ₹1,000 to ₹3,000, with maximum for higher capacity models and those with 5-star ratings. Companies are replacing their existing product line-up of washing machines and microwave ovens with star-labelled ones. Prices of refrigerators and air-conditioners too would go up by 8-10% from next year with the government tightening energy norms for these from January.

India's largest white goods maker by market share, LG Electronics India, has decided to roll out star-rated models for washing machines this month and microwave ovens by Diwali. "There would be some price hike for star-rated products to make them energy efficient, but we expect this will not impact demand since we would explain to consumers the value proposition and savings in buying an energy efficient model," said Vijaya Babu, vi-

Over **50%** employees are uncomfortable in their Office chairs. Ergonomical office chairs are the answer. Ask **Durian** 1800 22 3242

## Toyota Kirloskar Hails PM's Stand on Auto Sector

Bengaluru: Toyota Kirloskar Motor vice-chairman Shekar Viswanathan on Tuesday welcomed Prime Minister Narendra Modi's statement clarifying that the Centre has technology agnostic on the automobile sector.

"The PM has done an excellent service to the automobile industry with this clarification. The tax policy has to mirror this thinking of the PM. I hope the GST Council will take note of the PM's remarks and align the GST rates with his policy approach with necessary corrections," he told ET.

In an exclusive interview to ET, Modi had said the slowdown in the automobile sector was temporary and the focus on electric vehicles should not be a cause for worry for the rest of the industry.—Our Bureau

Call 7876400400 to post **16 LAKH OWNERS** HAVE PUT THEIR TRUST IN MAGICBRICKS TO SELL PROPERTIES WORTH **₹10,000 CRORES**. SO, WHAT ARE YOU WAITING FOR?

Assisted Selling | Verified Properties | Premium Photoshoot | Property Valuation

Post your property for FREE **magicbricks** India's No.1 Property Site

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

# ACCELERATING INDIA'S PROGRESS

**DRAVYAVATI RIVER REJUVENATION PROJECT, JAIPUR**

- India's highest Transmission Line (13,500 feet)
- 212 projects under execution
- Eastern & Western Dedicated Freight Corridors (2000 track kms)
- 9 Elevated & Underground Metro Systems
- ISRO - Wind tunnel & Cryogenic Integrated Engine Testing Facility
- Prayagraj Airport, built in record time of 11 months

Tata Projects Limited is one of India's fastest growing and most admired infrastructure companies. The company has expertise in executing large and complex urban and industrial infrastructure projects. Leveraging latest technology and advanced construction methods, Tata Projects has successfully undertaken several infrastructure & EPC projects of national importance.

**TATA PROJECTS** Simplify.Create

To know more, log on to [www.tataprojects.com](http://www.tataprojects.com) | [tata.projects](https://www.facebook.com/tata.projects) | [OfficialTPLCommunity](https://www.facebook.com/OfficialTPLCommunity)

Plant & Systems | Construction & Environment | Transmission & Distribution | Transportation | Heavy Civil Infrastructure | Urban Built Form | Quality Services | Utility Services

# Fintech Counts on Content to Keep Investors Hooked

**TURNING A PAGE** Fintech startups offering stocks and mutual fund investments are leaning on specialised content to retain investor interest

**Pratik.Bhakta@timesgroup.com**

**Bengaluru:** Fintech startups that offer stocks and mutual fund investments are relying on specialised content to ensure investors do not drop off, at a time when stock market volatility is on the up.

From established players like Zerodha to early-stage companies like Groww, all are using blog posts, social media messages and innovative educational videos to explain the opportunity to investors in a choppy market, in order to help them take informed decisions.

"In all these years, we have learnt there is common investor behaviour in volatile market conditions. So, we are trying to educate them on how investors had reacted in the past. We are using graphs and charts to explain opportunities in these conditions," said Karthik

Rangappa, vice-president, equity research and education services at Zerodha.

The company runs three initiatives—Varsity, Tradingqna and ZConnect—to address concerns and questions raised by investors. It has received 46,000 queries overall, with the latest flurry being on two major topics—options trading and taxation—with around 20 to 40 queries

coming daily on each, Rangappa said.

ETMoney is also educating investors on how to deal with volatility. "We have been educating users to deal with volatility, with content that is fact-based, short-form and super-simple, like report cards for every mutual fund in simple English," said Mukesh Kalra, chief executive officer, ETMoney. ETMoney is owned by Times Internet, which is a part of the Times group that publishes this newspaper.

Early-stage startup Groww, which claims it has around 2.2 million users, is relying on video content. "We have created a 12-member in-house content team for both video and text; we are inviting industry experts to talk about investment to-

es, with many first-time investors needing education.

"Mutual funds penetration has grown dramatically over the last few years, but not everyone truly understands the product. The financial services ecosystem should educate investors about risks and time horizon-based return expectations," said Madhur Singhal, managing director at consultancy firm Praxis Global Alliance.

There are no qualitative metrics to relate content consumption with conversions, but redemptions, or withdrawal of invested money, are lower than new purchases, executives said.

At the time of redemptions, a graphic display of how an investment has behaved over the last seven to eight years helps customers refrain from taking impulsive decisions, said Sanjiv Singhal, chief operating officer of Scripbox.



**KARTHIK RANGAPPA**  
VP - equity research & edu services, Zerodha

**In all these years, we have learnt there is common investor behaviour in volatile market conditions. So, we are trying to educate them on how investors had reacted in the past**

**ANALYSTS, HOWEVER, HAVE A SOBER OUTLOOK**

## Oz We Like It, Says Parekh with \$1b from Down Under

Australia is now the third largest export market for Infosys, US and Europe being the top two

**Ayan.Pramanik@timesgroup.com**

**Bengaluru:** Infosys' Australia revenue has crossed \$1 billion, making it the third largest export market for the software services company, its top executive said.

The Bengaluru-based firm gets 85% of its revenue from the US and European markets. "Australia has now become over a billion dollar business on its own, (and) a very large market (for us)," Saill Parekh, chief executive officer, told ET. "We have also built strategic partnerships in Japan and Singapore. So, more opportunities there."

Currently, the US generates 61.65% of the tech services company's \$11.8 billion revenue, while Europe contributes 23.6%.

The IT services provider focuses on digital transformation at government agencies in the Asia Pacific region, while banking and financial services is another important business segment.

Infosys, which said last year it would create 1,200 jobs in Australia, has also partnered with Tennis Australia as the digital innovator for the Australian Open.

Analysts, however, said Australia has been a small market and IT services players have seen growth stagnate beyond a point. Like other tech services players, "the size and dynamics of the market make it impossible for Infosys to continue this fast growth for an extended time," said Peter Bendor-Samuel of Everest Group, IT Advisory firm.

"The market has long been open to outsourcing and the use of third-party IT services, it is also a market which moves as a pack. Hence, firms quickly grow fast to about a billion (dollars) and then stop as the size of the market constrains growth," he said.

Infosys has been innovating in digital technology areas such as artificial intelligence and data analytics. It has opened the second 5G Living Lab to help businesses experiment with fifth generation telecom networks in Melbourne, after Bengaluru. "I would expect Infosys' growth in the Australian market to start to

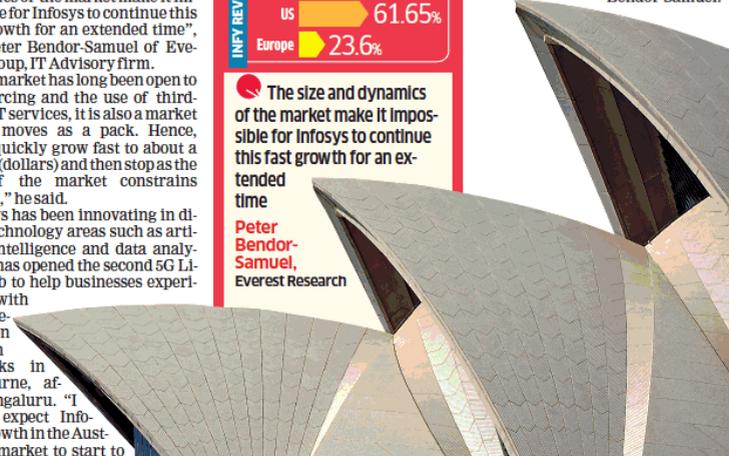
### Setting Sail



**The size and dynamics of the market make it impossible for Infosys to continue this fast growth for an extended time**

**Peter Bendor-Samuel, Everest Research**

slow soon. I also strongly doubt that it will become a successful platform for the broader Indian IT industry as its size does not allow for all or many players to grow fast," said Bendor-Samuel.



## Any Ideas on Curbing Customs Evasion?

CBIC looks for public feedback on curbing duty & GST evasion by e-tailers located outside the country

**AInoor.Peermohamed@timesgroup.com**

**Bengaluru:** Before it amends Customs laws, the Central Board of Indirect Taxes and Customs (CBIC) is seeking public feedback on curbing duty and GST evasion allegedly by e-commerce companies located outside the country.

The CBIC is looking for tech-enabled solutions to ensure duties are paid correctly and to make imports through express courier seamless, according to customs officials and others in the know of the matter.

The solution should help customers get deliveries faster and free up from red tape those courier services and overseas e-commerce firms that are willing to do business legally, an official said on the condition of anonymity. "We're open to suggestions, including changing laws to introduce a flat rate of duty and GST for courier imports, but the system needs to be seamless," said a senior Customs official.

The CBIC has asked community platform LocalCircles to collect the feedback. In fact, there were 340

comments from the public and other community members in response to a blog post by LocalCircles on the issue. The suggestions included mandatory registration of all overseas e-commerce entities in India and data capture at single source inside the CBIC. A flat rate on imports through express courier and disallowing overseas e-commerce transactions from being classified as B2B transactions through local partners, were the other suggestions.

The government has already sought suggestions internally on how to curb duty evasion, another senior Customs official told ET.

A system to deduct customs duty and GST when consumers pay could be one solution to stop evasion, he said.

The government has cracked down on e-commerce imports labeled as duty-free 'gifts and samples'. It has blocked clearance of all such parcels at express courier ports in Mumbai, Delhi and Bengaluru. After the move, these ports have seen a drastic reduction in the number of incoming gifts, but other ports continue to clear such gifts.

Other methods of duty evasion, too, have been flagged.

In June, customs officials in Mumbai seized over 500 large consignments of Chinese e-commerce firm Shein and sealed a warehouse of its Indian reseller Sino India Etail for undervaluing goods imported through the low-value (under ₹1

lakh) consignment route. Sino India Etail was just one of a dozen or so firms against which action had been taken. The company conforms to local laws and pays taxes correctly and on time, it said previously.

Imports already make up around 7-8% of India's overall e-commerce market by value and are growing faster than the overall market pace, an analyst tracking the e-commerce sector at one of the Big Four consulting firms said.

Although Amazon.com is a sizeable player in e-commerce imports, a significant portion of such imports is by Chinese e-commerce firms that allegedly evade taxes and duties.

### Duty not Free

CBIC has asked community platform LocalCircles to collect feedback

**SUGGESTIONS INCLUDED...**

- Mandatory registration of all overseas e-commerce entities in India
- Sata capture at single source inside the CBIC

**ANALYSTS SAY...**

Even at the current market size, e-commerce imports could be nearing \$3b

Making it significant enough for the govt to begin looking into it



## Flipkart's 2GUD Set to Get a Lifestyle & Fashion Makeover

Etailer to compete with Paytm Mall, Snapdeal, Shein, Ali Express, etc

**Aditi.Shrivastava1@timesgroup.com**

**Bengaluru:** Walmart-owned Flipkart is turning its refurbished goods portal 2GUD into an unbranded lifestyle and fashion platform that will compete with e-tailers like Paytm Mall and Snapdeal, as well as Chinese online apparel players such as Shein, Ali Express and Club Factory.

The move indicates Flipkart Group's strategy to capture all segments of the Indian market, ranging from urban to small-town customers. Using 2GUD, the e-commerce leader wants to particularly tap value-conscious buyers across these geographies.

"While Myntra and Jabong cater to the top half of the demographic selling premium branded merchandise, Flipkart targets branded premium to mass market, (and) 2GUD will be a notch lower," said Chanakya Gupta, Head of 2GUD, Flipkart's independent value platform. "This is a key pivot for us, and we are committed to building this as an independ-

dent brand," he said. A pivot is a change of business direction, a term mostly used by startups. 2GUD has a team of more than 70 employees.

The shift to make 2GUD a value seekers platform comes less than a year after the company launched refurbished mobiles, accessories, and laptops as a category. While that selection will still be

available, sources say the focus will move to affordable and unbranded lifestyle products.

New categories under the lifestyle umbrella include fashion, accessories, beauty, toys, stationery, home and electronics such as audio systems, and feature phones. 2GUD plans to launch the business with close to 100 sellers by month-end.

### IN THE WORKS

**THE LONG TAIL OR UN-BRANDED BUSINESS IS...**

- Largely targeted at users in smaller towns and cities, who are typically deal seekers and are on the lookout for affordable products
- Plagued by high returns, lower product prices and non-standardised products, which becomes a cash draining for companies



## Ola Acqui-hires Pickup.ai to Build Mobility Tech

**Our Bureau**

**Bengaluru:** Ride-hailing leader Ola has acquired Bengaluru-based artificial intelligence startup Pickup.ai, as it looks to focus on utilising advanced analytics and deep technology to build futuristic mobility solutions.

As part of the deal, the Pickup.ai team including founders Inder Singh and Ritwik Saikia will join Ola. The companies did not disclose the terms of the deal.

The acquisition will complement the ride-hailing firm's plans to set up an Advanced Technology Centre in San Francisco to develop next-generation mobility technologies such as autonomous driving, electric and connected mobility. "We are investing in futuristic technology solutions that will shape the future of mobility in India and the world. We are very excited to welcome the Pickup.ai team to Ola and we look forward to co-creating innovative technology that will help redefine the mobility experience," said Ankit Bhatti, CTO at Ola.

Pickup.ai works on technologies such as artificial intelligence, computer vision and sensor fusion to build autonomous driving technologies.

## Piggybank Deal counters abuzz as investors spot value

## Uniphore Raises \$51 m in Series C

**Our Bureau**

**Bengaluru:** Uniphore has raised \$51 million in a Series-C round led by March Capital Partners, as the speech recognition company looks to grow its business in North America.

Chiratae Ventures, Sistema Asia and the Patni family, among others, also participated in the funding round. The Chennai-based company builds artificial intelligence-based bots that can understand queries and respond to customers, and provides a host of analytics to companies on quality of service. The company which is also registered in Palo Alto in the US, is looking to expand globally. "With this new round of funding, we will be able to accelerate our global expansion and better serve our customers by developing and delivering innovative Conversational Service Automation solutions to more organisations around the world," Sachdev said.

ET reported in July that Uniphore had raised \$38 million in a fresh funding led

by March Capital Partners at an estimated valuation of \$130 million. The company did not confirm the funding round at the time. It was unclear if its valuation had changed since the previous report.

Former Cisco chairman John Chambers, who picked up a 10% stake in Uniphore in 2017, said: "Uniphore's innovative conversational AI solutions address the growing needs of businesses to provide personalised customer experiences more efficiently and effectively. I believe Umesh and his team are well positioned to revolutionise the customer service industry while continuing to expand the market share."

Uniphore has set up its second base in Silicon Valley, and has been hiring key executives—Annie Weckesser as Chief marketing and people officer, Jafer Syed as chief strategy and growth officer and Karen Smith as chief revenue officer—to help grow its US business.

## Miko Gets \$7.5 m in Series-A Round

**Anandi.C@timesgroup.com**

**Mumbai:** Miko, a company that makes emotive robots that can engage and educate children, has raised ₹5.42 crore (\$7.5 million) in Series-A round led by Chiratae Ventures (formerly IDG Ventures India), YourNext Venture Capital, investor Bruno Raschle's family office and a group of angel investors.

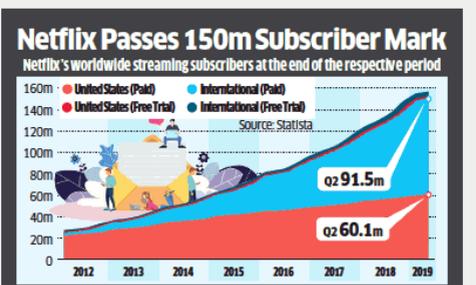
The firm will use the fresh round of funding for market expansion in North America, the UK and the Middle East. Funds will also be used for new product development and R&D in the areas of emotional and artificial intelligence.

Miko had earlier launched the se-

cond iteration of its robot, Miko 2 which can hear, sense, express, talk, recognise faces, remember names, identify moods, initiate a conversation and learn from its own environment.

"Our company has grown by leaps and bounds over the past five years... We're excited to bring our AI-driven playful learning robots to international markets as a way to meet the needs of today's parents who seek a positive and trusted gateway of technology which also caters to the learning and developmental needs of children," said Sneha Vaswani, CEO of Miko.

## Globe Trotter Meanwhile in tech...



## Exolvo Fintech Awarded NBFC Licence by RBI

**BENGALURU** Exolvo Fintech has been awarded a non-banking finance company (NBFC) licence by the Reserve Bank of India (RBI). The company is promoted by Rajiv M Ranjan who is also the founder of peer-to-peer lending company Paisadukan which will be a group company. Exolvo will be working primarily for rural lending through a web-based digital platform as well as through branches. The company intends to disburse personal loans, auto loans, healthcare, consumer durables and other loan products. — **Our Bureau**

**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**

**VALA AFSHAR**  
@VALAAFSHAR

If you are waiting for a title to lead, you are likely not ready to lead

**Tech Buzz**

### Finally, Real Wearables are Coming



**Washington DC** A new addition to your wardrobe may soon help you turn on lights and music while looking stylish as researchers have created a new tech that allows the wearer to control devices via clothing. "It's the first time that there's a technique capable of transforming any existing textile into a self-powered e-textile," said Ramses Martinez, an assistant professor in Purdue's College of Engineering. — **ANI**

### Quick Byte ANIRBAN BORA

**Fake iPhone charging cable will hijack your Mac**

**Power play**

**36.9m**

Smartphone shipments in India in the second quarter of 2019, — **IDC Asia**

### Graphene May Power Samsung Cells

**New Delhi** Samsung will release a smartphone powered by graphene battery that can fully charge in under 30 minutes in 2020 or 2021, according to prolific gadgets leaker Evan Blass on Twitter. The tech includes a single layer of carbon atoms from graphite, known as graphene, which is "100 times more effective than copper in conducting electricity". It also transfers energy "140 times faster" than silicon used in current lithium technology, which makes it "an ideal material for fast charge", according to Samsung's 2017 announcement. — **BI**

### Jargon Buster

## Vanity Domain

A URL or domain name that is personalised or created for representing an individual or a business or group

ILLUSTRATIONS: ANIRBAN BORA



## Co's announcements at AGM should dispel fear over leverage, set the stage for next leap for tech, retail arms: CLSA RIL Surges 9.7%, Brokerages Upgrade Stock

### Our Bureau

Mumbai: Shares of oil-to-telecom major Reliance Industries jumped 9.7% on Tuesday - its biggest one day gain since February 22, 2017 - to close at ₹1,275 after brokerages cheered the company's announcement to sell a stake in its refinery and chemicals business to Saudi Aramco to reduce debt. Brokerages such as Morgan Stanley, Kotak Institutional Equities and Macquarie upgraded the firm's ratings on the stock.

"These AGM (Annual General Meeting) announcements should dispel fear over leverage and set the stage for the next leap for RIL's technology and consumer businesses," said CLSA, retaining its 'buy' rating with a target price of ₹1,530.

The country's second-largest company by market capitalisation

### Standing Out

Brokerage	Rating before AGM	Rating after AGM	Target Price (₹)	
			Before AGM	After AGM
CLSA	Buy	Buy	1,530	1,530
UBS	Buy	Buy	1,500	1,500
Nomura	Buy	Buy	1,600	1,600
Edelweiss	Sell	Buy	1,125	1,425
Jefferies	Underperform	Underperform	990	990
Macquarie	Outperform	Neutral	1,230	1,370
Morgan Stanley	Equal-weight	Overweight	1,349	1,349

### Reliance Industries



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

Kotak Institutional Equities upgraded the stock to 'buy' from 'sell' saying that ambitious roll-out plans for JioFiber, enterprise business, Internet of Things and new commerce enhance visibility on long-term growth. Kotak Institutional has raised its fair value on the stock to ₹1,425 from ₹1,125.

Jefferies, which maintained its 'underperform' rating after the event, said, "Reliance's AGM was a busy affair but what caught our eyes was a clear intent to deleverage helped by lower capex although the key plank is a 20% sale of its O2C business to Aramco taking care not to ring fence that cash flow."

tion announced on Monday it will sell 20% stake in its arm to Saudi Aramco and is divesting 49% in its 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 it uses all its sales

proceeds to repay loans. Macquarie upgraded the stock to 'outperform' from neutral raising its target price to ₹1,370 from ₹1,230. The brokerage said the upgrades reflect Aramco's premium bid for RIL's refining and chemicals business. Morgan Stanley, which raised

its rating on the stock to 'overweight' from 'equal-weight' with a target price of ₹1,349, said the AGM announcements provided a path to delever the balance sheet. Analysts have been raising concerns over the conglomerate's increasing debt. Borrowings of RIL increased from ₹1.39 lakh

**"In a business selling a commodity-type product, it's impossible to be a lot smarter than your dumbest competitor."**

- Elena Chirkova in 'The Warren Buffett Philosophy of Investment'

THINK EQUITY  
THINK MOTILAL OSWAL

MOTILAL OSWAL  
MUTUAL FUND

BUY RIGHT  
SIT TIGHT

An investor education initiative from Motilal Oswal Mutual Fund

### Market Trends

STOCK INDICES	% CHANGE
Nifty 50	10925.85 <span style="color: green;">▲</span> 1.65
Sensex	36958.16 <span style="color: green;">▲</span> 1.66
MSCI India	810.8 <span style="color: green;">▲</span> 2.41
MSCI EM	2199.25 <span style="color: green;">▲</span> 1.25
MSCI BRIC	582.23 <span style="color: green;">▲</span> 1.25
MSCI World	8859.8 <span style="color: green;">▲</span> 0.29
FX 40	21917.46 <span style="color: green;">▲</span> 0.64
Nikkei	20455.44 <span style="color: green;">▲</span> 1.11
Hang Seng	25281.3 <span style="color: green;">▲</span> 2.10
Strait Times	3146.73 <span style="color: green;">▲</span> 0.70

OIL (\$)	BOND
DUBAI CRUDE	10-YR YIELD
57.71 <span style="color: green;">▲</span> 1.23	6.53 <span style="color: red;">▼</span> 0.03
Absolute Change	Figures in %

GOLD RATE	US	India
Prices per Troy Ounce (\$)		
OPEN	1522.3	1674.80
LAST	1536.3	1679.24

\*At 10.30pm. After adjusting for import duty, Indian spot gold lower by \$ 10.69 to US Comex gold price on Tuesday. The premium on local gold is due to tight supply following import curbs.

FOREX RATE (₹/\$ Exchange Rate)	OPEN	LAST
	71.16	71.40

Market on Twitter@ETMarkets

**Saudi Aramco Paid a Premium for RIL Deal, and with Good Reason**  
**Market Leaders Going Cheap, Dividends Guide July Picks**  
▶ ON SMART INVESTING

### Earnings Watch

Results Scheduled Today...

■ Sales in ₹Crore ■ PAT in ₹Crore

Bloomberg Consensus Est	Jun-19 Estimate	YoY Change
Brigade Enterprises	719.37	2.90
	60.92	-3.42
CESC	2125.18	-1.57
	192.13	5.57
Finolex Cables	836.87	5.77
	95.80	6.04
Galaxy Surfactants	719.40	0.45
	60.60	32.57
GMR Infrastructure	1509.05	-8.43
	-475.00	-102.01
Grasim Industries	5220.90	9.01
	507.57	-21.01
HEG	1034.47	-34.83
	424.73	-44.86
Himadri Specialty Chemical	601.37	-0.56
	76.70	0.05
Indraprastha Gas Ltd.	1609.89	25.05
	218.89	24.45
Jindal Steel & Power	9761.66	2.33
	-269.71	-249.15
Johnson Controls-Hitachi	917.60	15.56
	66.80	31.68
KNR Constructions	582.38	4.68
	56.35	-23.85
Sadbhav Engineering	904.38	-0.77
	49.70	-21.62
Suven Life Sciences Ltd.	210.58	13.90
	45.20	16.37
Suzlon Energy	894.20	-29.68
	-352.00	38.53

### Aggregate Results So Far

Based on 2012-13	Jun-19	QoQ %Chg	YoY %Chg
Net Sales	1995006	-2.8	8.19
Op Profit	436987	30.78	25.44
Interest	277058	6.66	9.26
Net Profit	93980	8.8	-19.48

**CO BEATS STREET ESTIMATES** US business does better than local ops; Stock gains 3.87% in a weak market

## Sun Pharma Posts Double-Digit Rise in Net Profit, Revenue

Divya.Rajagopal@timesgroup.com

Mumbai: Sun Pharma earnings rose in double digits for the first time in about two years, pointing to the beginning of a likely turnaround in India's pharmaceutical industry that has battled regulatory challenges and mounting competition in the US and Europe over the past few years.

In the three months to June, India's biggest drug-maker posted a net profit of ₹1,387 crore, up 16% from the previous year in the same quarter and 31% from the March quarter. Shares jumped over 3% to end at ₹438.35 on a day the benchmark Sensex lost more than 600 points, or 1.6%.

Sun Pharma reported total revenue from operations at ₹8,259 crore, or 16% higher. EBITDA, too, improved 22% at ₹1,927 crore.

"The company beat Street estimates. The revival of Sun Pharma comes after two painful years in which the company was battling slow growth in the US markets, regulatory oversight and issues of corporate governance. The US market, which contributes 31% to the company's business, reported a 12% growth in revenues at \$424 million. Sales for the quarter include contribution from a significant business of generic supply to a customer. "We continue our efforts on building the specialty business and are encouraged by the potential of one of our pre-clinical research molecules, which is likely to enter clinical trials next year," said MD Dilip Shanghvi.

"The recent out-licensing of Tildrakizumab and Coqua for Greater China market and the regulatory filing of Tildrakizumab in Japan reflects our global aspirations for the specialty business. Ilumya/ Ilumetri is gradually gaining traction in



the US and Western Europe." Sun Pharma also made changes to its key leadership team. The company said Kalyan Sundaram, who leads the India business, will now look at strategic initiatives and the Japan market. Kiril Ghanotkar will lead India formulation business and Aalok Shanghvi, son of Dilip Shanghvi, will lead the generic business growth. Sun said that it is looking for a person to lead its branded US generic business.

The India business contributed ₹2,134 crore to overall revenues and emerging markets added \$194 million. Although India grew at 8%, the emerging markets business reported flat growth. Sundaram said that Sun is looking to bring new patented products to India through in-licensing opportunities.

Sun said for this quarter, it has filed three generic drug applications and received approvals for 13. Its pipeline includes 52 approved new drug applications, and 6 NDAs await US FDA approval.

## On Road to Recovery?

### Sun Pharma: Financial Metrics

	Q1FY19	Q2FY19	Q3FY19	Q4FY19	Q1FY20
Consolidated Net Sales (₹ cr)	7,138.8	6,846.4	7,656.7	7,044.2	8,259.3
US Formulations (\$ m)	380	342	362	443	424
India business (₹ cr)	2152	1860	2235	1101	2314
R&D investment (₹ cr)	500	452	465	567	422
R&D as a % of net sales	7	6.6	7.2	8	5.1
Operating Profit Margin (%)	23.7	4.6	28.1	14.4	23.3

Kiran.Somvanshi@timesgroup.com

ET Intelligence Group: Is India's largest pharma company on a road to recovery? This is the question investors are asking following a notably improved performance in the first quarter of this fiscal.

Sun Pharma's consolidated net sales grew 16% on back of favourable growth in India and the US business. The latter was aided by non-recurring contribution from a significant business of generic supply to a customer. The operating margin contracted slightly to 23.3% from year-ago level of 23.7%. Focus on higher margin specialty business is the new key strategy for Sun Pharma and ramp up of its specialty drug, Ilumya, in the US drug market is a positive sign. The management commentary has been cautiously optimistic.

After the controversy over corporate governance, the company has taken measures such as moving director Sudhir Valia from an executive to a non-executive role on the company's board. Founder Dilip Shanghvi and Sudhir Valia took a salary of ₹1 during the last fiscal. The company, from the first quarter, has begun disclosing revenues of specialty business and R&D spend on that business. Besides, there have been changes announced in the roles of the senior management in a bid to better manage the business dynamics. The spend on R&D during the June quar-

ter reduced to 5% of the sales. However, since the spend is not evenly spread out through the year, it is slated to increase in the coming quarters. The company's tax rate also is likely to progressively increase in the quarters ahead.

The stock closed 3.7% higher following the better than expected performance. However, there is no strong trigger yet for a re-rating. The company is working its way through the US specialty business dynamics in the US requiring investment of resources in marketing and R&D. Simultaneously, it is also improving its efficiencies and cost structure.

Incidentally, the stock is up 25% from its 52-week low of ₹350 hit in May earlier. The Street has steadily turned more bullish on the Sun Pharma stock in the past one year. Data from Bloomberg

show half of the 42 analysts tracking the Sun Pharma stock have a buy recommendation on the stock, higher from the 35% analysts a year ago. The stock is trading at a trailing price to earnings multiple of 35 based on the earnings of the past four quarters, higher than the PE of 25 commanded by ET Pharma Index.

The company is navigating through uncharted areas - new business segments of specialty drugs and new markets like China. It is a transition phase for the company. Investors can consider this stock, being aware that regulatory risks, market headwinds and strategy changes can impact the prospects of the company.

## Nestle Beats Slowdown Blues, Logs Sales Growth of 11.4% in June Qtr

Maggi regains volumes lost after the 2015 crisis, stock could see higher demand

Jwalit.Vyas@timesgroup.com

ET Intelligence Group: Amid a broader slowdown in consumption, Nestle India remains an exception. The maker of Maggi noodles delivered 10.5% volume growth in the second quarter (9.6% in first half of CY19), the highest among FMCG companies. The brand has finally crossed the volume of first half CY15, a period prior to the Maggi crisis.

Those attending the company's annual investor meet were positive on the local unit of the Swiss foods major.

"We remain positive on the growth prospects as the company is aggressively launching new products and variants in existing brands, which would boost growth. We expect earnings growth at a CAGR of 19.7% in CY18-20E led by strong sales growth," said Sanjay Manyal, consumer analyst with ICICI Direct.

From 2.08 lakh tonnes of domestic sales in the first half of 2015, it dropped to 1.72 lakh tonnes in the first half of the fol-

### Nestle India's in First Halves

	H1 CY15	H1 CY16	H1 CY17	H1 CY18	H1 CY19
Volume (in Lakh tonnes)	2.08	1.72	1.89	2.06	2.26
Sales	4440.6	4510.2	4862.2	5415	5965
Net Profit (₹ cr)	255	527	570	819	901

lowing year. In first half of 2019, it crossed the 2015 volume for the first time - of 2.26 lakh tonnes.

Nestle is setting up a new ₹700-crore Maggi plant in Gujarat. "The decision to set up a green-field unit of Maggi shows management confidence in the future growth potential of Maggi noodles," said Anish Agarwal of Prabhudas Lilladher.

While Maggi is doing well, the company is present in several other categories and has leadership in 85% of its portfolio. It enjoys leadership position in instant noodles, pasta, infant cereals, infant formula, tea creamer, white and wafers chocolates

and instant coffee categories. It is in the second position in ketchup and sauces categories. In the June quarter, Nestle had sales of ₹2,983 crore, 11.4% higher on year and a net profit of ₹438 crore, 11% higher. EBITDA margins were at 23.3%, down 70 basis points, because of higher raw material price. "The company increased ad spends despite margin pressure.

Nestle India's stock is trading at an all-time high at ₹1,883. The stock is valued at 67.5 times its trailing earnings. As the only company withstanding a slowdown, the stock may see higher demand in the coming days.

**Awards & Accolades**

- Fortune Global 500 #160
- Forbes Global 2000 #220
- Platts Global Top 250 #1 E&P Company
- Dun & Bradstreet Awards Winner Oil and Gas Exploration Sector Swachh Bharat Abhiyan Initiatives

### Extract of Financial Results for the Quarter Ended 30<sup>th</sup> June, 2019

Sl. No.	Particulars	Standalone			Consolidated		
		Quarter ended 30.06.2019	Quarter ended 30.06.2018	Year ended 31.03.2019	Quarter ended 30.06.2019	Quarter ended 30.06.2018	Year ended 31.03.2019
		Unaudited	Unaudited	Audited	Unaudited	Unaudited	Audited
1	Total Income from Operations	26,554.74	27,212.83	109,654.55	1,09,514.82	1,10,367.13	4,53,460.57
2	Net Profit / (Loss) for the period (before Tax, Exceptional Items)	9,057.17	9,606.75	39,954.03	11,391.56	14,888.07	56,358.16
3	Net Profit / (Loss) for the period before Tax (after Exceptional Items)	9,057.17	9,606.75	39,954.03	11,391.56	14,861.89	54,767.15
4	Net Profit / (Loss) for the period after Tax (after Exceptional Items)	5,904.25	6,143.88	26,715.79	7,042.69	9,317.66	33,886.93
5	Total Comprehensive Income for the period (Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax))	4,594.49	3,699.32	24,917.03	5,817.60	8,319.69	32,990.40
6	Equity Share Capital (Face value of ₹5/- each)	6,290.15	6,416.63	6,290.15	6,290.15	6,416.63	6,290.15
7	Other Equity			196,702.40			2,11,850.61
8	Earnings Per Share (Face value of ₹5/- each)- not annualised						
	(a) Basic (₹)	4.69	4.79	20.86	5.32	6.46	23.81
	(b) Diluted (₹)	4.69	4.79	20.86	5.32	6.46	23.81

Notes:

- The above results are 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.
- Earnings per share for the Year ended March 31, 2019 have been computed on the basis of weighted average number of shares outstanding during the period considering buy back of 25,29,55,974 number of fully paid up equity shares completed on February 22, 2019.
- The above is an extract of the detailed format of Unaudited Financial Results for Quarter ended 30.06.2019 filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing and Other Disclosure Requirements) Regulations, 2015. The full format of unaudited Financial Results for the Quarter ended 30.06.2019 are available on the Stock Exchanges website of BSE (www.bseindia.com), NSE (www.nseindia.com) and Company's website at www.ongcindia.com.

Place: New Delhi  
Date: August 13, 2019

## Oil and Natural Gas Corporation Limited

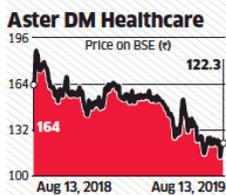
COURAGE TO EXPLORE | KNOWLEDGE TO EXCEED | TECHNOLOGY TO EXCEL



CIN No: L74899DL1993GD015455, Regd. Office: Plot No. 5A-5B, Nelson Mandela Road, Vasant Kunj, New Delhi-110070  
Tel: 011-26754002, Fax: 011-26129091, E-mail: secretariat@ongc.in

www.ongcindia.com | /ONGCLimited | @ONGC\_in company/ONGC

What to Buy, Sell and Hold



Aster DM Healthcare 196 Price on BSE (₹) 122.31 Aug 13, 2018 Aug 13, 2019

ICI Securities has initiated coverage on Aster DM Healthcare with a target price of ₹168. Aster DM Healthcare has established strong leadership position in Gulf Cooperation Council (GCC) region and is expanding its operations well in India, said ICI Securities. The stock is attractively valued at 7.4 times FY21 EV/EBITDA despite consistent growth, it said. The stock ended up 1.1% at ₹122.30 on Tuesday.

Jefferies has maintained buy rating on Narayana Hrudaya-Laya and raised target price to ₹300 from ₹290. The company reported strong performance in the June quarter led by a 180bps plus margin beat, said Jefferies. The company remains the best-positioned hospital to benefit from the formalisation of large latent demand, said Jefferies. The key, though, remains execution, which has been below par for the past two years, it added. Jefferies has retained buy rating given better positioning and management focus on execution. The stock ended up 6.6% at ₹231.30 on Tuesday.

Credit Suisse has maintained underperform rating on TTK Prestige and cut target price to ₹5,100 from ₹6,000. The brokerage has cut FY20-21 earnings estimates by 6-9%. Credit Suisse said it remains skeptical of a strong growth recovery as (1) the tailwinds from the government's drive for cooking gas penetration which helped pressure cooker growth is now behind, (2) the broader consumption slowdown continues, and (3) there is rising competition from low cost brands. The stock ended up 3.4% at ₹6,228.6 on Tuesday.

Kotak Institutional Equities has maintained reduce rating on Sun TV Network with a fair value of ₹455, which was revised down from ₹575. Sun's positioning is weakening in the rapidly evolving media landscape. Its undemanding valuation is not reason enough to turn constructive on a business that is not future-proof, the brokerage said. The brokerage has cut its below-consensus FY2019-21 earnings estimates by 3-5% to factor lower ad growth, lower profit from IPL and higher content costs and subscription revenues. The stock ended down 5.8% at ₹422.60 on Tuesday.

CLSA has retained outperform rating on Nestle India with a target price of ₹12,415. Nestle's 2019 annual analyst meeting had several highlights, but the key positives were volume-led growth across segments and its continued focus on new launches backed by A&P spending, said CLSA. This is a time when input cost pressure is high, showcasing management's commitment to growth, said CLSA. The stock ended down 0.9% at ₹11,871.90 on Tuesday.

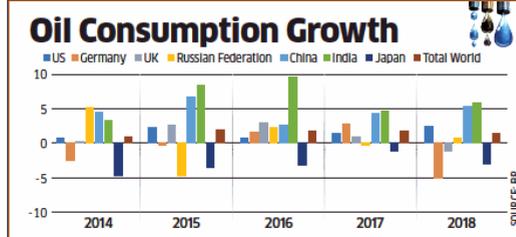
BENEFITS to the Saudi giant include access to one of the fastest-growing markets for petroleum and a complex refinery infrastructure at a fraction of its free cash flow

Yes! Aramco Paid a Premium for RIL Deal, and with Good Reason

Ashutosh Shyam @timesgroup.com

ET Intelligence Group: At a time when valuations of global refining and petrochemical companies are compressing and trading at mid-cycle valuation multiples, investors are seeking answers to Saudi Aramco's decision of paying a premium for Reliance Industries' (RIL) refinery and petrochemical assets. The implied EV/EBITDA, based on the enterprise value of \$75 billion, works out to be 7.2-8.3 times, while the global refinery and petrochemical stocks have a median of 7.02 times, according to Bloomberg. Valero Energy, the world's largest independent petroleum refiner with a combined throughput capacity of 3.1 million barrels per day, is trading at 5.37 times its projected 2020 earnings. RIL's throughput capacity stands at 1.24 million barrels per day.

There are a couple of reasons the world's biggest crude producer is paying a premium for RIL's assets. First, the deal with RIL gives it access to one of the fastest-growing



markets for petroleum products, particularly at a time when oil demand is thinning in the developed markets. India is the third-largest oil-consuming nation in the world after the US and China, and consumption reached 5.15 million barrel a day in 2018, according to energy statistics of British Petroleum. Oil consumption in India grew by 5.9% in 2018, compared with 1.5% global average. Aramco will fulfil around 36% of total crude oil needs of Reliance. Second, RIL has one of the most complex refineries in the world. Its Nelson complexity Index — a mea-

sure of refinery complexity — rose to 21.1 after the recent upgradation, from 12.7.

Consequently, the company's gross refining margins (GRM) maintain a premium of \$4-5 per barrel compared with Singapore GRM, a benchmark for regional GRMs. With diesel constituting nearly 45% of total output, the company is the key beneficiary of upside from new fuel emission norms by the International Maritime Organization.

According to new fuel norms for ships, vessels must use fuel having sulphur content less than 0.5% against the current limit of 3.5% to reduce greenhouse gas emission.

To use lower sulphur fuel, ships could start using blended diesel, and this could lift crack spread (or the effective realisation per barrel) from the middle distillate.

Finally, Saudi Aramco must deploy its free cash flow to generate a meaningful return in the long-term. According to the financials of the first half of 2019, Saudi Aramco generated around \$38 billion of free cash flow. The cash outflow for RIL assets is just 20% of the total FCF of a year if one annualises the current run-rate.

RICHLY VALUED? The implied EV/EBITDA, based on the enterprise value of \$75 billion, works out to be 7.2-8.3 for RIL, as against a median of 7.02 for global refinery and petchem stocks, according to Bloomberg

TOP STOCKS OF MUTUAL FUNDS

Market Leaders Going Cheap, Dividends Guide Your Picks

Fund managers at leading fund houses have been cautious about adding new stocks in their portfolios in wake of the turmoil in the stock market. They are focusing on buying shares of companies based on three themes: One, companies which have dominant market share and are available at relatively cheaper valuation historically. Two, stable low beta dividend paying public sector undertakings (PSUs). Three, companies which have performed well or have beaten Street estimates in the June quarter in their respective sectors. Fund managers bought shares of companies which benefited from one of these themes or a combination of them. Here are five stocks that were picked by fund managers in July:

InterGlobe Aviation

Market Capitalisation: ₹57,979 cr Bought by HDFC Mutual Fund Indigo has the highest capacity among India's aviation players, which gives it an edge. The airline's share of the total incremental capacity is over 30% in international sector and 50% in the domestic sector. With a dominant market share of 48.1%, Indigo stands to gain from both markets amid benign crude prices. After the grounding of Jet Airways, out of 33 international slots of the erstwhile airline, Indigo got 12 slots, or the 150 domestic slots, indigo got 45. Indigo has potential to ramp up presence in international sectors in the absence of a full service carrier in the domestic market. On the valuation front, on one-year forward basis, the stock is trading at an EV/EBITDA of 6.78, which is quite attractive as compared to its three-year average of 11.78.

NTPC

Market Capitalisation: ₹1,16,063 cr Bought by Reliance Mutual Fund One of the key factors which has triggered fund managers' interest in NTPC is its steady dividend record. In addition, the company's stock is low beta which helps in present volatile markets. Also the company's financial performance improved in the June 2019 quarter largely due to improved availability of coal, reduction in losses of gross calorific value of coal, power demand growth and capacity expansion. Lastly, the company has been trading at attractive valuations which encouraged managers to enhance exposure to the stock. Considering FY23 earnings, NTPC is trading at price to book of 1.02, which is quite attractive compared to its three-year average of 1.34. Analysts estimate earnings CAGR of 14-16% in the next three years, compared with 3% in the past three years.

Hot and Cold Stocks of Top AMCs in July 2019

AMC	BUY	SELL	Complete Exits	Fresh Buy
HDFC	ITC, GAIL (India), Reliance Industries	UPL, Solar Industries (India), Shriram Transport	Colgate-Palmolive (India), ICI Prudential Life	Tejas Networks, Havelis India
ICICI	Axis Bank, HDFC Bank, Interglobe Aviation	Power Grid, Infosys	Aarti Industries, Easun Reyrolle	Greenlam Industries, Star Cement, Hatway Cable & Datacom
SBI	HDFC Bank, ICICI Bank, Axis Bank	UPL, Interglobe Aviation	ICICI Securities, Muthoot Cap. Services	Ajanta Pharma, Apollo Tyres
Aditya Birla SL	Lupin, BPL, ICICI Prudential Life	Infosys, ICICI Bank, HDFC Bank	Bharat Fin Inclusion, SRF, Sundaram Finance	Mindtree, Alembic Pharmaceuticals, REC
Reliance	IOC, NTPC, ONGC	HDFC Bank, SBI, REC	Max India, Polycab India	CreditAccess Grameen, Dhampur Sugar Mills

Source: Accord Fintech, Compiled by ETIG Database

Kotak Mahindra Bank

Market Capitalisation: ₹2,88,675 cr Bought by SBI Mutual Fund Kotak Mahindra Bank's carefully managed loan growth and new initiatives have paid off. At present, the private sector lender has a high current and savings account ratio (CASA) ratio of 52%. Also the bank's CASA per branch is higher than its private sector peers. The bank has taken steps to reduce its dependence on sectors that are currently facing troubles. Further, the bank has been de-risking its exposure to the real estate sector by shifting to lease-rent discounting. Given these factors, analysts expect the bank's profit to grow in the range of 20-23% in the next two years and its return on equity improving to 15-16%.

Mahindra Finance

Market Capitalisation: ₹18,419 cr Bought by DSP Mutual Fund The company is a bet on the Indian rural consumption story and has a diversified retail lending portfolio and a robust liability franchise. Though auto sales have been lean in the first quarter, the management is upbeat on the revival of demand in the second half post the festive season and replacement demand during BS-VI implementation. Analysts recommend accumulating the stock which is expected to benefit from the turnaround in rural consumption.

Lupin

Market Capitalisation: ₹33,866 cr Bought by Aditya Birla SL Mutual Fund The company generates three-fourths of its revenue from exports up from half in 2005. Due to acquisitions and healthy growth in the US markets, the stock fell sharply over the last few years due to the challenges in US markets. Analysts expect the US business to bounce back after approval of complex products, and regulatory and pricing concerns. The company has also laid out a product and cost rationalisation drive, which could reflect on the bottomline soon.

Standard Life to Sell Up to 3.2% in HDFC Life via OFS

Sale to take place today and is priced between ₹477.80 and ₹493.40 a share

Our Bureau

Mumbai: Standard Life is looking to sell up to 3.2% in HDFC Life, the largest life insurer by market capitalisation through an offer for sale. "Standard Life will sell 2.5% of HDFC Life with an upside option of additional 0.7%," said a banker close to the development. Standard Life Mauritius Holdings owns 23.02% stake and HDFC owns 51.48% in HDFC Life. Standard Life has appointed Bank of America Merrill Lynch as the broker for the sale. Standard Life will sell stake in HDFC Life at ₹477.80-493.40 per share on August 14. Base offer size for stake sale is ₹2,468.1 crore and upside option is worth ₹705.2 crore.



For the first quarter, HDFC Life had reported an increase of 11.3% in net profit, helped by strong growth in its annuity and protection business. Net profit during the quarter rose to ₹423 crore compared with ₹380 crore in the year-ago quarter. Its annualised premium equivalent rose 67% to ₹1,710 crore from ₹1,027 crore in the corresponding quarter a year ago. The value of new business doubled to ₹509 crore from ₹249 crore in the year-ago quarter. The embedded value of the business also increased by 23% to ₹19,230 crore. Shares of the company fell 1.43% to ₹519.10 on the BSE.

Day Trading Guide | Edelweiss

Nifty retested previous swing low and resumed its downtrend. Index is facing multiple resistances at 11,200. Thus unless price closes above this price is likely to head lower atleast towards 10,700 in the short term.

Tech Picks | Sagor Doshi Technical Analyst, Investment Research

INDUSBANK

On the hourly chart stock gave neckline breakdown of head and shoulder with volume. LAST CLOSE > ₹1,374.80 STOP LOSS > ₹1,440

SELL TARGET ₹1,280

DR REDDY

Stock faces resistance near 200DEMA and fell sharply. Directional oscillator ADX trading negative. LAST CLOSE > ₹2,549 STOP LOSS > ₹2,615

SELL TARGET ₹2,400

TCS

Stock had formed double top and correct sharply. Directional oscillator ADX trading negative. LAST CLOSE > ₹2,203 STOP LOSS > ₹2,300

SELL TARGET ₹2,065

BERGERPAINT

Stock continues to form higher top and higher bottom, and trading above short term averages. LAST CLOSE > ₹363.20 STOP LOSS > ₹350

BUY TARGET ₹285

F&O Strategy | JOAQUIM FERNADES Derivative Analyst

Derivative Analysis: Nifty's bounce was short lived as it retested its previous breakdown level and also other resistances, if we close below previous lows, we can see the index touch 10,600 during this month. We can see volatility increase further as global markets turn more volatile. Buy Nifty 10900 PE (22nd Aug) at ₹113; Target ₹220; Stop loss ₹60

Fx Technical | Madhav Arora Head Research, Forex & Rates

USD/INR Status: The pair resumes its upward momentum after finding support near 70.50 level. Current Spot: ₹71.40 Call for the day: Buy on dips around ₹71.10 Target: ₹72.00 Stop Loss: ₹70.80

Reliance Capital in Talks to Sell Residual Stake in AMC

Capital declined to comment. Out of its 43% shareholding it held in Reliance Nippon, Reliance Capital has already sold 11% through two share sales in the last couple of months. It is set to sell 21% to Japanese joint venture partner Nippon Life. Along with the deal and the 11% it has brought through the open offer, Nippon's stake in the asset manager will go up from 43% to 75%. The open offer for Reliance Nippon Life Asset Management closed on August 5.

Market Intelligence Powered By: ETIG Database www.etintelligence.com

Market Intelligence dashboard containing: MARKET SNAPSHOT, TURNOVER, ADVANCE & DECLINE, HIGHS & LOWS, FII ACTIVITY, MF ACTIVITY, F&O Corner-NSE (Positive/Negative Trends, Active Calls/Puts, Future Gainers/Losers), and Market-Wide Position Limit.

RATING COMPANIES

# Rein Them In, For Investors' Sake

These firms evolved to provide an objective view of the state of finances of borrowers. Then the urge to boost revenues led them to take up diverse businesses resulting in conflict of interest. Rating firms have to become utilities again to win back the trust of investors, say Saloni Shukla and Reena Zachariah

Two chief executives of the top four credit rating companies in the country are under investigation for suspected manipulation of bond ratings and corrupt practices. Whether the outcome is a clean chit or conviction would not matter much to the investors who have already lost money, but the unprecedented events have raised questions about whatever little creditworthiness was left in them post the global financial crisis.

Nearly one lakh crore rupees of investor money was riding on the ratings provided by the top four credit rating companies, including pension funds and insurance money that middle-class people saved for retirement and children's education. Hundreds of crores of pension and mutual fund investments are already sunk in the bonds of Infrastructure Leasing & Financial Services and mortgage lender Dewan Housing Finance, which carried the highest credit ratings till they got into financial trouble.

Once the alarm bells rang, the pendulum swung to the other extreme. It led to a kind of indiscriminate action from the rating companies with a raft of downgrades that not only created panic among investors, it triggered doubts about anyone and everyone in the system with a reasonable amount of debt.

"There are very few occasions where a company falls off the cliff overnight, but the rating falls off the cliff easily. I think that is an issue," says Romesh Sobti, MD, IndusInd Bank. "That you have a one-day default and technically you go from A to D. That is very dramatic, you could destroy a company with that."

As a fallout of the IL&FS crisis, ICRA, the Indian arm of Moody's, sent its MD Naresh Takkar and CARE sent its MD Rajesh Mokashi

on leave pending investigation after a whistle-blower complaint to the markets regulator about irregularities in ratings assigned to IL&FS and its group companies.

**INFLUENCING RATINGS**  
Credit rating has become the most important tool for any borrower to reduce his cost of borrowings, so he moves heaven and earth to get the best possible rating for a bond issuance.

There are many avenues available to influence rating beyond the basic financial fundamentals such as overall debt to equity, cash flows, assets and other material facts. Beyond this, raters factor in guarantees, letter of comfort from promoters, group companies and many other issues. Many a times rating companies go by the sheer size of the borrower and assign a better rating for fear of antagonising them that would drive business to a rival.

"It's not so complicated," says Aditya Puri, chief executive, HDFC Bank. "If you want more teeth, you ask for it. Models are available and in some cases... which happened... the risks were known. They have to be professional and held responsible for their ratings. We have to follow a process."

That IL&FS and DHFL turned into junk from pristine pure triple A overnight, reflects the unprofessional way the ratings were assigned. That IL&FS was struggling to get an equity investment for months and was getting its cash flow strained should have been the red flags. For DHFL, the asset-liability mismatch and the credit squeeze should have raised an alarm.

Grant Thornton was asked by the new IL&FS board led by Uday Kotak to review the role of five rating agencies — CARE, ICRA, India Ratings, Brickwork and Crisil

— which assigned a total of 429 ratings during the period between 2011 and 2019. The report alleges that pristine ratings were assigned to IL&FS and its subsidiaries despite clear signs of distress.

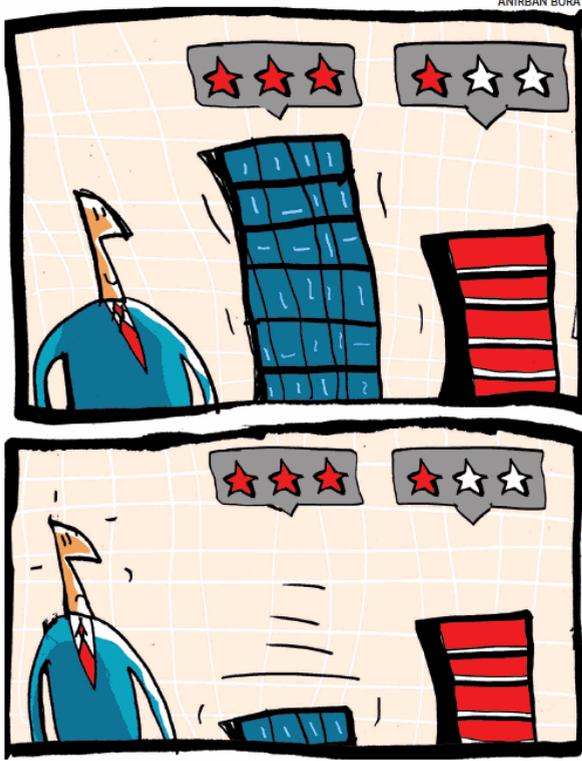
While rating professionals can get carried away by the sheer size of issuers, making more subjective factors decide the rating than pure financial metrics, presence of personalities and close proximity of professionals of issuer and the rater also matter substantially. It's partly the eye on the revenue for the rating firm, and in a few cases gratification beyond business for the company.

But rating professionals have other problems too. In fact, there have been instances where investors were agitated that a particular bond was about to be downgraded. It would hurt their scheme's net asset value and could trigger investor shift to other mutual funds.

"There are instances when we were about to downgrade, and the mutual fund manager would say don't do it," said an executive at a rating company who preferred anonymity. "They did not want to mark down the value of their investments. It's not just that we were hesitant. Fund managers did not want the true picture to be projected either."

**REVENUE MODELS**  
Credit rating companies as we know had their origins in the early 20th century when the US economy expanded beyond the known regions and unknown companies began to raise funds through bond sales to grow faster.

Henry Poor's publishing company began to come up with the financials of railroads for investors' benefit and these were priced publications. That subsequently expanded to cover utilities and all other fixed income investments.



ANIRBAN BORA

**TIMELINE OF IL&FS COLLAPSE**

- Mar 27, 2018: IL&FS assigned A+ rating by ICRA for CP programme
- May 9, 2018: CARE assigns AAA rating to NCD programme
- Aug 6, 2018: ICRA downgrades IL&FS from AAA to AA+
- Aug 16, 2018: CARE downgrades IL&FS long-term loans to AA+ from AAA
- Sep 8, 2018: Ratings assigned by ICRA downgraded to BB
- Sep 9, 2018: CARE Ratings downgrades long-term loans to BB
- Sep 17, 2018: Ratings assigned by ICRA & CARE downgraded to Junk

**REGULATOR'S BLIND EYE**  
The role of rating firms is becoming all the more important with the RBI pushing corporates to diversify their borrowing profile by accessing more funds from bond sales.

This comes at a time when a series of mistakes by the rating companies is raising doubts about how much to rely on them. If one doesn't rely, why have them perform a role at all? "Even if one person in the system does not do his job well, the system collapses," says Amitabh Chaudhry, CEO, Axis Bank. "If we relied on each other earlier and now if we can't rely, or someone is saying please don't rely, then that exercise becomes meaningless," says Chaudhry.

In July 2017, Sebi had issued show-cause notices to Crisil and CARE Ratings for not following proper process while evaluating the Amtek Auto debentures. Both later settled with the markets regulator after CARE paid ₹43 lakh and Crisil paid ₹28 lakh. The casualty was JPMorgan's mutual fund business in India, as the US bank exited due to losses.

Despite such happenings, the regulator has been tinkering with regulations on the fringes to enhance rating standards. In the past year or so, Sebi has prescribed guidelines, including probability of default benchmarks in the short and long-run. It introduced practices such as computation of cumulative default rates, procedure to track timely recognition of default, disclosure of rating sensitivities in press release, disclosure on liquidity indicators and tracking deviations in bond spreads. But whatever is happening is not completely new. There have been mistakes, but they are being repeated time and again without a reasonably long-term solution.

"What is new," asks Puri of HDFC Bank. "What happened in the crisis overseas? That's the way we look at it. We don't depend only on rating agencies but that is because we are a bank. But traders will have to depend on them. They (regulators) will have to tighten the screws on them. Whether issuer pays or lender pays, it should be done with integrity. They have to be professional and held responsible for their ratings."

Henry Poor, the father of modern credit rating industry after all charged investors.

Economic liberalisation led to the advent of credit rating companies with Standard & Poor's floating the first rater — Crisil. Then came Moody's with ICRA and others such as Fitch Ratings.

"It should not be so easy to get a AAA rating," says Rajnish Kumar, chairman, SBI. "In US and Europe, companies are not given triple A so easily as it is in India, we have to adjust to the new realities."

Although debt rating was a profitable business, the scope to expand revenues and profitability through other research and consultancy services was mouth watering to be left aside. Raters at

one stage managed to convince the regulator that they could rate initial public offerings without factoring in the price.

When consultancy and other services could be offered simultaneously to the same set of companies whose bonds are up for rating, conflict of interest begins to emerge. One of the suggestions to ensure that conflicts do not lead to compromise on quality, experts suggest the investor pays instead of the issuer. "We can look at a model where the lender pays for a rating, otherwise I would the issuer pays for the rating. I want to lend to company X, I should pay for your ratings," says

Sobti. "Risk forecasting has to be a much more refined art. Some element of prediction based on current business models, flaws that have emerged due to management decisions... it needs to be brought in by these agencies."

A quick glance at the revenue mix of rating agencies shows how a substantial amount of their profits is now coming from businesses other than ratings. Crisil made pre-tax profits of ₹48 crore each from rating and research services at June-end. ICRA made pre-tax profits of ₹14.28 crore from research and other services and ₹7.2 crore from outsourced and information services.

Short Takes

Housing Fin Cos to be Treated as NBFCs: RBI

MUMBAI: The Reserve Bank on Tuesday said housing finance companies (HFCs) will be treated as one of the categories of NBFCs for regulatory purposes and it will come under its direct oversight. The Finance (No 2) Act, 2019 (23 of 2019) has amended the National Housing Bank Act, 1987, conferring certain powers for regulation of Housing Finance Companies (HFC) with Reserve Bank of India, it said in a release. The RBI direction comes after notification issued by the central government, it added. Finance minister Nirmala Sitharaman in the budget had announced that the National Housing Bank (NHB) will not remain as the regulator for the HFCs. — PTI

Insurance Policy Must for Regulatory Sandbox

MUMBAI: The start-ups taking part in Reserve Bank of India's proposed regulatory sandbox would be required to take an insurance cover based on the risk of operation and potential customer liability before entering the programme, the central bank said in its enabling framework document released on Tuesday. "Sandbox entities shall be required to take liability/indemnity insurance of an adequate amount and period to safeguard the interest of the customers," as per the document. The regulator had earlier placed a draft regulation inviting stakeholder comments on the public domain in April. The cover of the policy would be based on factors such as exposure to customers, number of claims that may arise of a single event and number of claims expected during the operating period of sandbox. — Our Bureau

Rules for Priority Sector Classification

MUMBAI: The Reserve Bank of India on Tuesday announced detailed rules on giving priority sector classification to bank loans disbursed to non-bank lenders for lending to agriculture, MSMEs and housing. To boost credit to the needy segments of borrowers, bank credit to non-bank lenders for lending to agriculture up to ₹10 lakh per borrower will be tagged under priority sector. Likewise, on-lending by NBFC to a MSME borrower and enhancing of existing housing limit loans of up to ₹20 lakh per borrower will also be classified as priority-sector. — Our Bureau

ET Q&A GLEN BAPTIST CEO, PGIM Global Partners

## Tax Surcharge Set to Dampen Foreign Investors' Sentiment

The recently-announced tax surcharge on foreign portfolio investors has added a hurdle for foreign investments into India, said Glen Baptist, chief executive officer, US-based PGIM Global Partners. In an interview with Prashant Mahesh, Baptist said he is neutral on India at this point. Edited excerpts:

**What is your outlook for India? The budget seems to have disappointed investors...**

From a long term perspective every investor believes India is a place to be. However as of now, the sentiment is somewhat negative on India because there is uncertainty on two things. One is real estate, what is the impact on NBFCs and banks and how that will play out. Secondly, there is nothing earth shattering in the budget and there are some confusing statements made on sovereign bonds. These are creating some doubts in investor minds on what are the real policies of the government and can we rely on them. These are early pains of an administration coming in and trying to focus on policies that will drive the country forward. The government needs to focus on two things: fiscal prudence, and the second thing is to focus on improving productivity within various aspects of the economy be it the agriculture side or the manufacturing side. If investors see a government focused on these things, money will flood in. There is lot of money across the world.

**How has the new tax surcharge on various foreign investors registered as trusts, impacted the perception on India?**

The recently-announced FPI tax surcharge is certainly not welcome as it adds an additional hurdle for foreign



**The govt needs to focus on two things: fiscal prudence and improving productivity within various aspects of the economy. If investors see a govt focused on these things, money will flood in. There is lot of money across the world**

**So where is India in the pecking order?**

Last year there was more excitement about India and it ended outperforming other markets. More recently, in the last couple of months, the markets have fallen a little bit out of favour. However that looks temporary. It could easily come back. If corporate profits improve, it could give confidence to people and sentiment could improve. We are relatively neutral on India at this point of time.

**Do you expect the Fed to cut rates further?**

The rate cut from the Fed was anticipated for the last six months ever since they changed their perspective

on economic growth and outlook after December 2018. This cut has come in after a substantial period of rate hikes. The Fed is trying to say that they want to cut rates in order to prolong the economic expansion. With the economic cycle slowing down and considering it's been 10 years since the last recession, they felt there was no reason for them to maintain a tight stand. It looks like the last rate hike that was put in place in mid 2018 was what they wanted to reverse. US GDP growth is expected to be in the 2.5% range. Given its huge size this is better than a Europe or Japan and some of the other developed markets, so we are not looking at a recession in the near future. We don't expect a long series of rate cuts going forward, as the economy is not in recession. Our expectation is after this one rate cut, there could be one more but towards the end of this year and that depends on how the economic cycle develops. A lot of it is dependent on the trade discussions between US and China.

**The trade war between US and China does not seem to be showing signs of easing. What's your reading?**  
This is not a very short term trade war,

nor will the solution be a short term one, but this will be a long term process. This is now really a war for the future of the world powers. US has been a world power, while China is coming to be a credible second world power. The war is really on technology, who uses it to control the world and its not about soybean and oil. Its about intellectual property and protection of that. These things are not being resolved and talked about in the current discussions. In our opinion this war will continue for a long time. Interestingly our feeling is that with the Chinese economy slowing down due to this trade spat with the US, there is an opportunity for India somewhere to take advantage of it. This trade war between the two countries has an impact on business sentiment, which makes planning difficult and that's why there is some amount of pessimism in the world.

**Do you expect more money to return to US markets?**

Valuations are high in the US with PE in the 19-20 range which is above average and certainly not cheap. The question to ask is despite these valuations can investors be interested in the US -- for which the answer is yes. This is because the US looks like the best place in a tough world. You have a Fed that is accommodative and economic growth that is better than other places. The economy is large, strong and steady. Unemployment is low, corporate earnings are expected to recover next year, and we don't see a huge amount of over-leveraging in the corporate landscape. Overall we are comfortable with US markets. When there is a bit of a defensive view on the overall global economy and markets, people tend to go back to the US as an area of safety. Global managers based in the US will bring back money home.

Tax Queries DILIP LAKHANI Senior Chartered Accountant

### You Need to Disclose Delisted Shares in ITR



days. Whenever I come to India, I participate in the board meeting of the LLP and take decisions.

**What will be the status for FY2018-19? I have stayed in India for more than 365 days in the last four years. — RAHUL AGRAWAL**

As per Section 6 of the Income Tax Act 1961, a person is considered as resident Indian if either of the two conditions are fulfilled: i) if his stay in India is more than 182 days or ii) if his stay is more than 60 days in a current year and more than 365 days in the previous four years. As per explanation 1(b) provided under Section 6 of the Act, an Indian citizen or a person of Indian origin who, being outside India, comes on a visit to India in any previous year, the condition of 60 days gets replaced by 182 days. Considering the facts in your case, your stay in India can be treated as visit to India, and the benefit of 182 days under explanation 1(b) of Section 6 will be available to you for

determining your residential status. Accordingly, your residential status will be non-resident and only income earned in India will be taxable.



However, there is a risk of litigation, as the tax authorities may not treat your stay in India as visits, but as business purpose. Hence, it is advisable that when you are in India you do not take active participation in the operation of the entities where you have business interests.

Please send your queries on Stocks to [et.stocks@timesgroup.com](mailto:et.stocks@timesgroup.com); Mutual Funds to [et.mf@timesgroup.com](mailto:et.mf@timesgroup.com); Tax to [et.tax@timesgroup.com](mailto:et.tax@timesgroup.com); Insurance to [et.insurance@timesgroup.com](mailto:et.insurance@timesgroup.com); Realty to [et.realty@timesgroup.com](mailto:et.realty@timesgroup.com).

**I am an individual born in India and holding an Indian passport. My residential status was 'resident' till March 31, 2015. I am a director in a private limited company and a partner in one LLP in India. I left India on July 1, 2015 and started my business in Singapore. My stay in India for each of the financial years till March 31, 2019, is less than 182**

### Apple Drives Wall St Higher as US Delays Some Tariffs

**Reuters**  
New York: US stocks surged more than 1.5% on Tuesday after the Trump administration said it would delay 10% tariffs on some Chinese products, including laptops and cell phones, driving a 4% rally in shares of Apple Inc.

The administration also excluded video game consoles and certain items of footwear and clothing from the 10% tariff, scheduled to start next month, an abrupt pullback from its hardline stance on trade.

At 2300 IST, the Dow Jones Industrial Average was up 417.74 points, or 1.61%, at 26,315.45, and the S&P

500 was up 48.44 points, or 1.68%, at 2,981.53. The Nasdaq Composite was up 157.63 points, or 2.00%, at 8,021.04. The trade-fueled optimism also lifted US Treasury yields, and helped the interest-rate sensitive banking index rise 1.78% and the broader financial sector gain 1.72%. It eased the fears of a recession triggered by the protracted

trade war that dominated Wall Street this year and spurred a bout of volatility after President Donald Trump announced a new round of tariffs in August.

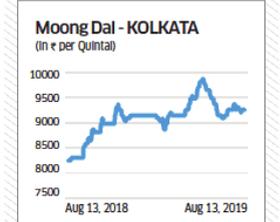
A 4.1% jump in shares of Apple, which makes iPhones and MacBooks in China, along with a rise in chip stocks pushed the technology sector 2.38% higher.

**SAFEGUARD AGAINST VOLATILE COMMODITY PRICES. HEDGE ON MCX**

**Tweet of the Day**

**Mohamed A. El-Erian**  
@elerman  
US stock futures point to a calmer day after yesterday's sharp falls but 3 traditional indicators of #risk aversion/global economic concerns are yet to relent: #gold is up 1%, German 10-year bond yields are beyond minus 0.60% and US 2-10s are near their flattest level since 2007

**Quarts & Ounces**



**ET Index**

COMMODITIES	(2003=1000)
<b>Bullion</b>	CHANGE: 0.44
DAYS INDEX	5260.9
PREV DAYS	5237.6
LAST WEEK	5098.6
<b>Cement</b>	CHANGE: 0.00
DAYS INDEX	2381.0
PREV DAYS	2381.0
LAST WEEK	2397.3
<b>Edible Oil</b>	CHANGE: 0.00
DAYS INDEX	1572.2
PREV DAYS	1572.2
LAST WEEK	1548.4
<b>Foodgrains</b>	CHANGE: 0.56
DAYS INDEX	2420.9
PREV DAYS	2407.2
LAST WEEK	2359.6

**\$11.45 BILLION**  
INDIA'S GOLD IMPORTS DURING APRIL-JUNE QUARTER OF THE CURRENT FISCAL

**Inclusion of Other Activities**

**From Page 1**  
If the report is accepted and tax deduction is allowed, it would lower the outgo on CSR to 0.67% as against the mandated 2%, experts said. All companies with a net worth of Rs 500 crore or more, turnover of ₹1,000 crore or more or net profit of ₹5 crore or more are required to spend 2% of their average profit of the previous three years on CSR activities every year.  
The panel wants banks and limited liability partnerships also to be covered by a mandatory CSR expenditure framework. The committee has emphasised that CSR should not be regarded as a means of resource-gap funding for government schemes. CSR spending should be made a board-driven process to provide innovative technology-based solutions for social problems, it suggested.  
The panel has backed exemption from constituting a CSR committee for those companies that spend less than ₹50 lakh on the activity. It has also recommended aligning CSR activities with Sustainable Development Goals (SDGs). Also prescribed is the inclusion of sports promotion, senior citizens' welfare, welfare of differently abled persons, disaster management and heritage protection under permitted CSR activities.  
The panel has recommended development of a CSR exchange portal to connect contributors, beneficiaries and agencies. It suggested social impact bonds and promoting social impact companies besides third-party assessment of major CSR projects.  
"Making CSR a tax-deductible expenditure and bringing CSR non-compliance under regime of penalty are laudable and definitely uplifts the spirit of CSR provisions," said Pavan Kumar Vijay, managing director, Corporate Professionals Capital Pvt. Ltd.  
The committee recommended impact assessment studies for CSR obligations of ₹5 crore and more, and registration of implementation agencies on the Ministry of Corporate Affairs (MCA) portal.  
The panel's members included Tata Sons chairman N Chandrasekaran, Bain Capital Private Equity managing director Amit Chandra, former additional solicitor general BS Narasimha, Luthra and Luthra Law Office founder Rajeev Luthra, Apollo Hospitals Enterprise Ltd executive vice chairman Shobana Kamini, Indian Institute of Management-Ahmedabad professor Anil Gupta, Indian Institute of Corporate Affairs director general Sameer Sharma, former NBCC chairman and managing director AK Mittal, Indian Olympic Association president Narinder Batra, chartered accountant S Santhanakrishnan and Helpage India CEO Mathew Cherian, the release said.

**Re Volatile on Fears of likely Capital Flight**

**DOWNWARD SPIRAL** Swings in Argentina's peso and Chinese yuan weigh on other currencies

Salkat.Das1@timesgroup.com

**Mumbai:** The rupee is turning volatile, mirroring the movements in yuan, even as emerging market currencies face the likelihood of capital flight after the Argentine peso's record 25% fall in a single trading session.  
The surge in gold imports last month could also weaken the local unit ahead of the festival season.  
The one-month Bloomberg Implied Volatility Index has surged 227 basis points since the beginning of the month, reflecting wild swings in the currency market. The gauge is now at 7%.

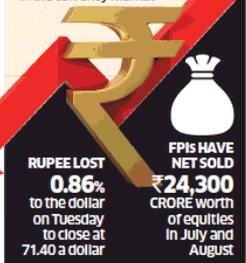
"Currency traders are in a tizzy," said K N Dey, founder of United Financials, a Mumbai-based forex firm. "Chinese Yuan and Argentine peso are going to weigh on other EM currencies, including the rupee. While companies are rushing to cover their offshore exposures, punters are exploiting market swings."  
Relliance Industries on Monday decided to sell 20% stake in its chemical business to Aramco. The company is expected to receive about \$15 billion from the Saudi Arabian oil major. But details of the inflows are not yet known.

The rupee lost 0.86% Tuesday to close at 71.40 to a dollar, its lowest since February 7 this year.  
The Reserve Bank of India is said to have intervened, checking the rupee's sharp fall, as some state-owned banks were selling dollars in the spot market, dealers said.  
"Speculators are already going short on the rupee amid increasing volatility," said Anindya Banerjee, currency analyst at Kotak Securities.  
"Global investors are seeking safety of investments. Foreign

fund outflows from equities are also weighing on the rupee." Foreign portfolio investors have net sold ₹24,300 crore worth of equities in July and August, show data from National Securities Depository.  
The rupee is seen trading in the range of 72-70 per dollar in the next few weeks.  
The Argentine peso tumbled as much as 25% to a record-low 60 per dollar Monday, Bloomberg reported. Argentina is likely heading into an economic crisis.  
"The rupee cannot remain immune when emerging market currencies are sliding against the dollar," said M S Gopikrishnan, an independent forex expert. "Volatility is on the rise with speculative bets likely going up in the offshore rupee market. The yuan is charting out the future path of EM currencies."  
The Chinese yuan is plunging fast against the dollar.  
Beijing on Monday allowed the yuan to fall past 7, a key level defended by the local authorities in the past.

**TOO VOLATILE**

**SUDDEN SURGE IN GOLD IMPORTS** last month could also weaken the local unit ahead of festival season  
**ONE-MONTH BLOOMBERG** Implied Volatility Index has surged 227 bps since the beginning of the month reflecting wild swings in the currency market



The rupee is seen trading in the range of 72-70 per dollar in the next few weeks

**INDIA'S DEBT MKT OFFERS HIGHER RETURNS THAN WESTERN BONDS**  
**Little-known Indian Cos Beckon Global Investors**

Our Bureau

**Kolkata:** The hunt for yield is leading global investors to India's debt market, which offers higher returns than many other western bonds and investments in Europe.  
Spanish impact investment fund Magallanes Impacto has just invested in bonds issued by lenders such as ASA International India and Aye Finance, making it the first debt investment in the subcontinent for the impact firm.

Magallanes Impacto has teamed up with Chennai-based Northern Arc Capital to jointly invest ₹106 crore in a pooled bond issue where little known firms such as Kanakadurga Finance and Thirumel Finance come together to raise fund to gain price advantage. Kanakadurga Finance is a commercial vehicle finance firm while Thirumel lends to affordable private schools.  
"Debt investments in India's NBFC market represent a great opportunity for Magallanes Impacto FIL in terms of both financial returns and social impact," Luca Torre and Agustín Vitorica, co-CEOs and co-founders of GAWA

**BONDS**

**INDIA AHOY!**  
A Spanish fund has teamed up with Chennai-based Northern Arc Capital to invest ₹106 crore in a pooled bond issue  
Little-known firms Kanakadurga Finance and Thirumel Finance come together to raise fund to gain price advantage  
Kanakadurga Finance is a commercial vehicle finance firm and Thirumel lends to affordable private schools

Capital, were quoted as saying.  
GAWA Capital Partners managed the issue. The debt raised by these entities will be used for on-lending to support income generating activities by small and mid-sized businesses across India, and also to improve access to education.  
"This comes close on the heels of Aye Finance's mobilisation of \$10 million (about ₹71.3 crore) in bonds subscribed by Zurich-based responsAbility Investments AG and others like US development finance agency Overseas Private Investment Corp and European pension fund Alecia. This pool bond issuance allowed the investor to gain a diversi-

fied exposure to NBFCs serving several financial inclusion needs in India, including education finance, commercial vehicle finance and MSME finance.  
"This is a landmark deal for the industry. It comes at a time when there has been a slowdown in liquidity to financial institutions in the Indian debt markets," said Kshama Fernandes, chief executive officer at Northern Arc Capital. "It also testifies to the confidence of investors in the governance and business models of these NBFCs."  
The pooled bond structure typically helps smaller enterprises, which face difficulty in raising funds from diverse investors at competitive prices.

**Copper Steadies, China Data in Focus**

Copper prices steadied on Tuesday as the market awaited production and investment data from top consumer China



**Benchmark Copper on the LME**

<b>\$5,738</b> a tonne	<b>\$5,640</b> a tonne
AT 1016 GMT (Tuesday)	Last week

**0.1% Fall In Benchmark copper on LME**

**\$2,285 a tonne** Three-month zinc on LME

**\$15,740 a tonne** Price of stainless-steel ingredient

**\$1,771 a tonne** LME aluminium

**REASON:** We are waiting for Chinese data to get a feel for where demand is falling apart or not, analysts said.

Source: Reuters

**Buyers Find a 20% Discount on Gold Not Alluring Enough**

Sutanuka.Ghosal @timesgroup.com

**Kolkata:** As gold price touched a six-year high of around ₹39,000 per ten grams on Tuesday, bullion dealers offered the precious metal at a 20% discount compared to last week



owing to the paucity of buyers. Traders and experts said the ongoing volatility in gold prices is likely to impact imports in August as well and may follow the trend seen in the previous month, when imports fell 55% year-on-year.  
"Last week, the discount on gold was ₹750 per 10 gm. This week, it has touched ₹900 per 10 gm or ₹55 per troy ounce. There is hardly any demand in the market. While on the one hand there is a liquidity crunch, on the other hand the volatility in gold price is keeping buyers away," said Mukesh Kothari, director of the bullion firm RiddiSiddhi Bul-

lion. Gold prices scaled a six-year high on Tuesday as concerns mounted over protests in Hong Kong and an Argentine currency crash amid fears of a global economic slowdown, prompting investors to move away from riskier assets. Spot gold rose 0.7% to \$1,521.98 per ounce, the highest level since April 2013. US gold futures rose 1% to \$1,533 an ounce.  
Jateen Trivedi, commodity analyst, Bonanza Portfolio said that after six long years of wait the shine on gold has just started. "The whole story shall unfold further with rupee depreciation continuing and global trade war not looking like ending any soon in near future.

**'Will Damage Business Environment'**

From Page 1

"Our concern as Japanese government is that if legally binding contracts are not honoured, it would cause significant impairment to the business environment of AP state," Satoshi Takagi, second secretary in the embassy of Japan, said in an emailed response to ET's query.  
Soon after taking over as CM, Reddy had claimed that the previous Telugu Desam Party government had signed wind and solar power purchase agreements (at tariffs higher than other states, and alleged there were malpractices involved. He formed a committee to renegotiate all such PPAs, prompting project developers to move court.  
The Japanese ambassador advised the chief minister to reconsider the matter.  
"I shall be grateful if you have the matter re-examined in the context of honoring laws, and also in view of the fact that continued investment in renewable energy is extremely important for protecting the environment and economic growth of your country," the letter said.  
The ambassador's missive to Ja-

ganmohan Reddy comes on the heels of similar letters from power minister RK Singh and the secretary in the ministry of new & renewable energy, Anand Kumar.  
Addressing a press conference last month, Reddy's principal adviser Ajay Kallam had made a specific reference to SB Energy. Kallam had claimed that one of the projects won by SB Energy in an auction by Solar Energy Corporation of India was later cancelled by SECI due to allegations of cartelisation. SECI is the nodal agency of the renewable energy ministry, responsible for conducting wind and solar auctions. Kallam went on to note that SB Energy had won a contract in Andhra too.  
At a diplomatic outreach programme held in Vijayawada last week, Jaganmohan Reddy had said that while the role of foreign investors was crucial, distribution companies were in a bad shape and their interests also had to be considered. A win-win situation would have to be found, he added.  
APs one of the leaders in green energy with a commissioned capacity of 7,257 MW (of which solar power constitutes 3,279 MW, and wind power is 3,978 MW), according to renewable energy consultancy Bridge To India.

**Focus on Grocery Segment**

From Page 1

While early online retail models focussed on quick wins in smartphones and apparel, attention is moving to grocery, which has the highest frequency across categories and high potential for private labels. Indians spend about \$500 billion on grocery every year but penetration of the online segment is just 1%, according to brokerage house CLSA.  
It expects e-grocery to grow into the largest category at \$99 billion in gross merchandise value in the next decade.  
Revised ownership norms have made it difficult for Amazon to strengthen the relationship between its India marketplace, Amazon.in, and retailers in which it had stakes and were sellers on its platform.  
For instance, Amazon had to delist Shoppers Stop from its website since it owns a 5% stake in the departmental chain.

**Precedents for Exemptions**

From Page 1

But whether a circular under Section 119 can be stretched to imposing an embargo on tax rates or surcharges needs to be examined. This section empowers the Central Board of Direct Taxes to issue such circulars.  
With regard to an announcement and subsequent amendment in the winter session of Parliament, officials need to weigh the effectiveness of this as tax rates for the financial year will be levied from April 1. Amending the Finance Act via ordinance is seen as a likelier method.  
Some tax experts said the best legal option for the government would be to consider an amendment to exempt all FPIs and alternate investment funds (AIFs) registered with the Securities and Exchange Board of India (Sebi) from the enhanced surcharge.  
"For now, the government should bring an ordinance to this effect or at least a definitive announcement — which will give a great deal of comfort to investors and capital markets — followed by a formal amendment proposal before Parliament," said Sudhir Kapadia, national tax leader, EY.  
Kapadia pointed out that there are precedents for allowing exemptions — such as that of minimum alternate tax (MAT) on foreign in-

stitutional investors (FIIs) and the applicability of the lower rate of withholding tax of 5% on masala bonds. Definitive announcements were made first, followed by amendments in the law.  
"If the intention is to reduce the surcharge for the current year itself, then my view is that it might not be possible to do this simply by way of issuing a circular or notification since the change in surcharge will require an amendment in law and would not be a mere clarification of law," said Rajesh H Gandhi, partner, Deloitte Haskins & Sells LLP. "The government might have to issue an ordinance duly promulgated by the President to change the rates effective April 2019. The amendment will then have to be approved in the next session of Parliament."  
Finance minister Nirmala Sitharaman held a meeting with market participants, including FPIs, on Friday to take stock of the issues they face. FPIs pitched for rollback of the increased surcharge and removal of long-term capital gains tax on equities to perk up market sentiment.  
**LOSING STREAK**  
The Indian stock markets have lost nearly 5% since the presentation of the budget, with FPIs pulling out as much as \$1.8 billion. On Tuesday, the Sensex fell 1.7% to close at

36,958.16 points.  
The finance minister had in the budget increased the surcharge levied on top of the applicable income tax rate to 25% from 15% for those with taxable incomes between ₹2 crore and up to ₹5 crore, and to 37% for those earning ₹5 crore and more, taking the effective tax rate on them to 39% and 42.74%, respectively. This increased surcharge impacts individuals, Hindu Undivided Families (HUFs), trusts and associations of persons.  
FPIs, sovereign wealth funds and AIFs structured as trusts or AOPs are covered by this. As many as 40% of FPIs are said to have been impacted by the increased tax.  
Sitharaman had subsequently told ET that the surcharge was not aimed at FPIs.  
"No, to be honest, I don't think it was an intent; we didn't aim to touch the FPIs," she had said in an interview published on July 29.  
"The intent was more to look at putting in a surcharge from the point of view of incomes above Rs 2 crore and Rs 5 crore and within them, make sure we calibrated," she had said. "But of course, it has touched those FPIs that are registered as trusts. Although I don't want to be tempted to repeat the dialogue, it is possible, and we are, as a government, willing to even help out if FPIs registered as trusts want to come over to being companies."

**3.5L Jobs Affected**

From Page 1

Given the fall in demand, automakers slashed production affecting 350,000 jobs across vehicle manufacturing, component making and distribution segments in the past three months. These include 230,000 personnel employed by dealers, 100,000 employees in the auto component industry and 15,000 casual and temporary workers engaged by vehicle manufacturers. Around 300 dealerships across the country have downed shutter in this period.  
According to industry estimates, a million additional jobs stand to get affected in the auto component manufacturing sector if the slowdown persists. The automotive industry employs 37 million people, directly and indirectly.  
It contributed 49% to the manufacturing GDP, according to government estimates for FY16.  
Rajesh Goel, director, Honda Cars India, said, "...the feedback we are getting from the market is that tighter lending norms and overall uncertain consumer sentiment are impacting spending decisions and postponement of purchases."  
Sales of commercial vehicles and two-wheelers in the period under consideration dipped by 25.71% (to 56,866 units) and by 16.82% (to 1,511,692 units) respectively. It was in December 2000 that passenger vehicle sales had dropped the sharpest by 35.22%. The industry body has been urging the government to bring down tax rate on vehicles to 18% from the current 28%. Apart from a reduction in producer tax rates, SIAM has also recommended that the government come out with a scrapping scheme to take off old polluting vehicles to trigger sales of new ones, and that the implementation of the proposed hike in registration fee of new vehicles be delayed.

**Central Scheme to Support Farmers**

From Page 1

The Centre had in 2018 launched a ₹1,150-crore scheme to support farmers for machinery, capacity development, knowledge sharing and awareness creation.  
"The Centre is giving up to 8% subsidy on purchase of machines like Super SMS, Happy Seeder, Paddy Straw Chopper and zero till drill used for residue management. Those farmers who don't want to buy these machines can easily get them on rent from Custom Hiring Centres (CHCs) in their neighbourhood," he said.  
A research paper titled "Fields on fire: Alternatives to crop residue burning in India", published in the Science magazine, said the Happy Seeder technology to manage rice residue can generate ₹6,000-11,500 more profit per hectare for the average farmer.  
Crop burning method to remove stubble has negative implications for the food system. The nutrients present in the stubble are wasted in burning and farmers have to spend on chemical fertilisers to maintain soil quality.  
Burning leads to the ground temperature rising and the soil drying up, necessitating additional water for irrigation. Livestock, too, is impacted by crop burning. It has been found that milk production falls up to 50% during the two months.

**'Global Factors Not Helping'**

From Page 1

Bucking the weakness in Asia, US stocks surged in early trade on Tuesday with the Dow jumping almost 2%, or 500 points, after the United States Trade Representative said it was deferring tariffs on select Chinese items until December 15. The US also removed some items from the new tariff list.  
The Sensex and Nifty had gained over 2% in the last two sessions amid reports that the government may roll back higher surcharge on FPIs registered as trusts, which had led to a flight of foreign money from Indian equities. With finance ministry officials not assuring foreign fund representatives of a rollback in their meeting last week, analysts said sentiment is jittery.  
"Markets had recovered on hopes that things would get resolved quickly. That hasn't been the case yet. Global factors are not helping," said Andrew Holland, CEO, Avendus Capital Alternate Strategies. "There is nothing to keep the market at higher levels at the moment," said Holland. The Sensex is down 6% since July.

**Aggressive Investor**

From Page 1

The Indian preschool education market is valued at about ₹25,000 crore, growing at a compounded annual growth rate (CAGR) of more than 25%.  
New York-headquartered KKR is one of the most aggressive investors in the Indian market with an exposure of close to \$8.5 billion through various asset classes including private equity, real estate financing and non-banking finance companies (NBFCs). Its private equity business alone has invested \$3.5 billion in India since setting up shop in the country in 2009. This year it has invested about ₹4,000 crore in Ramkay Infrastructure and ₹2,120 crore in Max Healthcare.  
Gaja Capital, which acquired a 50% stake in EuroKids in 2013 along with Partners Group, has increased its stake in five years to about 75%. ET reported last September that the homegrown private equity fund had put the three chains on the block, valuing them at \$300 million (₹2,000 crore).  
Spokespersons at Gaja Capital and KKR declined to comment. Pradjodh Rajan didn't respond to queries. Partners Group spokesperson declined to comment.  
In January Gaja Capital exited its investment in John Distilleries Pvt Ltd (JDPL), maker of Original Choice Whisky and Paul John single malt whisky, by selling its 43% stake to Sazerac, a family-owned spirits company in the US, gaining a fivefold return. In 2017, Gaja Capital and KKR had jointly invested about ₹1,000 crore in Avendus Capital, to scale up its asset management and credit businesses.

# Monsoon Watch

**Monsoon remains active** in many parts of the country but has moderated a bit

**Rainfall was subdued** in Gujarat but heavy in Maharashtra and Kerala

**Monsoon has been vigorous** in most parts of West Bengal and Odisha

**Total rainfall since June 1 is normal** after a weak start and heavy showers this month

## CURRENT WEATHER AND FORECAST

A low-pressure area that developed over the Bay of Bengal will drench Central India

Kerala will continue to receive heavy rainfall

Delhi, Uttarakhand, Punjab and Haryana likely to get good rainfall in next few days

Many parts of eastern and northern India are likely to see heavy rainfall

Rainfall intensity likely to moderate in a few days

## India, Russia Eye \$30b Trade Target

Our Bureau

New Delhi: India and Russia have called for diversification and deepening of economic ties in priority sectors to meet the bilateral trade target of \$30 billion by 2025, the commerce ministry said on Tuesday. Bilateral trade stood at \$8.3 billion in 2018-19.

This was emphasised upon by commerce and industry minister Piyush Goyal and Russia's deputy prime minister Yuri Trutnev during a business session held in Vladivostok in Russia from August 11 to 13.

Goyal led a delegation of about 140 Indian companies at the session. The delegation also included chief ministers of Haryana, Gujarat, Uttar Pradesh and Goa.

Goyal urged companies of both the countries to discuss partnerships directly and come up with concrete project proposals.

India underlined the need for bilateral investment treaties and a payment security mechanism for power purchase agreements to strengthen business ties with Russia.

Goyal's visit to Russia is a precursor to Prime Minister Narendra Modi's trip to Vladivostok in early September for the Eastern Economic Forum.

# July Retail Inflation Dips Marginally to 3.15%

**RATE CUT HOPES** Inflation likely to remain below 4% target in current fiscal giving RBI room to cut interest rates further: Experts

Our Bureau

New Delhi: Retail inflation eased marginally to 3.15% in July following a sharp decline for fuel and light group, creating room for more interest rate cuts by the Reserve Bank going ahead, data released by the statistics office on Tuesday showed.

Retail inflation, as measured by the consumer price index, was 3.18% in June. Inflation is likely to remain below the Reserve Bank of India's target of 4% for the current fiscal, according to experts.

"The number reconfirms our view that the RBI is likely to cut rates further in the October policy review," said Sakshi Gupta, India economist at HDFC Bank.

The RBI had cut rates by 35 basis points last week for a cumulative 110 bps this calendar year. One basis point is 0.01 percentage point.

There has been demand for a sharp

cut in interest rates in view of low inflation to revive sharply falling consumer demand. Data released on Tuesday showed auto sales declined 31% in July.

Data released on Friday showed industrial growth at a tepid 2% in June. Indranil Pan, chief economist at IDFC bank, also said there was room for a further interest rate cut and added that the RBI may choose to take a pause after October to examine the impact of the series of rate cuts this year.

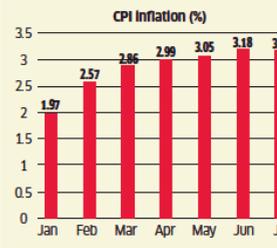
Inflation in rural areas fell from 2.21% in June to 2.19% in July while urban inflation rose from 4.22% to 4.33% in the same period

In June to 2.19% in July, while urban inflation rose from 4.22% to 4.33% in the same period.

Core inflation, which is inflation minus the volatile food and fuel components that is also seen as a measure of

## Comfort Zone

Retail inflation eases marginally



## OUTLOOK

Core inflation inches up to 4.4%. Floods, delayed Kharif may raise food inflation. Retail inflation likely to remain under 4%.



### What it means

RBI has room to cut rates in October review

## DEMAND INDICATOR

Core inflation, which is inflation minus the volatile food and fuel components that is also seen as a measure of demand, inched up marginally to 4.4% in July

trend of food inflations because of floods in some states and a lag in kharif sowing. "The core CPI inflation may not ease meaningfully from the current levels, in our view, as demand for services will remain sticky even during an economic slowdown," she said, adding that retail inflation is likely to inch up in the coming months but remain below 4%.

## Demand for Cut in Gas Rates As Global LNG Prices Fall

Sanjeev.Choudhary@timesgroup.com

New Delhi: A collapse in global liquefied natural gas (LNG) prices is fuelling demand at home for reworking the government-set price ceiling for gas from difficult terrains to cut high domestic rates in line with global prices, a move that could cap gains for producers such as ONGC and Reliance Industries while boosting affordability for consumers.

The price ceiling for gas from difficult fields today stands at \$9.32 per million metric British thermal unit (mmbtu) while the domestic formula price, which applies to most locally-produced gas, is \$3.69 per mmbtu. By comparison, the spot rates of LNG delivered to Indian shores are in the range of \$3.5-\$4 per mmbtu.

Local rates, published every six months, factor in data for the trailing four quarters with one quarter lag. The next revision, due in October, will likely bring down ceiling but executives at key gas buying firms fear the fall could be small and delayed as the calculation is based on price data for a longer period. They want the government to

### Disparity in Rates

Gas Price Trajectory (\$/mmbtu)	Domestic	Difficult Gas*
April 2019 - September 2019	3.69	9.32
October 2018 - March 2019	3.36	7.67
April 2018 - September 2018	3.06	6.78
October 2017 - March 2018	2.89	6.30
April 2017 - September 2017	2.48	5.56
October 2016 - March 2017	2.50	5.30
April 2016 - September 2016	3.06	6.61

\$9.32 per mmbtu: Price ceiling for gas from difficult fields today  
 \$3.69 per mmbtu: Domestic formula price, which applies to most locally-produced gas  
 \$3.5-\$4 per mmbtu: Price range of LNG delivered to Indian shores

shorten the period for calculation of ceiling to reflect the current global slump.

Producers are free to market their gas from difficult terrains such as deep sea and high pressure high temperature areas but prices can't cross the ceiling prescribed by the government—an incentive, introduced three years ago, that prompted RIL-BP and ONGC to pledge billions of dollars of investments in their deep sea fields. But global prices have since collapsed.

Even if it is a ceiling, and not the floor price, it can set unrealistic price expecta-

tion among producers, executives at key gas buyers told ET. Such high reference points can result in unnecessary pressure on gas buyers to quote a higher price during auctions, executives said, adding that unrealistic price expectations among producers can delay sale as well as production of domestic gas.

GAIL, Indian Oil, Bharat Petroleum and GSPC are some of the major buyers of domestic and imported gas in India.

So far, ONGC is the only beneficiary of higher rates for gas from difficult ter-

ains. And the two buyers of its gas, GAIL and GSPC, are paying about \$8 per mmbtu currently for its gas, according to sources, much higher than the spot LNG rates. ONGC has more supplies lined up for next year while Reliance too plans to produce gas from its deep sea fields early next year, for which bids are likely to be invited later this year. Vedanta also enjoys pricing freedom for its gas even though its Barmer field is not a difficult field. It is currently engaged in pricing negotiations with GAIL.

Local producers often cite expensive long-term LNG deal with Qatar to seek a higher price. "Domestic producers want their gas to be benchmarked to Qatar deal and not spot rates, which is unfair. They must realise that the global gas market has totally changed and the LNG market is oversupplied and would remain so for years," said an executive. Indian buyer pays Qatar \$9 per mmbtu under the long-term deal that was renegotiated in 2015 and yet looks expensive today.

Price ceiling has risen 40% since April-September 2016, when it was introduced, while the domestic formula price is up 20%.

## Made-in-India Locomotive's Top Speed at 180 KMPH

Our Bureau

New Delhi: The Indian Railways has indigenously designed and manufactured a high-speed locomotive capable of achieving a top speed of 180 kmph, which will help in improving the efficiency of high-speed trains like Rajdhani, Shatabdi and Duronto at a higher speed," the railways ministry said in a statement on Tuesday.

"The locomotive has been indigenously designed and developed by Chittaranjan Locomotive Works (CLW) in West Bengal.

"The new type of locomotive is expected to facilitate the operation of premium trains such as Rajdhani, Shatabdi and Duronto at a higher speed," the railways ministry said in a statement on Tuesday.

This is in line with the government's target of improving the speed of trains on important routes. As part of Mission Raftaar, the national transporter is looking to raise the average speed of trains



As part of Mission Raftaar, the national transporter is looking to raise the average speed of trains across its entire network

across its entire network, resulting in faster movement of passenger and freight traffic.

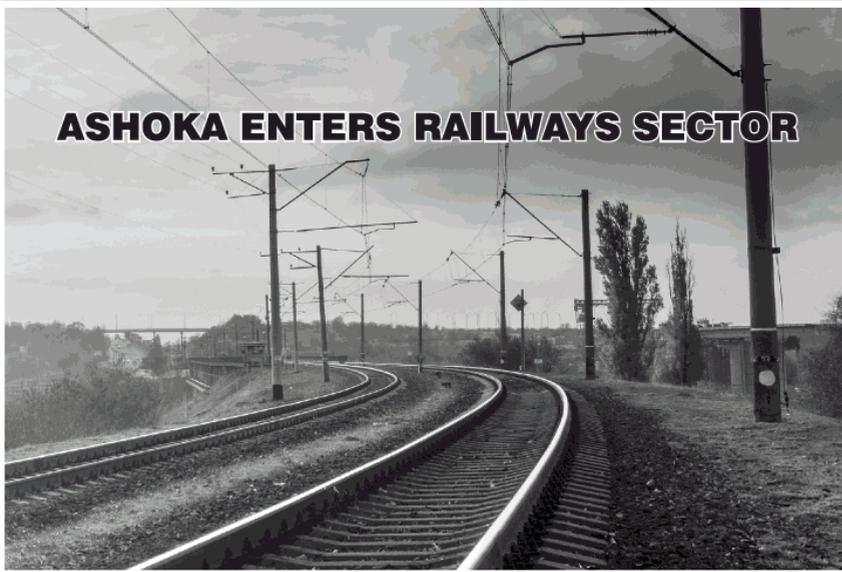
Railways minister Piyush Goyal said in a tweet on Monday evening, "this new locomotive produced under the 'make in India' initiative will speed up trains like never before." CLW produced this locomotive in March 2019, six months after it was assigned the task.

This comes in line with the government's target to improve the speed of high-speed trains in the country on important routes.

As part of Mission Raftaar, the national transporter is looking to increase the average speed of trains across its entire network, resulting in faster movement of passenger and freight traffic.

# ASHOKA

Ashoka Buildcon Ltd.



## ASHOKA ENTERS RAILWAYS SECTOR

Ashoka has crossed a new milestone in its journey with entry into railways, having bagged projects worth over Rs.1,200 Cr. in Punjab, Jharkhand and Bihar.

### STANDALONE FINANCIAL PERFORMANCE FOR Q1 FY 20

amount in Rs. Cr.

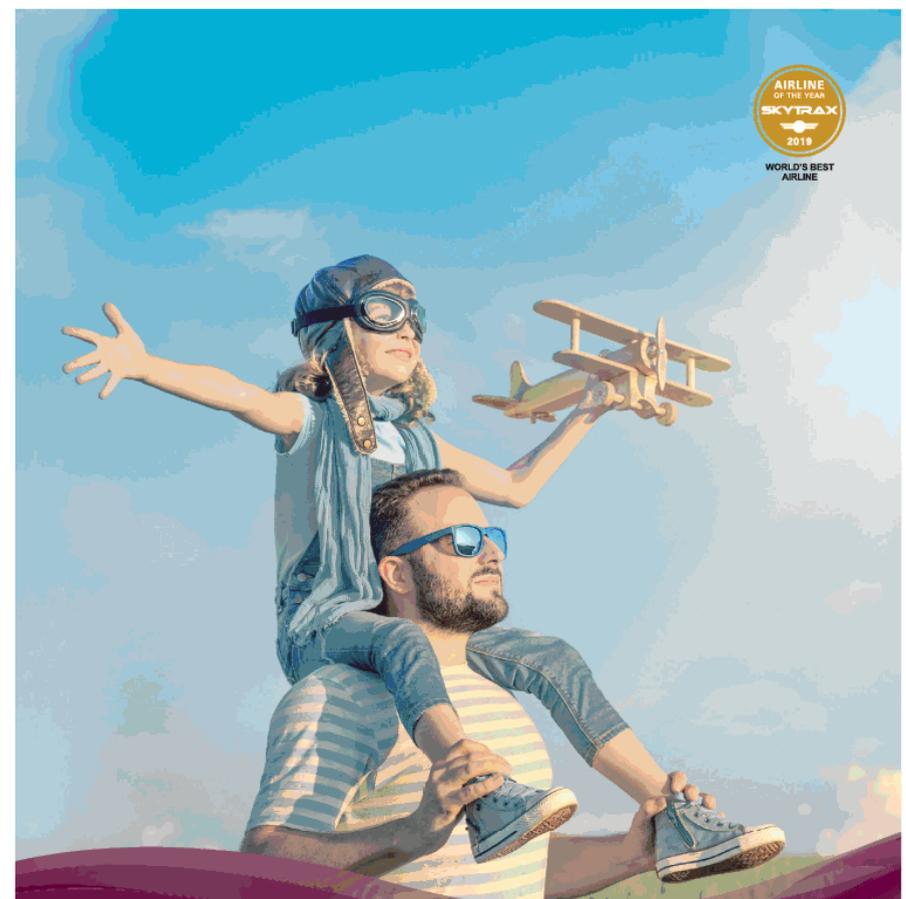
**Revenue**  
**26.4%** ▲  
 Q1 FY 20 : 911.0  
 Q1 FY 19 : 720.2

**EBITDA**  
**21.9%** ▲  
 Q1 FY 20 : 143.6  
 Q1 FY 19 : 117.8

**PBT**  
**9.8%** ▲  
 Q1 FY 20 : 95.7  
 Q1 FY 19 : 87.2

Balance EPC Order Book  
**Rs. 8,168 Cr.**

www.ashokabuildcon.com



## Celebrating India's Independence Day

Fly with us and experience an unforgettable journey with the World's Best Airline, as awarded by Skytrax 2019.

Enjoy savings of up to **25%\*** on all-inclusive return fares to Africa, Europe and the USA.

Book by 15 August 2019 for travel until 31 July 2020.

- qatarairways.com
- 079 6155 6000
- Contact your preferred travel agent

\*Terms and conditions apply, please review at the time of booking.



GOING PLACES TOGETHER

# Auditor Exit Must Trigger Investigation

It suggests malfeasance by company or auditor

The spate of resignations of auditors at companies is a concern. An auditor resignation should automatically trigger an investigation, of the company and the auditor, probably by the National Financial Reporting Authority, with the blessing and help of the ministry of corporate affairs, if need be. An auditor's queries being rebuffed is violation of the essential contract between society and an entrepreneur; of offering limited liability and the ability to pool in external capital in return for transparency and accountability. External audits are required to ensure that the money that companies raise is used for the purpose for which it had been raised. Audit committees must hold the promoter and directors to account for use of funds. Although the audit is paid for by the company, the audit firm is not meant to do the company's bidding.

The Sebi (Listing Obligations and Disclosure Requirements) Regulations, based on the Uday Kotak panel's recommendations, require auditors of listed companies to divulge detailed reasons for the resignation of auditor within 24 hours. This makes eminent sense. The regulator's consultative paper purposefully aims to strengthen the role of audit committees, while outlining issues that auditors who resign need to flag. An auditor, for example, is supposed to disclose

whether the inability to obtain appropriate audit evidence was due to a management-imposed limitation and also whether the lack of information would have a significant impact on the financial statement and results. The regulator has proposed that if an auditor of a listed company resigns, say, in August 2019, she should issue a limited review report for the quarter ended September 30, 2019, before resignation.

The proposed rules, meant to ensure integrity in the audit process, are fine. In tandem, the need is to reform and clean up political funding to make it transparent. This will end the unethical practice of companies generating funds off their books to pay off netas and babus to be able to do business. Transparent political funding will improve corporate governance.



Illustration of an auditor or investigator.

# The Coming Rise in Telecom Tariffs

India's hypercompetitive, low-cost communications industry has withstood many churns. Consumers have benefited from plunging tariffs, as companies raced to hoover up subscribers without fretting about bottomlines. The upshot: only three private players, Airtel, Vodafone-Idea and Reliance Jio, have survived from around a dozen three years ago, when Jio entered the market. Now, customers must brace for higher data tariffs. Consolidation was inevitable, technology will continue to change, but to keep competition alive, companies must remain profitable. This has become an endangered prospect. Average revenue per user dropped since Jio's entry, steadily till the December 2018 quarter.

For Airtel and Vodafone-Idea, with many rural customers, voice services on 2G networks is a drag. These occupy prime real estate in 900 and 1800 megahertz (MHz) frequencies, but are inefficient users of this spectrum. Ideally, these should be used for data including packet voice, but telecom companies will have to invest to convert rural 2G networks to 4G. Jio has no such legacy problems, for voice on its network is an application of data, but its network runs in 850, 1800 and 2300 MHz ranges. The high-frequency band calls for high investment in gear to compensate for faster signal decay. Now, around 475 million people access the internet on mobiles, 20 times more than those using wired broadband. So, mobile data must be accessible to all, while making it worthwhile for companies to supply it.

For this happy outcome, an increase in data pricing is inevitable. All else, including paring costs to the bone, has been done, and crippling debt burdens telcos. If the price hike is neither too sudden nor too steep, Indians will be happy to pay a little extra to continue on the digital highway.



Illustration of a satellite dish.

The discovery that their genes make some people late risers yields the perfect excuse

# Perfect Scientific Alibi Undone by Science

Scientists are helpful people. No, not just in the sense that they explain the mysteries of the universe and come up with stuff that permits inventors to make useful or amusing things, but also in the sense that they help you make the perfect excuse. I couldn't help it, it's my genes. Researchers in the US have concluded that genes are responsible for people sorting into late-night owls, who struggle to wake up in the morning, and larks, who go to bed early and rise and shine along with the morning sun. Their research centred on 2,400 people who turned up at sleep clinics, and so cannot be dismissed lightly. Does this mean that the office supervisor raring to glower at the perpetual Johnnies-come-late and raise Cain have been disarmed by guileless science? Not really, science comes to his rescue.

There is genetics, but there is also epigenetics. Certain genetic tendencies are triggered or not triggered, depending on external factors. Baby mice born to inverted mothers who do not lick them much grow up introverted. But when the same baby mice are fostered with mothers who lick their babies a lot, they frolic to sociable adulthood, and lick their own babies with vim. Late sleepers can alter their genetic urge, in short. Whether this involves extensive licking by a loved one is something the sleepless alone can find out.

# SWAMISPEAK Tackle the factors that make India uncompetitive, long-term growth's greatest threat

## Where's the Competition?



Swaminathan S Anklesaria Aiyar

The Indian economy keeps sliding downward. GDP decelerated steadily from 8.2% in the first quarter of 2018-19 to 5.8% in the last quarter. Is this a short-term blip, or a deeper, more serious structural problem? The correct answer is 'both'. The combined impact will mean maybe no more than 5.5-6% growth in 2019-20, against the officially projected 7.5%.

Countercyclical strategies using fiscal and monetary easing can combat short-term threats. But the long-term outlook is gloomy, since India has ceased to be internationally competitive, with exports barely growing for the last five years. Politicians are giving no priority to restoring that competitiveness, and instead are falling back on protectionist nostrums, raising import duties on dozens of items year after year. This threatens to sink India's long-term prospects.

### Export and Flourish

No country has sustained 7% growth without buoyant exports. Past growth requires a competitive economy, and a political will to keep improving that competitiveness. The absence of political will in India is dragging down long-term growth. That cannot be fixed

ed by fiscal or monetary boosts. The global economy is slowing and taking India down with it. The International Monetary Fund (IMF) projects world GDP growth slowing from 3.6% in 2018 to 3.2% in 2019. Export-oriented Singapore and South Korea have registered negative export growth, ringing alarm bells of global deterioration caused mainly by the US-China trade war.

Interest rates are already so low in many countries that their central banks find it difficult to use monetary policy to stimulate growth in response to the current slowdown. Globally, \$13 trillion worth of bonds are trading at negative interest rates, something unheard of earlier. Central banks have created a huge global economic bubble, which is going to burst some day with ruinous consequences.

In the April-June quarter, growth in the EU was barely 0.2%. Export-oriented Germany is on the brink of recession, with all top corporations reporting plunging exports. British GDP fell 0.2% in the latest quarter, reflecting Brexit uncertainty. The US economy grew at a decent 2.1%, but this was down from 3.1% in the first quarter, suggesting that the fiscal stimulus of President Donald Trump's tax cuts in 2018 is tapering off.

The US is going to impose additional tariffs on \$300 billion worth of Chinese exports. China has responded by saying it will not buy any more US agricultural exports. Both sides are preparing for a deepening of trade war. That, in turn, is breaking global value chains, hitting investment and animal spirits.

Superimposed on this is now the threat of currency war: China's currency slid recently, leading Trump to decry this as currency manipulation,



You up to it?

which he will retaliate against. Many analysts now predict a global recession, though that is far from certain.

India is now substantially integrated into the global economy and cannot escape the global downturn. India's exports had risen 9% in 2018-19, but crashed by 9% in June. Auto and motorcycle domestic sales, as well as exports, have crashed. TV sales fell despite stimulus of the Cricket World Cup. Fast-moving consumer goods are growing only half as fast as last year, especially in rural areas. Corporate profits have been dismal along with corporate investment. Foreign investment has been a rare success story, hitting a record \$63.4 billion in 2018-19. But much of it has been in financial infusions rather than greenfield investment.

### Faster, Higher, Stronger

Three droughts in five years, combined with low agricultural prices, often below the minimum support price (MSP), have dented rural demand. Possibly a good monsoon this year will stoke a rural recovery, but it cannot offset the impact of the global slowdown.

Some economists want a fiscal boost to revive demand, raising the fiscal deficit to, say, 4% of GDP. However, economists have automatic stabilisers. In a downturn, tax revenue falls while spending on safety nets increases, so that the fiscal deficit increases without any conscious

effort to do so. I expect the slowdown to push up the fiscal deficit past 4%. But this will not revive the economy.

While agricultural and global cycles will reverse after a dip, no automatic revival can be assumed for lack of competitiveness. Global trade wars and currency wars are going to make exports more difficult than ever. The response should be to tackle all the factors that make India uncompetitive.

Political competition between parties has ensured that, compared with its Asian neighbours, India has among the highest cost of land, labour, capital, electricity, railway freight and air freight. The need of the hour is to change land laws to cut land prices, ensure flexibility in labour laws, reduce interest rates, end high industrial electricity rates used to subsidise farmers, end high railway freight rates used to subsidise passengers, and slash extortionist taxes on aviation spirit to cheapen air cargo. This must be combined with educational reforms to hugely improve learning and create skilled, employable college graduates instead of sub-standard unemployable ones.

This is a long and difficult agenda, and will stoke furious political opposition. But if it is not undertaken, India's competitiveness will slip further. That is the greatest threat to India's long-term growth.

Tomorrow: T K Arun, consultant editor, ET

### WHERE'S THE ECONOMY HEADED?

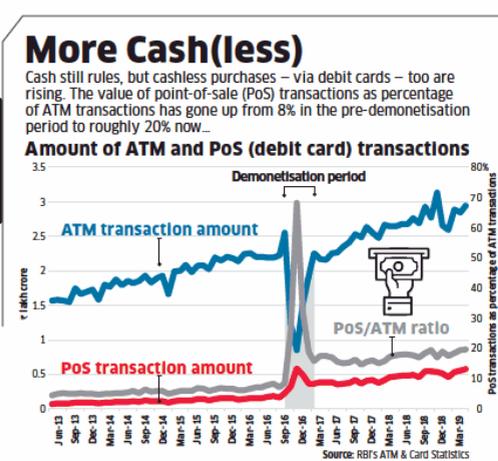


A rare success story, foreign investment hit a record \$63.4 billion in 2018-19. But much of it has been in financial infusions rather than greenfield investment

**WIT & WISDOM**

"If you think nobody cares about you, try missing a couple of payments."

Steven Wright  
Comedian



### Bell Curves

R Prasad

Yoga is union of your materialism and my spiritualism!

### RENEWABLE ENERGY

# Decarbonise the Economy



Vinod Thomas

As empirical evidence mounts on the urgency to slow global warming, the reality on the ground is going in the wrong direction. Capping days of extreme heat, June 10 was Delhi's hottest day on record for the month, reaching 48°C. Meanwhile, CO<sub>2</sub> emissions, the main source of man-made global warming, rose in all three of the top emitters - China, the US and India, in that order - by 3-5% in 2018, largely driven by emissions from coal power plants. Climate change is hurting India's economic growth and well-being. Just in Kerala, the epic floods of August 2018 took nearly 500 lives and torrential rains with worse landslides are currently underway. The human and financial costs of these floods, as well as storms and heatwaves, are on a sharp rise. Policymakers must recognise that if the country is to achieve respectable growth rates, India, along with the other major emitters, must reverse rising carbon emission.

The world is 1°C hotter than pre-industrial 1850-1900 levels, with 2015-19 comprising the hottest years on record. As a result of global warming, sea levels could rise by 2.8 ft by 2100, presenting an existential threat to India's coastlines. Driving this temperature increase, carbon emissions rose by a record 2.65 parts per million (ppm) a year in 2015-19, reaching 412 ppm today. At this rate, the catastrophic threshold of 450 ppm for reaching the 2°C increase in warming will be breached in just 15 years. By 2050, temperatures in India are projected to increase 1.5-3°C relative to 1981-2010, if little action is taken.

are leaders in building defences against rising sea levels. True, the per-capita incomes of these nations are over 20 times higher than India's, but sadly, climate change does not differentiate between countries' incomes. If anything, the poorer nations pay a higher price for it in death and destruction.

Viewed against this reality, India is not doing nearly enough to boost its defences. The priority for spending for disaster management must rise vastly perhaps three-fold, with wasteful expenditures such as fertiliser subsidies covering the increased outlays. It is urgent to build resilience of agriculture, fisheries and health, and stem mass migration that it may trigger.

Furthermore, adaptation without mitigation to decarbonise economies will not keep pace with runaway climate change. The silver of good news is that solar photovoltaics and wind energy, both non-carbon sources, have become mainstream options worldwide. The average cost of these two renewable power sources is now in the range of the cost of fossil fuels. Even so, renewable energy still accounts for only 17% of India's electricity needs, with 90% coming from polluting fossil fuels.

The world is not on track to meet the Paris targets. One reason is that renewable energy in transport, residential

use and industrial processes remains very low. Policy frameworks to support renewables and energy efficiency in industry and in buildings are patchy. Also, energy-related CO<sub>2</sub> is rising because of increased fossil fuel consumption, encouraged by government subsidies for this energy source. Worldwide, these subsidies increased by one-third in 2018, to \$400 billion globally. Perversely coal plant capacity is set to expand in South and Southeast Asia, which together account for half of the world's planned coal power expansion, with India, Vietnam and Indonesia combined for over 90%. Bangladesh and Pakistan plan to increase coal-based capacity threefold, and the Philippines wants to double capacity.

In the Paris accord, India proposed a 40% non-fossil-based power capacity by 2030, which could realistically go up to 50%. This is commendable. But with total power capacity needing to increase too, India is projected to increase fossil fuel-based power; and hence raise carbon emissions.

To have any chance of sustaining solid long-term growth rates, South and Southeast Asia, including India, must abandon plans to build new coal-fired power plants, retrofit existing ones, and sharply cut the emissions intensity of GDP. In its place, the switch to renewables needs to be speeded up. For India, that means meeting existing targets and contracts for renewable production, and improving grid stabilisation, energy storage and distribution for power.

Continued rise in carbon emissions is propelling a dangerous increase in global temperatures, hurting the economies of the subcontinent and people's well-being. Coal-fired power plants are big sources of air pollution and health risk. To avert a full-blown catastrophe, economies, especially China, the US and India, need to decarbonise radically by switching from fossil fuel to renewable energy sources.

The writer is visiting professor, Lee Kuan Yew School of Public Policy, National University of Singapore

### Citings

# Peak Energy & Oil Offtake

NAMIT SHARMA

The shape of GDP is changing. 100 years ago, it was rapid industrialisation, first in the big Western economies, then China driving it in the early 2000s. Going forward, we will see more services driving our GDP and economy. The energy that you need for services is inherently different or less than the energy used for the rapid industrialisation.

Second, and we all see it, we continue to get more efficient in how we use energy. We have double-paned windows, so our heating is more efficient. We have appliances that continue to get more efficient. Our cars, including internal combustion engine or electric vehicles, they continue to get more efficient. That energy efficiency continues to drive down the overall demand for energy.

Another big trend is electrification. So, not only do we get more efficient, everything is getting electrified, from road transport to people coming into the middle class and buying more appliances. As for peak oil, we're probably at more oil than we need.

Chemicals is a big-growth sector for oil, with plastics and all that stuff, that segment continues to grow. We will need more oil for chemicals. Plus, and minus overall, we see in our reference case, over the next 10-15 years, oil still grows by 10 million barrels a day. For anchor today, we use around 100 million barrels a day, so over the next 10-15 years, we get 10% growth for oil.

From 'Peak Energy, Peak Oil and the Rise of Renewables: An Executive's Guide to the Global Energy System'



THE SPEAKING TREE

# Mellowing With Age

SUMIT PAUL

When Buddha was old and he realised that the time was ripe to leave the world, he called his two favourite disciples and said, "Soon, I won't be with you. I've nothing to offer and nothing to preach; nothing to accept nor expect. All I've is the body, which is tattered because of old age. I know nothing of enlightenment."

Youthful arrogance mellow into affable modesty as one grows old and it finally sublimates into self-effacing humility. The vicissitudes in every individual's life leave their impressions, but we start feeling their impact and ramifications only with advancing age.

Harivansh Rai Bachchan wrote, "Now with age, sitting against the silhouette of a setting sun, I ruminate and introspect. I look at my whole life from a deeper perspective." Life can only be judged in its totality when it reaches its logical end. During one's youth, there's often an irrational and romantic fascination for cutting short one's life, which is called "Intellectual hari-kari" or "James Dean Syndrome", after the Hollywood heart-throb, who acted in the cult movie, 'Rebel Without a Cause', and died very young.

Rabindranath Tagore took to painting at the ripe age of 65 and Nirad C Chaudhuri kept writing till he breathed his last at the age of 99. It's been found in a number of cases that the human body can generate new cells, especially glial brain cells, responsible for higher level of thinking and cognition. This explains why very many greats have been 'late bloomers'. A new awakening awaits you.

### Chat Room

# Good Reforms Deserve More

Apropos 'Let Us Wait for a Miracle' by Ashok V Desai (Aug 13), economic growth had been a top priority during Narendra Modi's first term as PM. However, data released in early 2019 by the Central Statistics Office showed that GDP growth has been slowing. Progress on economic reform is constrained by a lack of consensus, across the political spectrum, about its nature and scope. The NDA 2, steered by PM Modi, undertook ambitious reforms, such as the introduction of GST, and made headway in speeding up infrastructure projects. But parts of the economy remain unreformed, and questions persist about the sustainability of growth.

TANVI JAIN

# Make Changes to Workflows

This refers to '2019: A Space for Audit' by Bala Swaminathan (Aug 13). There can be no denying the fact that the frauds at Satyam and Enron should have been called out much earlier by the auditors before they actually came to light. An oft-heard refrain of the Big Four's clients is the alleged lack of partners' attention brought to an assignment once the mandate is given.

Most often, the responsibility of client deliverables is left to less-experienced professionals. Right time to make changes to workflows and expectations?

JEETAN NAGPAL

# Do We Hang Up on BSNL, MTNL?

Apropos the news report, 'Reliance Jio to Roll Out Home Broadband Services from Sep 5' (Aug 13), the offer of free landline service by Reliance Jio sounds the death knell for BSNL and MTNL. The best course for the government would be to find willing buyers for the two companies. It should be prepared for a distress sale since the entities offer little value, besides their land banks. The employees too would be well advised to look for greener pastures.

ANTHONY HENRIQUES

By email  
Letters to the editor may be addressed to editort@timesgroup.com

QUICK HITS

US Mayor Proposes Gun Insurance to Curb Violence

**San Francisco:** Mayor Sam Liccardo of the US city of San Jose proposed that it should be made mandatory for gun owners to buy liability insurance or pay a fee to cover gun violence-related costs to curb gun-related crimes, US media reported. Liccardo proposed the "harm reduction" measure to the city council on Monday asking gun owners in the city to either buy the insurance or make payment to compensate "taxpayers for the public costs of firearm violence in America's 10th largest city", Xinhua reported. IANS

Man Kills Woman, Injures Another in Sydney

**Sydney:** A man went on a stabbing rampage in Sydney on Tuesday, killing one woman and wounding another before he was restrained by members of the public, police said, adding they were not treating it as a terrorist incident. The 21-year-old man was carrying a knife and a computer thumb drive containing information about deadly attacks in North America and New Zealand, police said. A 21-year-old woman was found dead in an apartment building and a second woman, 41, was taken to hospital with a stab wound to her back. Reuters

Radiation Up to '16 Times' Norm near Russia Blast Site

**Moscow:** Radiation levels were up to 16 times the norm in a nearby town after an explosion at a Russian missile testing site, the national weather service said on Tuesday. The explosion at the Arctic facility on Thursday killed five scientists with Russia's nuclear agency, Rosgidromet, the weather monitoring service, said its sensors in Severodvinsk, a town about 30km from the Nyonoksa test site, registered gamma radiation exceeding background levels by "four to 16 times". AFP

Ukraine Offers Citizenship to Russian Refugees

**Kiev:** Ukrainian President Volodymyr Zelenskyy signed a decree on Tuesday offering citizenship to Russians suffering political persecution. The decree would apply to citizens of the Russian Federation who had been persecuted for political reasons. They would need to provide a certificate from Ukraine's foreign ministry or a diplomatic mission or a consular post confirming they were being persecuted in their native country for their political beliefs. Reuters

# US to Postpone 10% Tariffs on Some Chinese Products

**RELIEF FOR RETAILERS** Items include laptops, mobiles, gaming consoles

Washington: The Trump administration on Tuesday delayed imposing a 10% import tariff on laptops, cell phones, video game consoles and a wide range of other products made in China, in an abrupt pull-back from a hardline stance on Chinese trade. The US Trade Representative's Office action was published minutes after China's Ministry of Commerce said Vice Premier Liu He conducted a phone call with US trade officials. The delay in the tariffs that had been scheduled to start next month provides some relief to retailers. Although most stores would have stocked their holiday merchandise before the earlier September deadline, some might have faced the tariffs for fill-in orders late in the holiday shopping season. "We're doing this for the Christmas season, just in case some of the



tariffs would have an impact on US customers," President Donald Trump told reporters. The decision came less than two weeks after Trump said on August 1 he would impose a 10% tariff on \$300 billion of Chinese goods, blaming China for not following through on promises to buy more American agricultural products. Reuters

## Argentine Peso Plunges Further

**Buenos Aires:** Argentina's peso and dollar-denominated bonds dropped again on Tuesday as market turmoil spilled into a second day following opposition candidate Alberto Fernandez's landslide victory in a primary election that dealt a severe blow to President Mauricio Macri's re-election chances. The peso lost 9.32% of its value to reach 59 per US dollar. The currency had hit an all-time low on Monday of 65 to the dollar, a drop of 30%, on fears that a Fernandez government could take Argentina back to interventionist economic policies. Reuters

# Britain Acts Tough on Facebook, YouTube over Harmful Content

Watchdog to take charge of policing social media from Sept 19

London: Facebook, Instagram and Google-owned YouTube could face millions in penalty in Britain — up to 5% of their revenue and restriction or suspension of services if they fail to remove harmful content from their platforms. According to a CNET report on late Monday, the British government has decided to appoint telecom and broadcasting regulator Ofcom to ensure social media platforms are tackling spread of content that promotes violence, child abuse or pornography. Ofcom will be given powers to investigate and fine social platforms for sharing or live-streaming



"harmful" videos. The watchdog will take charge of policing social media from September 19. "These new rules are an important first step in regulating video-sharing online, and we'll work closely with the government to implement them," an Ofcom spokesperson said.

In April, the British government announced it would appoint an independent regulator to keep social media companies in check. The British government's "online harms" white paper aims to make online platforms liable to protect their users, especially children. "Online platforms can be a tool for abuse and bullying, and they can be used to undermine our democratic values and debate. The impact of harmful content and activity can be particularly damaging for children, and there are growing concerns about the potential impact on their mental health and well-being," read the white paper. IANS

# European Online Job Search Websites Call on EU to Crack Down on Google

**Foo Yun Chee & Paresh Dave**  
Brussels | San Francisco: Google's fast-growing tool for searching job listings has been a boon for employers and job boards starving for candidates, but several rival job-finding services contend anti-competitive behaviour has fuelled its rise and cost them users and profits. In a letter to be sent to European Union competition commissioner Margrethe Vestager on Tuesday and seen by Reuters, 23 job search websites in Europe called on her to temporarily order Google to stop playing unfairly while she investigates. Similar to worldwide leader Indeed and other search services fa-

**23 websites called on the EU competition commissioner to order Google to stop playing unfairly while she investigates**  
The top of results for searches such as "call centre jobs" in most of the world. Some rivals allege that positioning is illegal because Google is using its dominance to attract users to its specialised search offering without the traditional marketing investments they have to make. The tensions expose a new front in the battle between Google and online publishers reliant on search traffic. Just as EU and US antitrust regulators heed calls to scrutinise tech giants including Google, Google so far over the last decade has withstood similar accusations from companies in local business and travel search. Reuters

# Clashes at Hong Kong Airport, Lam Appeals for Restraint

Stock market crashes to a seven-month low on Tuesday

**Hong Kong:** Police and protesters clashed at Hong Kong's international airport on Tuesday after flights were disrupted for a second day and the political crisis in the former British colony deepened. In a second day of unrest at the airport, thousands of black-clad protesters jammed the terminal, chanting, slinging and waving banners. Scuffles broke out after an injured person was taken out of the main terminal by medics after he was held by a group of protesters. Some activists claimed he was an undercover mainland Chinese police officer. Several police vehicles were blocked by protesters and riot police moved in, pushing some protesters back and using pepper spray. A policeman pulled out a gun at one point. Protesters also barricaded some passageways in the airport with luggage trolleys, metal barriers and other objects. At least two protesters were taken away by police. The situation calmed down after a few hours without the violence worsening. The action at the airport followed an unprecedented airport shutdown on Monday. Hong Kong's Airport Authority said operations had been "seriously disrupted" on Tuesday and departing passengers had been unable to reach immigration counters. The weeks of protests began as opposition to a now-suspended bill that would have allowed suspects to be extradited to mainland China and have swelled into wider calls for democracy. Demonstrators say they are fighting the erosion of the "one country, two system" arrangement that enshrined some autonomy for Hong Kong since China took it back from Britain in 1997. Ten we-



A woman tries to get through security as protesters block passengers at the departure halls of Hong Kong airport on Tuesday

## Cathay Suspends Second Pilot

**Beijing | Hong Kong:** Hong Kong flag carrier Cathay Pacific Airways said it had suspended with immediate effect on Tuesday a second officer operating flight CX216 for misuse of company information, and had also commenced internal disciplinary proceedings. The flight was on Monday, it said in an emailed statement to Reuters. The airline did not provide further details, but the Global Times, published by the Communist Party's official People's Daily, reported earlier on Tuesday that an anonymous message was posted online encouraging

protesters to keep protesting at the Hong Kong airport and was accompanied by a picture of a cockpit. The picture, which was also carried by other Chinese media, showed a cockpit screen that belonged to flight CX216, which was flying out of Manchester to Hong Kong. Cathay got caught in the tussle between Beijing and pro-democracy groups in the Asian financial hub on Friday after China's civil aviation regulator demanded the airline suspend personnel who engaged in or supported illegal protests in Hong Kong from staffing flights into its airspace. Reuters

eks of increasingly violent clashes between police and protesters have roiled the Asian financial hub. Hong Kong's stock market fell to a seven-month low on Tuesday. The United Nations human rights commissioner, Michele Bachete, urged Hong Kong authorities to exercise restraint and investigate evidence of their forces firing tear gas at protesters in ways banned under international law. China responded by saying her

comments sent the wrong signal to "violent criminal offenders". Chief Executive Carrie Lam made an appeal for calm and restraint. "Take a minute to look at our city, our home," she said, her voice cracking, at a news conference in the newly-fortified government headquarters complex. "Can we bear to push it into the abyss and see it smashed to pieces?" she said. Reuters

# 'Brexit by Any Means' for 54% Britons: Poll

**London:** A majority of Britons believe Prime Minister Boris Johnson must take Britain out of the European Union "by any means", even if that involves suspending parliament, an opinion poll conducted for the Daily Telegraph said on Monday. Johnson has promised to lead Britain out of the EU on October 31 regardless of whether he manages to secure an exit deal with Brussels, despite many in parliament being opposed to leaving without a deal. A ComRes opinion poll showed 54% of respondents said they agreed with the statement: "Boris (Johnson) needs to deliver Brexit by any means, including suspending parliament if necessary, in order to prevent MPs from stopping it"



Prime Minister Boris Johnson is seeking a deal with the EU but has not ruled out suspending parliament to prevent law-

makers' attempts to block a no-deal exit. The poll showed 46% disagreed with the statement. The result was based on the answers of 1,645 respondents, after those who said they did not know their preference had been excluded. The same survey found support for the Conservative Party had risen by 6 percentage points to 31%, compared with 27% who said they would back the opposition Labour Party. That result was based on 1,783 responses. That finding is largely in line with other polls showing an increase in support for the Conservatives since Johnson took over from Theresa May, who formally quit last month having failed to deliver Brexit on schedule. Reuters

## TIPS, TRIVIA & TRENDS YOUR DAILY DIET OF FUN AND FACTS

### London University Bans Beef to Fight Climate Change

Students at London's Goldsmiths will no longer be munching on canteen staples such as burgers and chilli after the university announced it would ban all beef products to fight climate change. Professor Frances Corner, the new head of Goldsmiths, said that she was taking the drastic action to pull beef from campus cafes and shops from next month because "declaring a climate emergency cannot be empty words". Students at Goldsmiths will also face a 10 pence levy on single-use plastic items when they return after the summer break. AFP

### Palace Vows to Fight Back on Ads Using Meghan to Sell Pills

Buckingham Palace has vowed to stop a raft of "illegal" web adverts claiming Meghan Markle is behind a brand of diet pills. Officials are set to act after a Sunday Mirror investigation revealed the scam. The bogus online campaign for Keto Weight Loss tablets features YouTube images of Meghan before and after her pregnancy. And a fake quote on a site called First Level Fitness says "Post pregnancy my body had lost its shape. But, with keto body tone, I came back." A second site promoting the pills — branded as potentially dangerous by experts — even has Meghan claiming in an interview the Royal Family wanted to stop her "pursuing my own weight loss line". And cruelly one ad even has the Duchess posing with the Queen and calling the tablets her "passion project" — a phrase she actually used in a speech about the launch of her Grenfell disaster charity cookbook. A royal source added: "This is obviously not true and an illegal use of the duchess' name for advertising purposes. We will follow our normal course of action." Daily Mirror

### Presidential Suite: Taiwan Invites Visitors to Stay in Govt Office

Fancy spending the night in a presidential office? The unique accommodation is up for grabs in Taiwan, where authorities are rolling out the red carpet for visitors after the island's tourism industry was hit by a Chinese ban on solo travellers. "I invite you to visit Taiwan and experience the warmth and hospitality of the people here," President Tsai Ing-wen said in an English video. "And while you are here, why don't you be my guest and spend the night at this presidential office building?" Up to 20 international tourists will be picked to bed down in the 100-year-old Taipei landmark — free of charge. An invite to the daily flag-raising ceremony is also to be had, if travellers can brave the 5:30am start time. AFP

### Missing Dentures Found Stuck in Man's Throat 8 Days after Surgery

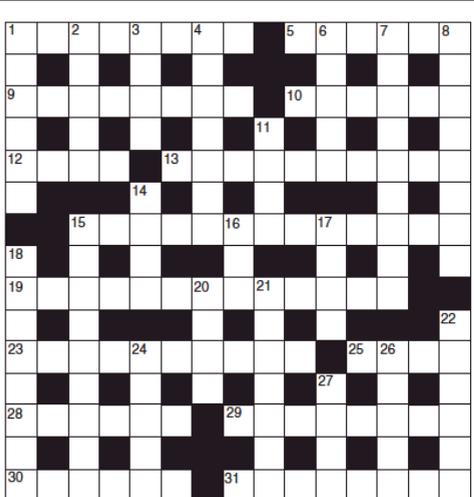
This is the story of a 72-year-old retired electrician in Britain — let's call him Jack — who forgot to tell his surgeon that he wore dentures. Six days after having a benign lump removed from his belly while under general anaesthesia, Jack turned up at the emergency room. He complained of blood in the mouth, difficulty swallowing and pain so intense that he couldn't eat solid food. Noting a history of lung problems, doctors assumed he had a respiratory infection, according to BMJ Case Reports, a medical journal that describes medically noteworthy cases. They prescribed mouthwash and antibiotics, and sent him on his way. But two days later, Jack showed up again with worsened symptoms — he couldn't even swallow his meds. "He was also feeling short of breath, particularly when lying down, and had taken to sleeping upright," Harriet Cunliffe, an ENT surgeon at Universites Hospitals NHS, noted. The ER doctor suspected a type of pneumonia and admitted Jack into hospital. That's when a fibre optic camera on the end of a tube inserted through a nostril revealed a large, semicircular object covering his vocal cords. "On explaining this to the patient, he revealed that his dentures had been lost during his general surgery eight days earlier, and consisted of a metallic roof plate and three front teeth," Cunliffe said. The denture was removed surgically, and Jack was discharged six days later. AFP

### George Michael's Home Sold for £3.4 Million

Legendary singer George Michael's home in Goring-on-Thames, Oxfordshire has sold for £3.4 million to a local couple. The 16th century property was sold last month, according to Land Registry documents obtained by Mirror.co.uk. Michael passed away in the residence on Christmas Day in 2016, and the place has since become a popular spot for his fans to visit and pay tributes. Many of his followers had appealed to turn the building into a museum dedicated to Michael's life and legacy. Michael bought the property in 2001. PTN

## Crossword

7485



**ACROSS**  
1 Spot on a cold cleric (8)  
5 He did some copying in piles (6)  
9 Armed ships form a new configuration (3-2-3)  
10 Mike secures very large area for design (6)  
12 American First Lady's client (4)  
13 Iffy science sadly lacking special expertise (10)  
15 Albert, say, priest in church, tricks men close to font (6,7)  
19 Is it sacrificed to the god of cookery? (5,8)  
23 He serenaded, using nothing but

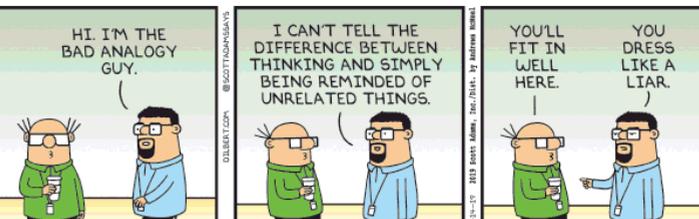
**DOWN**  
1 Affair involves Royal Mail maybe (6)  
2 Boat's staff capturing duck (5)  
3 Collar thug, by the sound of it (4)  
4 Illegally buy and sell vehicles on

**ACROSS:** 6 Endocrine gland.  
9 Blotto. 10 Test tube.  
11 Bachelor. 13 Oodles.  
15 Deride. 17 Pliers. 19 Anyhow. 20 Revision. 22 Pathetic.  
24 Nebula. 26 All-in wrestling.  
**DOWN:** 1 Be-all and end-all.  
2 Adit. 3 School. 4 Cesspool.  
5 Flat. 7 In turn. 8 Noblesse oblige. 12 Harsh. 14 Dress.  
16 Downtown. 18 Oracle.  
21 Vanity. 23 Hair. 25 Blip.

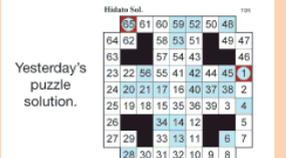
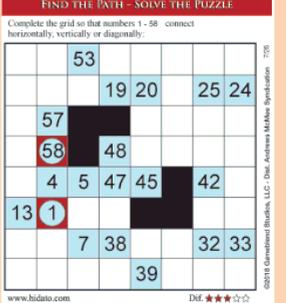
©The Daily Mail

## Dilbert

by S Adams



## HIDATO



## LEADER BOARD

**HIDATO**  
T.M. Mani  
Mumbai  
P.Rajan  
Bangaluru

**7 LITTLE WORDS**  
Nandakumar Gupta  
Pune  
Manoj Singh  
Hapur

## 7 LITTLE WORDS

Find the 7 words to match the 7 clues. The numbers in parentheses represent the number of letters in each solution. Each letter combination can be used only once, but all letter combinations will be necessary to complete the puzzle.

**CLUES SOLUTIONS**  
1 bringing down a temperature (7)  
2 clearly (10)  
3 like expired milk (7)  
4 flat, broad-headed swimmer (8)  
5 ancient Greek racecourses (6)  
6 "Money" and "People" (11)  
7 rogue (5)

KNA	CO	NG	ST	CUR
ED	IA	LY	CALS	INC
ODI	ISI	AD	OLI	FISH
VE	VE	MONK	DL	PERI

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.

HPCL Finally Recognises ONGC as Its Promoter

New Delhi: Hindustan Petroleum Corporation (HPCL) on Tuesday finally recognised its majority owner ONGC as its promoter in public filings...

on what was really unclear to the management. Several officials of the petroleum and natural gas ministry and ONGC executives believed HPCL's quest for clarity was only a tactic to delay the inevitable recognition.

ONGC had purchased the government's entire 51.11% in HPCL for ₹7,000 crore in early 2018. Following the transaction, HPCL recognised the government as promoter but not ONGC, leading to heartburn at the state-run explorer and trust deficit between the two companies.

The friction between the two companies may not necessarily end quickly but resolution of the promoter issue is a first good step, said an ONGC executive.

The ministry had directed HPCL in January, more than nine months after the acquisition and following multiple representations by ONGC, to recognise its majority shareholder as promoter, along with the President. HPCL didn't follow the directive, saying it needed more clarity.

HPCL's board is also headed by ONGC chairman. The ministry had directed HPCL in January, more than nine months after the acquisition and following multiple representations by ONGC, to recognise its majority shareholder as promoter, along with the President. HPCL didn't follow the directive, saying it needed more clarity.

TIMES interact

Connecting People, Connecting Needs.

BOOK YOUR ADVERTISEMENT 24x7 Call 18002705153 Pay through Cash, PayTM or Online transfer

jobs SITUATION VACANT ACADEMIC GENERAL

REQUIRED experienced CA or Accountant person for a reputed company in Gurgaon.

COMPUTER OPERATORS Female Grad./U.Graduate Computer Operator basic Comp. Knowledge 6k-8k

WALK IN INTERVIEW Sales Officers/AM's for AXIS BANK Education: Any Graduate with 1+ year Experience

GRAPHICS & DSGN GRAPHIC Designer- Experience: 2-4 years. Skills: Illustrator, Adobe Photoshop, Corel, PhotoShop, In Design S/W

SR. ACCOUNTANT 10 yrs, full Accts knwldg, slyry 20-30k

INTERIOR DECORATORS Req'd Interior Designer, having wrkg exp of 2-5 yrs for Designing firm at Punjabi Bagh

SITUATION VACANT REQUIRE Sales Executives for Delhi for Marketing Digital Printing Sublimation and UV

RAMJAS School, Pusa Road, New Delhi Urgently requires TGT Social Studies, TGT Hindi and School Nurse Mail CV at principal@ramjasspsa.com

REQUIRED Accountant knowledge of Tally, exp 2 yrs and Field person & Receptionist in Pitampura, Delhi. Email: abhishekjodha5@gmail.com

LAW graduates with drafting skill req. for assisting in Legal research. Retired Officers can also apply. Email: legalmasterdel@gmail.com

URGENT Requirement at Gurgaon & Noida SALES MANAGER: 15 Min. 1 to 5 yrs Exp. in Sale & Insurance/Banking/Telecom Industry.

TELECALLERS Team Leader, & HR for Ayurvedic Medicine company Call Centre in Daryaganj. 688935113, 9953462025

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

FINANCE in crores organised for Builders, Corporate companies, Hospitals, Educational Institutions, take over loans above 10 crores onwards.

NEW ZEALAND EDUCATION FAIR 2019 Meet Representatives of New Zealand UNIVERSITIES & COLLEGES

BANASTHALI PUBLIC SCHOOL G-Block, Vikas Puri, New Delhi-16, Ph: 28543824

CA Firm at Paschim Vihar Req M/F Computer Operator with a Scope to Learn Accounts, Income Tax. # 011-25255140, 011-45136155, 875028887.

PUBLISHER Req. freshers /exp. candidate for Mktg in Delhi/NCR. Email: hr.asd@rediffmail.com

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

WALK-IN INTERVIEW for M.Ed. faculty Professor-1 Associate Prof-2 Assistant Professor-6

URGENTLY Required Female Office Assistant (Freshers/Experienced), well versed in Urdu Language know also # 8368401850

REQUIRE Field/Marketing Executive for a RMC Company walk in 1 to 1.00. B-186 1st Floor, Derawal Nagar, Delhi PH 01147527888, 8178605003.

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

WALK-IN INTERVIEW for M.Ed. faculty Professor-1 Associate Prof-2 Assistant Professor-6

URGENTLY Required Female Office Assistant (Freshers/Experienced), well versed in Urdu Language know also # 8368401850

REQUIRE Field/Marketing Executive for a RMC Company walk in 1 to 1.00. B-186 1st Floor, Derawal Nagar, Delhi PH 01147527888, 8178605003.

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

Delhi Cantonment Board Invites application from eligible teachers within 15 Days on Outsourcing Basis

URGENTLY Required Female Office Assistant (Freshers/Experienced), well versed in Urdu Language know also # 8368401850

REQUIRE Field/Marketing Executive for a RMC Company walk in 1 to 1.00. B-186 1st Floor, Derawal Nagar, Delhi PH 01147527888, 8178605003.

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

WANTED PA/PS/PRO for Chairman, Group of Institutions based at Noida, Social Media, WhatsApp, FB, Twitter, Instagram, LinkedIn expert.

URGENTLY Required Female Office Assistant (Freshers/Experienced), well versed in Urdu Language know also # 8368401850

REQUIRE Field/Marketing Executive for a RMC Company walk in 1 to 1.00. B-186 1st Floor, Derawal Nagar, Delhi PH 01147527888, 8178605003.

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

FAIR Child Public School Req. Exp. & Qual Teachers for English, Computer & History. Com-Harsh Vihar, Shahdara

URGENTLY Required Female Office Assistant (Freshers/Experienced), well versed in Urdu Language know also # 8368401850

REQUIRE Field/Marketing Executive for a RMC Company walk in 1 to 1.00. B-186 1st Floor, Derawal Nagar, Delhi PH 01147527888, 8178605003.

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

TEACHER FAIR Child Public School Req. Exp. & Qual Teachers for English, Computer & History. Com-Harsh Vihar, Shahdara

URGENTLY Required Female Office Assistant (Freshers/Experienced), well versed in Urdu Language know also # 8368401850

REQUIRE Field/Marketing Executive for a RMC Company walk in 1 to 1.00. B-186 1st Floor, Derawal Nagar, Delhi PH 01147527888, 8178605003.

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

URGENT Hiring B'sess Manager For TMC, MNC, East Delhi. Retd./CA/VRS/H/Wife Age 25-68. Email: 9810151522, 9873324692

Pick of the Day New Zealand EDUCATION FAIR 2019 Meet Representatives of New Zealand UNIVERSITIES & COLLEGES

LOST & FOUND IT is notified that my original certificate of (X) th class exam. Year 2018-2017, Roll no. 8745500

HEARTIEST GREETINGS to You on Independence Day, Raksha Bandhan and Janmashtami DINESH JAIN (Samta Times)

SPECIAL ENGLISH & HINDI COMBO for Change of Name and Lost & Found Ads

BUSINESS SOLUTIONS Profitable, Automatic & Fully Functional CO-EXTRUDED SEAMLESS PLASTIC TUBES MANUFACTURING FACILITY

FOR SALE PLANT IN HARIDWAR Interested parties please contact : Call : 9818101003 propchit@hotmail.com

# Outlook for Realty Plunges to 21-mth Low in June Quarter

Weak demand, inventory overhang, developer defaults, NBFC crisis hit sector hard: Survey

Sobia.Khan@timesgroup.com

### THE FINDINGS



Bengaluru: The outlook for Indian real estate fell to a 21-month low in the quarter to June, indicating a significant decline in optimism regarding the performance of the sector in the next six months, found a survey jointly conducted by industry lobby FICCI, National Real Estate Development Council (Nardec) and real estate services firm Knight Frank.

According to the Real Estate Sentiment Index Q2 2019 survey, the future sentiment score during the quarter stood at 47.

"Indian real estate stakeholders have downgraded the current period outlook for the ongoing six months to 'pessimistic', indicating no improvement in the level of on-ground activities for the sector," said the survey.

It said that weak demand, inventory overhang, developer defaults coupled with the worsening of the crisis engulfing nonbanking financial companies (NBFCs) had dried up funding for the sector.

The outlook for new residential launches, sales and price appreciation took a hit during the quarter, with 69% respondents saying that residential sales would remain tepid or even fall further in the next

six months. Sentiment regarding price appreciation appeared to be even bleaker, as 75% respondents said that residential property prices would remain muted.

Niranjan Hiranandani, national president, Nardec said, "The deepening economic slowdown compounded with subdued investment outlook and sluggish consumption appetite have hampered GDP growth traction. Liquidity being the oil of India's growth engine needs a quick fix resolution enabling Indian real estate to play its role in enhancing GDP growth in tandem with ample job creation."

Hiranandani said globally, real estate and infrastructure development have proved to be the economic drivers, and that India is no

different. Hence, quick action from the Centre and apex regulatory bodies will be paramount in easing the pessimistic scenario in the sector, he said.

As many as 74% respondents said that the economic situation would be the same or even worsen in the coming six months. Financial institutions moved into the 'pessimistic' zone, to 48, while developers were just over neutral, at 52, mostly guided by the growth in affordable housing, said the survey.

Nearly 53% respondents said that the funding scenario might worsen in the next six months, with lenders exercising caution in lending to sectors such as real estate, automobile and other consumption driven sectors.

## Godrej Unit Raises \$150m from Allianz Real Estate

Our Bureau

Bengaluru: Godrej Fund Management (GFM), the real estate private equity arm of the Godrej Group, has raised \$150 million (about ₹1,067 crore) from Allianz Real Estate for its office development platform. This marks the second and final close for Godrej Build to Core-I fund, taking it to the full potential of \$450 million.

"We are pleased to partner with Allianz Real Estate and APG Asset Management on our office development platform, Godrej Build to Core - I (GBTC-1). GFM,

**2 DEVELOPMENTS**

Godrej Fund Mgmt has secured two developments, in Mumbai & Gurgaon, totalling 2 m sqft

with its strategic combination of investment management and development management capabilities, is ideally positioned to deliver on the opportunity that exists in Grade-A office (segment) in India," said Karan Bolaria, managing director, Godrej Fund Management.

The fund has secured two developments, one each in Mumbai and Gurgaon, totalling 2 million square feet. The platform has a strong pipeline of assets with an aim to fully deploy the capital within 12-18 months.

"The build-to-core strategy that we commenced with Godrej Fund Management last year has had a very successful start with two first class acquisitions and a strong pipeline of future opportunities," said Graeme Torre, managing director-Asia Pacific, APG Asset Management Asia.

# RJio's Aggressive Tariff may Further Hurt Rivals

Co to continue with price war till it achieves target of 500m 4G users

Kalyan.Parbat@timesgroup.com

Kolkata: Reliance Jio's chase for half a billion 4G customers signals continued pricing onslaught from the Mukesh Ambani-led telco and rules out any early hike in telecom tariffs, which could further dent financials of struggling older carriers, Vodafone Idea and Bharti Airtel, analysts said.

"We don't see telecom tariffs improving anytime soon with Jio emphasising its aspiration for 500 million 4G subscribers, which is a negative for Vodafone Idea's share price and will also limit any further upsides in Bharti Airtel," Rajiv Sharma, co-research head at SBICap Securities, told ET.

Vodafone Idea shares plunged 6.4% to close at ₹5.02 on Tuesday while Airtel shares fell nearly 7% in intra-day trade before closing 5.3% lower at ₹351.65 on BSE. By contrast, shares of RIL—Jio's parent—closed nearly 10% higher at ₹1,275 on the exchange.

The spectre of continuing price wars runs counters to a section of industry experts who had recently held the view that the turmoil in the sector is easing amid relative pricing stability over the past four quarters, and that pricing power would return soon.

Jio's pricing aggression since its

entry some three years ago had compelled older rivals to match rates to retain customers, galvanising consumption of voice and data services. Subscribers benefited but incumbents operators got hurt.

Smaller carriers and the sector consolidated down to three large private telcos—Voda Idea, Airtel and Jio—making it an ideal market situation for pricing power to return over time.

Jeffries and JP Morgan though don't expect Jio to relent on tariffs until it is close to its stated 4G customer target. Kotak Institutional Equities expects Jio's user base to grow to 497 million (from 340 million now) by FY22, propelled by its average 10 million monthly adds run rate. It also estimates India's largest telco by subscribers and revenue to command a monthly average revenue per user (ARPU) of ₹150 by FY22 from the current level of ₹122.

Bank of America-Merrill Lynch expects Vodafone Idea to be the weakest among the top 3 telcos, with Jio's parent, "Reliance Industries potentially getting money from the Aramco deal". RIL chairman Mukesh Ambani had announced at the company's 42nd AGM that Saudi Arabia's Aramco is buying a 20% stake in RIL's oil-to-chemicals unit at an enterprise valuation of \$75 billion.

VII, reported a net loss of ₹4,874 crore and its revenue fell below Jio's for first time in the June quarter.

## Airtel Eyes Car Connectivity to Drive IoT Biz

New Delhi: Bharti Airtel plans to partner with automakers to ramp up car connectivity based on the Internet of Things (IoT) platform in a bid to drive the IoT vertical under its enterprise business unit. "Airtel sees the auto sector as a focus area and is building platforms through partnerships for connected cars," a company executive told ET on condition of anonymity.

This comes at a time when Reliance Jio Infocomm is preparing to tap into the IoT market at the pan-India level through its narrow-band IoT network. Jio aims to plug at least a billion connected IoT devices, which it reckons will unlock a ₹20,000 crore annual revenue opportunity for the company, chairman Mukesh Ambani said at parent RIL's annual general meeting on Monday. - Danish Khan

# HC Bars 2 DB Realty Entities from Taking Loans, Orders ₹48cr Deposit

Sobia Khan & Kailash Babar

Bengaluru | Mumbai: Last week the Bombay High Court defended foreign investors' right to exit and restricted Shahid Balwa, Vinod Goenka and their family entities from taking loans or withdrawing cash from their bank accounts in an arbitration case. It also told DB Realty owners' family entities to deposit ₹48 crore in Bombay High Court within a fortnight, according to the copy of order ET reviewed.

"The Bombay High Court ordered two entities owned by families of DB Realty owners Shahid Balwa and Vinod Goenka viz. Neelkam Central Apartment LLP (NCA) and Goenka Family Trust (GFT), to deposit ₹47.9 crore in the High Court within 15 days," said a

person aware of the development. Justice G S Kulkarni gave this order as an ad interim protection to a FDI fund that had invested ₹100 crore in the flagship hotel company of the DB Realty Group viz. Marine Drive Hospitality (MDH) NCA and GFT would have to seek IIRF's consent to transfer money out of its bank accounts to other accounts. The same restrictions also apply to Shahid Balwa and Vinod Goenka, who cannot create any charges on their assets nor withdraw any amount from their bank accounts without the prior consent of IIRF. IIRF was floated by IL&FS Invest-

ment Managers, the order said. DB Realty refused to comment on the judgement saying the matter was sub judice. An email seeking comment from the fund manager did not elicit any response.

The court also restricted NCA and GFT from creating any charges, third party interests in their assets without IIRF's consent. "After multiple hearings on this matter with senior counsels standing for both parties, the High Court asked NCA and GFT to deposit the pending amount of ₹47.9 crore in the court within the next fortnight, until the arbitration is concluded," said a person in the know of the matter.

The IL&FS Fund and IIRF had invested ₹100 crore in the flagship hotel company of the DB Realty Group viz. Marine Drive Hospitality

# RIL's Movie Plan may Spoil the Show for Malls, Food Joints

Ratna Bhushan & Rasool Ballew

New Delhi: Malls and restaurant owners have said they are wary of diversified conglomerate Reliance Industries' "first-day first-show" movie plan announced on Monday by chairman Mukesh Ambani, which they said could have a spiralling impact on the mall economy and may jeopardise revenue streams.

"We expect the first-day first-show movies plan would impact business at food courts by about 10%," said Sameer Lamba, director at Kwal's Group, which operates the food court in Gurgaon's DLF Mega Mall.

RIL announced at its 42nd annual general meeting on Monday that its first-day first-show movies service will be launched mid-2020 for its

Heading for Disruption

Premium Jio Gigafiber customers could be able to watch new movies at home on release day

Announcement was made at RIL's 42nd AGM

Mall players say impact of the service will depend on what pricing RIL offers

premium Jio Gigafiber customers.

"This (Reliance's) plan will have some impact on the shelf life of the movie as well as the number of people coming to multiplexes and malls," said Rajneesh Mahajan, CEO of InOrbits Malls, which operates malls in Mumbai, Hyderabad, Bengaluru and Vadodara.

"As a mall developer, we cannot control the external environment. The impact will depend on what pricing Reliance offers, and the kind of movies they get rights to show first day," Mahajan said.

Restaurant companies, which are engaged in a battle of sorts with food aggregators over steep discounting and cloud kitchens, too expressed caution.

"With almost half of our restaurants located inside malls, we have witnessed a spike in sales around big releases. With multiple shows a day across hundreds of multiplexes, malls are reaping the benefits of high footfall," said Samir Menon, MD of KFC India, which has a national restaurant footprint of 400 outlets across hundred plus cities.

# Renault India Plans to Take Country Roads to Drive Sales

Ketan Thakkar & Nehal Challawala

Mumbai: The Indian subsidiary of French carmaker Renault is planning to target rural markets and have new product interventions to improve its sales in the midst of the ongoing slowdown in the automobile industry to achieve its mid-term target of doubling domestic sales volumes.

The company will undertake specific marketing strategies for rural markets and expects to get 50% of its total sales volume from there in the coming years, Venkatram Mamillapalle, managing director for Renault India Operations, told ET. Presently, rural markets contribute only 10% to the company's total sales. Mamillapalle is confident of doubling sales volumes in the domestic market to 200,000 units annually in the next three years.

"A couple of new products which will be coming in the future will take us where we want to go volume wise in the mid-term," he said.

The company is targeting sales of up to 20,000 units of its upcoming people mover Tribber by the end of 2019, following which it expects average sales of about 7,000 units of the car per month, Mamillapalle said.

The company in an investment mode and will refrain from workforce downsizing despite the sales slowdown, Mamillapalle said. The European carmaker will instead leverage the slowdown to re-skill employees.

This is in contrast to its partner company Nissan, which is on a global cost-saving exercise and giving pink slips to over 15,000 employees the world over, including 1,710 in India.

In FY-19, Renault India sold a little less than 80,000 units in the domestic market, a decline of 22% over the preceding year. Its market share contracted 75 basis points to 2.35%. The company had achieved peak annual sales of 135,000 units in FY-17 and sales have been declining since.

# CBDT Denies Sending Tax Notices this Yr to Durga Puja Committees

Press Trust of India

New Delhi: The Central Board of Direct Taxes (CBDT) on Tuesday said the Income-Tax department has not sent any tax notice to Durga Puja committees in Kolkata.

Responding to media reports that I-T department has sent notices to the Durga Puja Committee Forum in the last few weeks, the Central Board of Direct Taxes (CBDT) said: "It is a fact that no notice was issued to the Durga Puja Committee Forum by the I-T department during this year."

However, it added that I-T department had been getting information that several contractors, working for Puja committees, were not paying due taxes, therefore notices were issued in December 2018 to about 30 committees.

The notices were issued to seek details of tax deducted at source on payments made to contractors and event managers engaged by the committees for the Puja events, including the TDS statement.

"This was part of an exercise carried out by the TDS wing of the department to ensure that contractors and event managers pay their due taxes in time," it said.

Many committees complied and furnished evidence of TDS as well as deposit of the same into government account, the CBDT added. It also noted that several committees requested the department to organise educative sessions.

**NMDC**  
(A Government of India Enterprise)

## NMDC

### Scaling newer heights of performance

21%

Production Q1 vs Q1

28%

Sales Q1 vs Q1

35%

Turnover Q1 vs Q1

30%

PBT Q1 vs Q1

**Extract of Un-audited Standalone & Consolidated Financial Results for the quarter ended 30th June 2019**

Particulars	Standalone			Consolidated		
	Quarter Ended	Year Ended	Quarter Ended	Quarter Ended	Year Ended	Quarter Ended
	30-Jun-19	31-Mar-19	30-Jun-18	30-Jun-19	31-Mar-19	30-Jun-18
Total Revenue from Operations	3,263.74	12,152.67	2,421.99	3,263.74	12,152.67	2,421.99
Net Profit/(Loss) for the period (before tax, Exceptional, Extraordinary items and/or discontinued operations)	1,913.16	7,199.06	1,476.65	1,911.89	7,194.02	1,475.67
Net Profit/(Loss) for the period before tax (after Exceptional, Extraordinary items, and/or discontinued operations)	1,912.94	7,198.42	1,476.56	1,911.67	7,193.38	1,475.58
Net Profit/(Loss) for the period after tax (after Exceptional and/or Extraordinary items)	1,179.28	4,642.11	975.27	1,178.01	4,637.07	974.29
Total Comprehensive Income for the period (Comprising profit/ (Loss) for the period (after tax) and Other Comprehensive Income (after tax))	1,179.72	4,641.98	987.29	1,185.14	4,671.28	992.92
Paid up Equity Share Capital (Face value Re. 1/- each)	306.19	306.19	316.39	306.19	306.19	316.39
Other Equity (excluding Revaluation Reserve as shown in the Balance Sheet of previous year)		25,645.34			25,737.81	
<b>Earnings Per Share (of Re. 1/- each)</b>						
Basic (in Rs.)	3.85	14.70	3.08	3.83	14.69	3.06
Diluted (in Rs.)	3.85	14.70	3.08	3.83	14.69	3.06

(\*) The Earning per share (EPS) have been adjusted on account of buyback

Notes:

- The Audit Committee has reviewed the above results and the same have been subsequently approved by the Board of Directors in the meeting held on 13th August 2019.
- The financial results have been reviewed by the Statutory Auditors as required under Regulation 33 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- Pursuant to the requirements of SEBI (LODR) Regulations, 2015 (as amended), the company has published Consolidated Results for quarter ended 30th June 2019 along with the preceding quarter ended 31st March 2019 and corresponding quarter ended 30th June 2018. The management has used prudent estimate and exercised necessary due-diligence to ensure that the financial results provide a true and fair view of its affairs.

For NMDC Limited  
Sd/-  
Amitava Mukherjee  
Director (Finance)  
Din No.: 08265207

Place : Hyderabad  
Dated : 13th August, 2019

**TENUGHAT VIDYUT NIGAM LIMITED**  
(A GOVT. OF JHARKHAND UNDERTAKING)  
HINOO, DORANDA, RANCHI-834002, JHARKHAND

Letter No. 786/19-20 TENDER NOTICE Date 13.08.2019

Online tender in two parts (Part-I Technical & Commercial BID and Part-II Price Bid to be submitted in TVNL website only) are invited on behalf of TENUGHAT VIDYUT NIGAM LIMITED, Ranchi from reputed, experienced and financially sound bidders for under mention work at TTPS, Lalpania :-

Sl no	NIT No	SRM RFX No	Description	Last date of Bid Submission	Due Date & time of opening of Part-A
1	34/EM-IP/ TVNL/RAN/19-20	1000003691	SUPPLY OF POWER TRANSFORMER OIL SERVO ELECTRA GRADE AT TTPS LALPANIA.	04.09.2019 Up to 14:00 Hrs	04.09.2019 at 16:00 Hrs

Bid document are to be submitted online through SAP-SRM, TVNL website webdispacher.tvnl.in/smrp up to last date and time of bid submission. The tender document can be downloaded from our website www.tvnl.in

जिसे प्रबलक न समझे, वो कसानी है मैं, मुझे बर्बाद मत करे पाकी है मैं।

Sd/-  
(S. K. Choudhary)  
ESE(C&M-I)

P.R. 214284 Tenughat Vidyut Nigam Ltd.(19-20)-D



## Iron Ore Pipe conveyor project including stacker reclaimer

**VEDANTA LIMITED**  
(Formerly known as Sesa Sterlite Limited)

**REGISTERED OFFICE:**  
Sesa Ghor, 20 EDC Complex, Patto, Panjim, Goa - 403001, India  
CIN: L13209GA1965PLC000044

### EXPRESSION OF INTEREST (EOI)

**Vedanta Limited (formerly known as Sesa Sterlite Limited/Sesa Goa Limited)**, a subsidiary of Vedanta Resources Plc. is one of the world's leading diversified natural resource companies with business operations in India, South Africa, Australia, Zambia, Ireland, Namibia, Liberia and Sri Lanka and leading producer of Oil & Gas, Zinc, Lead, Silver, Copper, Iron Ore, Aluminium and Commercial Power.

**Sesa Goa Iron Ore**, a division of Vedanta Limited is producer and exporter of iron ore in the private sector with operations in the states of Goa and Karnataka. The Company is having Iron Ore Mine located at Megalhalli Village, Chitradurga, Karnataka. Visit [www.sesagoaironore.com](http://www.sesagoaironore.com) | [www.vedantalimited.com](http://www.vedantalimited.com) for more information.

Iron Ore Karnataka operations invites expression of interest from reputed solution providers for its Iron Ore mine located in Megalhalli Village:

- Iron ore pipe conveyor project for conveying Fines/Lumps from Mine head to Railway siding around 4.5 Km long.
- Scraper reclaimer at Mine head, Stacker reclaimer at railway siding stockyard and automated rake loading system.

Interested parties having past experience in executing similar works on EPC basis in large scale industries may submit their expression of interest within 7 days of publication (Only EPC vendors may apply) to [Sesa.Purchase@vedanta.co.in](mailto:Sesa.Purchase@vedanta.co.in) with credentials, details of projects executed/under execution since last two years, financial details for the last three Financial Years, Ph. No: 08194238141 / 142.

# R-Infra Profit Up 20%; Auditor Concern Over Business Continues

**Our Bureau**

**Mumbai:** Reliance Infrastructure on Tuesday reported a 20% increase in consolidated net profit for the first fiscal quarter, even as auditors said there were concerns over the company's ability to continue its business given the performance of its subsidiaries and associate companies.

Reliance Infrastructure posted a consolidated net profit of ₹299.15 crore for the April-June quarter. Total income rose 5.7% to ₹6,080 crore.

Chief executive Punit Grag said the company was in the process of addressing the issues raised by auditors. "Inter-creditor agreements

have been signed for the company and these subsidiaries, and the resolution process is on. We are working on asset monetisation to reduce debt and resolve this issue. Once that is done, the auditors' concerns will go away," Grag told ET.

The auditors said the company's profit before tax would have been lower by ₹599.9 crore had it not adjusted a loss on invocation of shares in group company Reliance Power against capital reserves, a step that they said was not in line with Indian Accounting Standards.

"This is an extremely rare circumstance where even though the value of long-term strategic investment is high, the same is being disposed of at a much lower value for the reasons beyond the control of the parent company, thereby causing the said loss to the company. Hence, being the capital loss, the same has been adjusted against the capital reserve/capital reserve on consolidation," the company management said in response.

As in the previous quarter, the auditors said Reliance Infrastructure had an exposure of ₹7,336.88 crore with an entity that was doing engineering, procurement and construction jobs for the company, and had also extended corporate guarantees worth ₹1,775 crore in favour of it in fiscal 2019. Reliance Infrastructure said it held less than 2% of equity shares in this EPC company, but declined to reveal the name of that company.

## HARYANA GOVERNMENT TENDER NOTICE

SR. No.	NAME OF BOARD/CO RP./AUTH	NAME OF WORK NOTICE TENDER	OPENING CLOSING DATE (TIME)	AMOUNT / EMD IN RUPEES	WEBSITE OF THE BOARD CORP./AUTH	NODAL OFFICER/CONTACT DETAILS/EMAIL
1	HSVP PANCHKULA	SHIFTING OF 11 KV LINE FROM SHAKTI BHAWAN CHOWK (SECTOR-6 & 7) ROUNDABOUT OF SECTOR-7&18, 6&7, 9&10, 11&14 RAILY CHOWK, SEC-2 & 5 BELA BISTA, 11 815, 16&17 AND 5&10, U/E PANCHKULA, (INCLUDING ONE YEAR FREE MTC/DEFECT LIABILITY PERIOD FREE OF COST) (DEPOSIT WORK). (RECALL JTL 3 MONTHS)	CLOSING 19.08.2019	70.60 LACS	<a href="http://www.hsghry.org.in">www.hsghry.org.in</a>	8427999660
2	HSVP PANCHKULA	REPLACEMENT OF T-5, 28 WATT TUBE LIGHT AND HPSV FITTING 150 WATT ON ST POLE WITH 25 WATT AND 90 WATT LED ON PCC POLES AND OCTAGONAL POLES IN MAHILA ASHRAM AND OLD TESHIL COMPLEX U/E KARNAL, (INCLUDING THREE YEARS REPLACEMENT WARRANTY + 2 OTHER WORKS)	CLOSING 19.08.2019	51.68 LACS	<a href="http://www.hsghry.org.in">www.hsghry.org.in</a>	8427999660
3	HSIDC BARWALA	PROVIDING & LAYING STONE SPALLS IN THE BED & SLOPE OF DIVERSION CHANNEL AT INDUSTRIAL ESTATE, PHASE-II, BARWALA, DISTT. PANCHKULA.	13.08.2019 27.08.2019	164.56 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a>	01733-258507 barwalahsidc@yahoo.com
4	HSIDC AMBALA	P/L WATER SUPPLY, SEWERAGE, STORM WATER DRAINAGE NETWORK & CROSSING OF SAHA-SAHABAD ROAD BY TRENCH-LESS TECHNOLOGY WITH O&M/DLP OF ONE YEAR AT IGC, SAHA, PH-II, DISTT. AMBALA.	13.08.2019 27.08.2019	1146.43 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a>	0171-2821969
5	HSIDC MANESAR	ROUTINE MAINTENANCE INCLUDING COMPLETE HORTICULTURE & CLEANING SERVICE FOR THE MANESAR-PALWAL SECTION OF KMP EXPRESSWAY WITH ESTIMATED COST OF RS.356.67 LACS.	10.08.2019 23.08.2019	7.15 LACS	<a href="http://www.hsidc.org.in">www.hsidc.org.in</a>	9896812172 hsidckmpgurgaon@gmail.com
6	HSIDC AMBALA	CONSTRUCTION OF FIRE STATION BUILDING (2 BAYS) AND ALL OTHER ALLIED WORKS CONTINGENT THERETO AT INDUSTRIAL GROWTH CENTRE SAHA, DISTT. AMBALA.	13.08.2019 27.08.2019	177.59 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a>	0171-2821169
7	HSIDC MANESAR	TRAFFIC INCIDENT MANAGEMENT SERVICES FOR A PERIOD OF ONE YEAR FOR 6-LANE MANESAR PALWAL SECTION (52.330 KM) OF KMP EXPRESSWAY IN THE STATE OF HARYANA WITH ESTIMATED COST OF RS.1.16 CRORE.	10.08.2019 23.08.2019	2.32 LACS	<a href="http://www.hsidc.org.in">www.hsidc.org.in</a>	9896812172 hsidckmpgurgaon@gmail.com
8	MAHARSHI DAYANAND UNIVERSITY, ROHTAK	PURCHASE OF INSTRUMENT FOR MICROBIOLOGY + 1 OTHER WORK	06.08.2019 31.08.2019	71.47 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a>	8813866019 hod_microbiology@mdurohtak.ac.in
9	HAFED PANCHKULA	RENTING OUT 2 SHOPS NO. R-7 AND R-8 MEASURING 21.46 SQM. AND 9.15 SQM. EACH LOCATED IN PANCHBATTI CHOWK, MI ROAD, HANDLOOM HAVELI, JAIPUR	13.08.2018 23.08.2019	EMD-0.10	<a href="http://www.hafed.gov.in">www.hafed.gov.in</a>	0172-2590520-26 hafed@hry.nic.in
10	HAFED PANCHKULA	ANNUAL MAINTENANCE CONTRACT FOR OPERATION AND MAINTENANCE OF COMPLETE FIRE DETECTION, PROTECTION CARBON-DIA-OXIDE AND WET-RISER SYSTEM INSTALLED AT HAFED CORPORATE OFFICE, SECTOR-5, PANCHKULA	13.08.2018 23.08.2019	EMD-0.16	<a href="http://www.hafed.gov.in">www.hafed.gov.in</a>	0172-2590520-26 hafed@hry.nic.in

FOR FURTHER INFORMATION KINDLY VISIT : [www.haryanaeprocurement.gov.in](http://www.haryanaeprocurement.gov.in) or [www.etenders.hry.nic.in](http://www.etenders.hry.nic.in) RO 71514

### INTERNATIONAL COMPETITIVE BIDDING FOR GEO PHYSICAL & GEO TECHNICAL SURVEY OF OFFSHORE FACILITY AT RAVVA BLOCK, INDIA

**CAIRN**

**Cairn Oil & Gas**  
[www.cairnindia.com](http://www.cairnindia.com)

Cairn Oil & Gas, a vertical of Vedanta Limited Registered Office: Vedanta Limited, 1st Floor, C Wing, Unit 103, Corporate Avenue, Atul Projects, Chakala, Andheri (East), Mumbai - 400093, Maharashtra, India [www.vedantalimited.com](http://www.vedantalimited.com) CIN: L13209MH1965PLC291394

**EXPRESSION OF INTEREST (EOI)**  
Cairn Oil & Gas, a vertical of Vedanta Limited, the Operator of the RAVVA Block, on behalf of itself and its Joint Venture (JV) partners, invites interested contractors with proven capabilities and demonstrated performance in similar requirement to express their interest for prequalification to participate in the International Competitive Bidding process for

**GEO PHYSICAL & GEO TECHNICAL PRE-ENGINEERING SURVEY AT RAVVA BLOCK, INDIA**

The interested parties should evince interest to participate in the Expression of Interest by clicking on the 'Evince Interest' link against the EOI listing on the Cairn website i.e. <http://www.cairnindia.com> and submit their contact details online. Further to this, interested suppliers would be invited to submit their response via Smart Source (Cairn's e Sourcing Platform) within 14 Days from this publication.

### CAIRN FOUNDATION COMPETITIVE BIDDING (CB)

**CAIRN**

**Cairn Oil & Gas**  
[www.cairnindia.com](http://www.cairnindia.com)

Cairn Oil & Gas, a vertical of Vedanta Limited Registered Office: Vedanta Limited, 1st Floor, C Wing, Unit 103, Corporate Avenue, Atul Projects, Chakala, Andheri (East), Mumbai - 400093, Maharashtra, India [www.vedantalimited.com](http://www.vedantalimited.com) CIN: L13209MH1965PLC291394

**EXPRESSION OF INTEREST (EOI)**  
Cairn Foundation (CF), a not-for-profit society, committed to empower local communities in its areas of operation and support them for their suitable and inclusive growth seeks an Expression of Interest (EOI) under Competitive Bidding Process ('CB') from suitably experienced NGOs, Not for profit organizations, for profit organization and charitable organizations with proven capabilities and demonstrated performance in similar requirement to express their interest for pre-qualification to participate in Competitive Bidding Process for the following:

1. To assess the skill development gaps and opportunities by conducting a baseline and need assessment study.
2. Basis the outcome of the study - design develop and execute vocational/skill training programs, to link rural youth to livelihood/economic empowerment opportunities.

The interested parties should evince interest to participate in the Expression of Interest by clicking on the 'Evince Interest' link against the EOI listing on the Cairn website i.e. <http://www.cairnindia.com> and submit their contact details online. Further to this, interested parties will be invited to submit their response via Smart Source (Cairn's e Sourcing Platform) within 10 Days from this publication.

## HARYANA GOVERNMENT TENDER NOTICE

SR. NO.	NAME OF BOARD/CORP/AUTH	NAME OF WORK/NOTICE/TENDER	OPENING CLOSING DATE	AMOUNT/EMD (APPROX.) in Rupees	WEBSITE OF THE BOARD CORP./AUTH	NODAL OFFICER
1	HARYANA POWER GENERATION CORPORATION LIMITED, PANCHKULA	NIT NO. CH-61/T/ERP-04 DATED 05.08.2019 ENGAGING THE SERVICE OF AGENCY FOR SUPPLY, ERECTION AND COMMISSIONING OF LAN SYSTEM AT HPGCL SITES.	05.08.2019 03.09.2019	6 LACS	<a href="http://www.hpgcl.org.in">www.hpgcl.org.in</a> & <a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> Tender no = 2019_HBC_91721_1	0172-5022416 h@hpgcl.org.in
2	HARYANA POWER GENERATION CORPORATION LIMITED, PANCHKULA	(NIT NO. 548/MP-7030/PRESSURE PARTS (2019) SUB- OVERHAULING OF FURNACE PRESSURE PARTS & BURNER, HP VALVES, INCLUDING SAFETY VALVE ETC. OF BOILER OF 250 MW UNIT-7,PTPS, PANIPAT.	06.08.2019 03.09.2019	38.17 LACS	<a href="http://www.hpgcl.org.in">www.hpgcl.org.in</a> & <a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> Tender no 2019_HBC_92147_3	0180-2566015 xenmtcplg1@gmail.com
3	HARYANA POWER GENERATION CORPORATION LIMITED, PANCHKULA	(NIT NO. 547/MP-7020/PAINTING OF TRANSFORMER (2019) SUB- PAINTING OF STATION TRANSFORMER (ST-V) GENERATOR (GT-V), UATS (7A-87B) YARD FENCING GATES OF UNITS-7&8, PTPS, PANIPAT.	06.08.2019 03.09.2019	2.46 LACS	<a href="http://www.hpgcl.org.in">www.hpgcl.org.in</a> & <a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> Tender no 2019_HBC_92181_1	0180-2566015 xenmtcplg1@gmail.com
4	VITA BALLABGARH	OPERATION & PREVENTIVE MAINTENANCE OF EFFLUENT TREATMENT PLANT OF CAP 20KLDAY ON ANNUAL RATE CONTRACT BASIS AT MILK CHILLING CENTRE, BILASPUR (GURUGRAM), HARYANA.	10.08.2019 30.08.2019	5 LACS	<a href="http://vitaindia.etenders.hry.nic.in">http://vitaindia.etenders.hry.nic.in</a> & <a href="http://www.vitalindia.org.in">www.vitalindia.org.in</a>	0129-242376_998604725 vitabib@gmail.com
5	DHBNV HISAR	PROVIDING OF 1 NO. VEHICLE JEEP/ BOLERO FOR SDO CIVIL LINE S/DIVN. UNDER (OP) DIVISION NO.1, DHBNV, HISAR (NIT NO. 02 /XEN/OP/HSR/2019-20) + 2 OTHER WORKS	07.08.2019 28.08.2019	3.80 LACS	<a href="http://www.dhbnv.org.in">www.dhbnv.org.in</a>	01662-237853, xen1hisar@gmail.com
6	UHBVN PANCHKULA	JEEP (BOLERO) REQUIREMENT OF 1 NO. VEHICLES FOR SDO M&P DIVN. ROHTAK THROUGH OUT SOURCING FOR TWO YEARS	07/08/2019 22/08/2019	6000	<a href="http://www.uhbvn.org.in">www.uhbvn.org.in</a>	01262-268564 xenmnpubvnrhtak@gmail.com
7	UHBVN PANCHKULA	COSNTRUCTION OF VJAW AT 33KV S/STN. SALHAWAS JHAJJAR	02.08.2019 20.08.2019	11.60 LACS	<a href="http://www.etenders.hry.nic.in">www.etenders.hry.nic.in</a>	xenciviluhbvnrohtak@gmail.com
8	UHBVN PANCHKULA	CONSTRUCTION OF INTERLOCKING PAVER BLOCK ROAD AT 33KV S/STN. KAHANAUR (ROHTAK)	02.08.2019 20.08.2019	11.70 LACS	<a href="http://www.etenders.hry.nic.in">www.etenders.hry.nic.in</a>	xenciviluhbvnrohtak@gmail.com
9	UHBVN PANCHKULA	CONSTRUCTION OF VEHICLE PARKING SHED AND LAYING OF INTERLOCKING PAVER BLOCK ROAD AT OP CIRCLE OFFICE UHBVN PANIPAT	02.08.2019 20.08.2019	5.72 LACS	<a href="http://www.etenders.hry.nic.in">www.etenders.hry.nic.in</a>	xenciviluhbvnrohtak@gmail.com
10	UHBVN PANCHKULA	EMPANELMENT OF LABOUR CONTRACTOR FOR CARRYING OUT ELECTRICAL WORKS OF 11KV/33KN UNDER (OP) CIRCLE, UHBVN, JHAJJAR	09.08.2019 22.08.2019	1 LACS	<a href="http://www.uhbvn.org.in">www.uhbvn.org.in</a> TENDER NO = NIT NO. 01/JJR/2019-20	01276-244676
11	UHBVNPANCHKULA	EXTENSION OF EXISTING SWITCH HOUSE BUILDING AT 33KV S/STN. BAPOLI (PANIPAT)	02.08.2019 20.08.2019	6.27 LACS	<a href="http://www.etenders.hry.nic.in">www.etenders.hry.nic.in</a>	xenciviluhbvnrohtak@gmail.com
12	UHBVN PANCHKULA	OPERATION OF BULI SUVIDHA KENDRA IN WHOLE (OP) CIRCLE UHBVN, PANIPAT	05.08.2019 20.08.2019	50000/-	<a href="http://www.uhbvn.org.in">www.uhbvn.org.in</a>	0180-2652352
13	UHBVN PANCHKULA	MAINTENANCE AND REPAIR OF RESIDENTIAL & NON RESIDENTIAL BUILDINGS OF 33 KV S/STNS / HVPNL ASSETS UNDER OP DIVISION UHBVN, KURUKSHETRA	CLOSING DATE 19.08.2019	18.47 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> TENDER NO =202019-20	9356063248 xenciviluhbvnpanchkula@gmail.com
14	UHBVN PANCHKULA	MAINTENANCE AND REPAIR OF RESIDENTIAL & NON RESIDENTIAL BUILDINGS OF 33 KV S/STNS / HVPNL ASSETS UNDER OP DIVISION UHBVN, PEHOWA	CLOSING DATE 19.08.2019	11.58 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> TENDER NO = 21/2019-20	9356063248 xenciviluhbvnpanchkula@gmail.com
15	UHBVN PANCHKULA	MAINTENANCE AND REPAIR OF RESIDENTIAL & NON RESIDENTIAL BUILDINGS OF 33 KV S/STNS / HVPNL ASSETS UNDER OP DIVISION UHBVN, GUJLA	CLOSING DATE 19.08.2019	14.04 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> TENDER NO =202019-20	9356063248 xenciviluhbvnpanchkula@gmail.com
16	UHBVN PANCHKULA	MAINTENANCE AND REPAIR OF RESIDENTIAL & NON RESIDENTIAL BUILDINGS OF 33 KV S/STNS / HVPNL ASSETS UNDER OP DIVISION UHBVN, CITY KARNAL	CLOSING DATE 21.08.2019	18.37 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> TENDER NO =312019-20	9356063248 xenciviluhbvnpanchkula@gmail.com
17	UHBVN PANCHKULA	1 NOS. VEHICLE (MAHINDRA/BOLERO, SCORPIO JEEP JFOR OFFICE USE IN SUB URBAN DIVISION PANIPAT FOR VIGILANCE ACTIVITIES + 2 OTHER WORKS	CLOSING DATE 22.08.2019	18000/-	<a href="http://www.uhbvn.org.in">www.uhbvn.org.in</a> TENDER NO NIT No. NIT No. 01 dated 2019-20 + 2 OTHER WORKS	0180-2651549 xenopspanipal@uhbvn.org.in
18	HVPN, PANCHKULA	REPLACEMENT OF ORDINARY PILOT STRING DISC INSULATORS WITH COMPOSITE LONG ROD POLYMER INSULATOR OF 220 KV (PGCIL) HISAR- FATEHABAD DIC LINE FOR FY 2019-20.	CLOSING DATE 16.08.2019	1.85 LACS	<a href="http://www.hvnpn.org.in">www.hvnpn.org.in</a>	0172-2583789 prohvnpn@gmail.com
19	HSAM, FARIDABAD	CONSTRUCTION OF BUILDING FOR SOIL TESTING LABORATORY IN NCM / NVM AT PALWAL TIME LIMIT FOR 6 MONTHS + 1 OTHER WORK	CLOSING DATE 19.08.2019	50 LACS	<a href="http://etenders.hry.nic.in">http://etenders.hry.nic.in</a>	9971730975 xenfaridabadhsamb2019@gmail.com
20	HSAM, BHIWANI	PROVIDING AND FIXING OF ROAD SAFETY MEASURES ON HSAMB ROADS IN BHIWANI CONSTITUENCY DISTT. BHIWANI +5 OTHER WORKS	CLOSING DATE 22.08.2019	15.85 LACS	<a href="http://etender.hry.nic.in">http://etender.hry.nic.in</a>	xenbhiwani2hsamb@gmail.com
21	HSAM, BHIWANI	CONSTRUCTION OF SOIL TESTING LABORATORY IN NEW GRAIN MARKET AT SIWANI DISTT. BHIWANI. + 7 OTHER WORKS	CLOSING DATE 22.08.2019	1.06 CRORES	<a href="http://etender.hry.nic.in">http://etender.hry.nic.in</a>	xenbhiwani2hsamb@gmail.com
22	MCG GURUGRAM	PROVIDING AND FIXING OF TEEN SHED FOR ATTENDANCE OF LABOUR ALL WARDS NO.35, UNDER MCG.	08.08.2019 14.08.2019	72.27 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a>	eehq@mcg.gov.in
23	MUNICIPAL CORPORATION ROHTAK	LAYING OF WATER SUPPLY LINE IN WARD NO. 8 TO 15, ROHTAK + 2 OTHER WORKS	08.08.2019 14.08.2019	40.00 lacs	<a href="http://www.etenders.hry.nic.in">www.etenders.hry.nic.in</a>	xenmrohtak@gmail.com
24	MUNICIPAL CORPORATION SONPAT	PROVIDING & FIXING OF CABLE IN WARD NO. 1 (I.E. DHOBIWARA, JATI KALAN, NAI BASTI, RAMLILA MADAN, SUNDAR MOHALLA, JATWARI, SAINIPURA AND MAIN ROAD ETC. IN M.C. SONEPAT. + 1 OTHER WORK	CLOSING DATE 19.08.2019	43.76 lacs	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a>	semcsonapat@gmail.com
25	MUNICIPAL CORPORATION FARIDABAD	DEVELOPMENT OF PARK IN SITLA MATA POND IN VILL. SHI WARD NO.34 FARIDABAD	06.08.2019 15.08.2019	649.71 LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> TENDER NO 2019_HRY_92169_1	9811921735 xenmcf3@gmail.com
26	MUNICIPAL CORPORATION PATAUDI	CONSTRUCTION OF PARK AT OLD CIVIL HOSPITAL LAND IN WARD NO. 06, AT PATAUDI, GURUGRAM (HR).	08.08.2019 18.08.2019	79.64LACS	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> tender no 2019_HRY_92742_1	Narender Taneja, Municipal Engineer
27	HARYANA AGRO INDUSTRIES CORPORATION LIMITED, PANCHKULA	SALE OF UNSERVICABLE MCEL TARPAPULINS ON AS IS WHERE IS BASIS.	08.08.2019 28.08.2019	2.16 LACS	<a href="http://haic.co.in">haic.co.in</a> / <a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> tender no Enquiry No. 39/HAC/2019/ dated 08.08.2019	0172-2560134 haicwpr@gmail.com
28	HARYANA AGRO INDUSTRIES CORPORATION LIMITED, PANCHKULA	APPOINTMENT OF CONTRACTORS FOR HANDLING OF FOODGRAINS LEASED OUT TO FCI AT SHAHABAD, PIPLI, JIND, NILOKHERI, BALLAH, MURTHAL, KATHAL, BARWALA, TOHANA	08.08.2019 28.08.2019	RS.5/- PER MT OF THE CAPACITY OF EACH GODDOWN	<a href="https://etenders.hry.nic.in">https://etenders.hry.nic.in</a> tender no Enquiry No. 39/HAC/2019/ dated 07.08.2019	0172-2560134 haicwpr@gmail.com

FOR FURTHER INFORMATION KINDLY VISIT : [www.haryanaeprocurement.gov.in](http://www.haryanaeprocurement.gov.in) or [www.etenders.hry.nic.in](http://www.etenders.hry.nic.in) RO NO. 71517

### INTERNATIONAL COMPETITIVE BIDDING (ICB) FOR ENGINEERING, PROCUREMENT, CONSTRUCTION AND INSTALLATION OF CS/DSS PIPELINES AT OIL & GAS FACILITIES BARMER, RAJASTHAN

**CAIRN**

**Cairn Oil & Gas**  
[www.cairnindia.com](http://www.cairnindia.com)

Cairn Oil & Gas, a vertical of Vedanta Limited Registered Office: Vedanta Limited, 1st Floor, C Wing, Unit 103, Corporate Avenue, Atul Projects, Chakala, Andheri (East), Mumbai - 400093, Maharashtra, India [www.vedantalimited.com](http://www.vedantalimited.com) CIN: L13209MH1965PLC291394

**EXPRESSION OF INTEREST (EOI)**  
Cairn Oil & Gas, a vertical of Vedanta Limited, the Operator of the Onshore Block RJ-ON-90/1, Rajasthan on behalf of itself and its Joint Venture (JV) partners, invites interested contractors with proven capabilities and demonstrated performance in similar requirement to express their interest for prequalification to participate in the Competitive Bidding process for

**ENGINEERING, PROCUREMENT, CONSTRUCTION AND INSTALLATION OF CARBON STEEL /DUPEX STAINLESS STEEL PIPELINES AT OIL & GAS FACILITIES BARMER, RAJASTHAN**

The interested parties should evince interest to participate in the Expression of Interest by clicking on the 'Evince Interest' link against the EOI listing on the Cairn website i.e. <http://www.cairnindia.com> and submit their contact details online. Further to this, interested suppliers would be invited to submit their response via Smart Source (Cairn's e Sourcing Platform) within 07 Days from this publication.

### INTERNATIONAL COMPETITIVE BIDDING FOR PROVISIONING OF PULLBACK TUG AT BHOGAT SPM, GUJARAT

**CAIRN**

**Cairn Oil & Gas**  
[www.cairnindia.com](http://www.cairnindia.com)

Cairn Oil & Gas, a vertical of Vedanta Limited Registered Office: Vedanta Limited, 1st Floor, C Wing, Unit 103, Corporate Avenue, Atul Projects, Chakala, Andheri (East), Mumbai - 400093, Maharashtra, India [www.vedantalimited.com](http://www.vedantalimited.com) CIN: L13209MH1965PLC291394

**EXPRESSION OF INTEREST (EOI)**  
Cairn Oil & Gas, a vertical of Vedanta Limited, the Operator of the Onshore Block RJ-ON-90/1, Rajasthan on behalf of itself and its Joint Venture (JV) partners, invites interested contractors with proven capabilities and demonstrated performance in similar requirement to express their interest for prequalification to participate in the International competitive Bidding process for

**PROVISIONING OF PULLBACK TUG AT BHOGAT SPM, GUJARAT, INDIA**

The interested parties should evince interest to participate in the Expression of Interest by clicking on the 'Evince Interest' link against EOI listing on the Cairn website i.e. <http://www.cairnindia.com> and submit their contact details online. Further to this, interested suppliers would be invited to submit their response via Smart Source (Cairn's e Sourcing Platform) within 10 Days from this publication.

# Budget Scheme for Liquidity Support to NBFCs Rolls Out

₹1 lakh cr partial guarantee scheme is available to PSBs to acquire pooled assets of financially-sound NBFCs

Our Bureau

New Delhi: India has operationalised a partial guarantee scheme announced in the budget for non-banking and housing finance companies (NBFCs and HFCs), which will allow state-run banks (PSBs) to purchase their assets.

It is aimed at providing liquidity support to avoid distress sale of assets in a sector facing a shortage of cash due to asset-liability mismatch. The stress on NBFCs and HFCs is seen as a key reason for a slowdown in the economy, as it has caused reduced credit flow to small businesses and consumers.

The government is putting in a mechanism to ensure the scheme takes off on ground. It will elicit information on a real-time basis on the working of the scheme and has sought real-time reporting of transactions under it.

As per the guidelines of the scheme announced in the budget, the Department of Economic Affairs will provide government guarantee of up to 10% of the fair value of assets purchased by a bank from a stressed NBFC or HFC. The scheme is capped at ₹1 lakh crore and will be open for up to six months.

## Support System

**SCHEME**  
One-time partial credit guarantee

**SCHEME TIME**  
6 months or till ₹1 cr exhausted, whichever is earlier

**GUARANTEE**  
First loss of up to 10% of the amount, valid for 24 months

**PURCHASE GUIDELINES**  
Rated assets to be acquired at fair value

**BUYBACK**  
NBFC has option to buy back after 12 months

**ELIGIBILITY**  
RBI registered NBFCs; NHB registered HFCs; Plus capital, NPAs, profitability conditions



The Department of Financial Services will obtain information on transactions in a prescribed format from PSBs and send a copy to the budget division of the Department of Economic Affairs. The government will settle claims by banks within five working days.

NBFCs will have to pay a fee to the government, at 0.25% per annum of the fair value of assets sold to banks. They will be able to sell 20% of standard assets, worth up to ₹5,000 crore, as on March 31.

Assets sold must be at least AA or equivalent rated and the NBFC/HFC selling assets should have appropriate capital, net NPAs of less than 6% and been profitable for the last two financial years.

NBFCs will also have to rework the asset-liability structure within three months to have a positive asset liability

management in each bucket for the first three months and on cumulative basis for the remaining period.

The one-time guarantee on the pooled assets will be valid for 24 months from the date of purchase and can be invoked in specified circumstances. The guarantee shall cease earlier if the purchasing bank sells the pooled assets to the originating NBFC or HFC or any other entity before the validity of the guarantee period, the government said.

"The purchasing bank can invoke the guarantee if interest and/or instalment of principal remains overdue for more than 90 days (that is, when liability is crystallised for underlying borrower) during validity of such guarantee, subject to the condition that the guarantee is for the first loss up to 10%," it added.

## Glenmark Q1 Net at ₹109 Cr

New Delhi: Glenmark Pharmaceuticals on Tuesday reported a consolidated net profit of ₹109.28 crore for the first quarter against ₹32.99 crore in the previous corresponding period. The Mumbai-based drug firm said the figures are not comparable as the previous financial year included a one-time forex gain of ₹138.21 crore. Consolidated revenue stood at ₹2,322.87 crore, from ₹2,165.61 crore last year.

## CORRIGENDUM FOR THE ATTENTION OF THE PROSPECTIVE RESOLUTION APPLICANTS FOR GPT STEEL INDUSTRIES LIMITED

With reference to the Form G issued in accordance with Insolvency & Bankruptcy Code, 2016 and Insolvency and Bankruptcy Board of India (Insolvency Resolution Process for Corporate Persons) Regulations, 2016 uploaded on the website [www.parkindustries.com](http://www.parkindustries.com) and published in various newspapers on July 18, 2019, on account of the Committee of Creditors having agreed to extend the timelines specified therein, the timelines for the submission of Expression of Interest stands amended and restated as under:

## FORM G INVITATION FOR EXPRESSION OF INTEREST

(Under Regulation 36A (1) of the Insolvency and Bankruptcy (Insolvency Resolution Process for Corporate Persons) Regulations, 2016 Resolution Applicants are requested to kindly take note of the revised schedule as per below details:

RELEVANT PARTICULARS	
1. Name of the Corporate Debtor	GPT Steel Industries Limited
2. Last date for receipt of expression of interest	August 22, 2019
3. Date of issue of provisional list of prospective resolution applicants	August 29, 2019
4. Last date for submission of objections to provisional list	September 03, 2019
5. Date of issue of final list of prospective resolution applicants	September 13, 2019
6. Date of issue of information memorandum, evaluation matrix and request for resolution plans to prospective resolution applicants	September 03, 2019
7. Last date for submission of resolution plans	October 03, 2019
8. Estimated date for submission of resolution plan to the Adjudicating Authority for approval	October 25, 2019
9. Date of publication of Form G	July 17, 2019 (Corrigendum published on August 14, 2019)
10. Name, Address and e-mail of the resolution professional, as registered with the Board	Divyesh Desai B2 402B Marathon Innova, Off Ganpatrao Kadam Marg, Lower Parel, Mumbai 400013 divyeshdesai@singha.com

Note - For detailed Form G - please refer to the website: [www.parkindustries.com](http://www.parkindustries.com) Please note that all other particulars with reference to Form - G (other than the above changes) uploaded on the website and published in newspapers remain unchanged. This corrigendum is to be read along with the Form G dated July 17, 2019 (which was published in newspapers on July 18, 2019).

Divyesh Desai  
Resolution Professional (RP)  
IBBI/RP-01A/IN/P-00169/2017-18/10338

Date: 14.08.2019 and Place: Mumbai

**MODERN COACH FACTORY, RAEBARELI**

E-Tender Notice No.: ELECT-PS-20520 Date: 06.08.2019

On behalf of the President of India, Dy. Chief Electrical Engineer/PS, Modern Coach Factory, Raebareli is inviting open e-tender, based on single packet system from capable & experienced tenderers through Indian Railways portal [www.ireps.gov.in](http://www.ireps.gov.in) for the under mentioned work on prescribed tender format.

**Details:-**

1. Name of work: Electrical works for Construction of 80 nos type-III quarters at township area.
2. Place of work: Modern Coach Factory Lalgaon, Distt. Raebareli.
3. Approx Cost: ₹ 15348384.00 (One crore fifty three lakhs forty eight thousand three hundred eighty four only).
4. Cost of tender: ₹ 5,000.00 (Five thousand only).
5. Earnest Money: ₹ 226800.00 (Two lakhs twenty six thousand eight hundred only).

**6. Date & Time of closing of tender:** 12.09.2019 at 15:30 hrs. **7. Definition of similar nature of work:** Supply, erection, testing and commissioning of electrical works, comprising of house wiring, underground cabling and lighting work. **8. Term & Condition:** Other details, terms & condition are available in tender documents on [www.ireps.gov.in](http://www.ireps.gov.in)

Dy. Chief Electrical Engineer/PS  
Serving customers with a smile

**यूको बैंक UCO BANK**  
(A Govt. of India Undertaking)

Head Office - II, Department of Information Technology  
3 & 4, DD Block, Sector - 1, Salt Lake, Kolkata-700064

**NOTICE INVITING TENDER**

UCO Bank as Anchor Bank on Behalf of all public sector Banks (PSBs), invites Request for Proposal (RFP) for the following items:

**Request for Proposal (RFP) for Selection of Service Providers for Implementation of Door Step Banking Services (DSB) through Universal Touch Points (UTP) for customer of all PSBs.**

For any details, please refer to <https://www.ucobank.com>.

Date: 14.08.2019 General Manager  
DIT, BPR & BTD

**WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED**  
(A Govt. of West Bengal Enterprise)

Regd. Office: Vidut Bhavan, Block-DJ, Sector-II, Bidhanagar, Kolkata - 700 091  
CIN: U40109WB2007SGC113473, [ecorpment@gmail.com](mailto:ecorpment@gmail.com), [www.wbsecd.in](http://www.wbsecd.in)

**PRE-TENDER CONFERENCE**

WBSECDL is contemplating to procure 24 nos. Instruments. The technical specifications of the items are posted on Company's website [www.wbsecd.in](http://www.wbsecd.in). Proposals are hereby invited from the interested manufacturers to put forward their suggestions to the Chief Engineer, DTD, WBSECDL, Abhikshan Bhavan, BN-Block, Sector-V, Kolkata-700091 (email: [wbsecdtd@gmail.com](mailto:wbsecdtd@gmail.com), Phone No. 033-2367-1914) by 16.08.2019 positively and send their technical representative to attend Pre-Tender Conference at Abhikshan Bhavan, BN-Block, Sector-V, Kolkata-700091 to be held at 11:30 hrs. on 21.08.2019.

ICA-TS66(5)/2019

**INDIAN INSTITUTE OF TECHNOLOGY INDORE**  
Khandwa Road, Simrol, Indore - 453 552  
Tel: + 91 731 2438700 Ext. 949/958 Email: [rms@iit.ac.in](mailto:rms@iit.ac.in)

**E-TENDER NOTICE**

E-Tenders are invited by IIT Indore for the following equipment/items:

1. Name of equipment for supply and installation:-  
a) Laboratory Furniture,  
b) Kitchen Equipment for upcoming Dining Hub.

For complete details, including last date of submission of tenders, please visit IIT Indore website: [http://iit.ac.in/tenders/tender\\_rms](http://iit.ac.in/tenders/tender_rms) Registrar

**उत्तराखण्ड प्रत्यक्ष संसाधन विकास एवं निर्माण निगम**  
कानपुर, अयोध्या अतिरिक्त, विमान मण्डल,  
स्ट्रीट नं. 11 रावेड कवर, देहरादून।

पत्रांक: 5431/निविदा/476 ई-निविदा सूचना दिनांक: 09.08.2019

अधिकांश अभियन्ता, निर्माण मण्डल, उत्तराखण्ड राज्य निगम, देहरादून के पत्रांक 5425/निविदा/475, दिनांक 09.08.2019 द्वारा अमृत कार्यक्रम के अन्तर्गत अनपद हरिद्वार की चन्द्रावरी चौक की वार्ड जल निकाली योजना के निर्माण एवं हस्तमोची यार्ड हेतु राउफ सरकार की वेबसाइट <http://www.ukenders.gov.in> के माध्यम से दिनांक 18.08.2019 से 27.08.2019 तक ई-निविदा (e-tender) आमंत्रित की जा रही है। निविदा की नियम एवं शर्तें उपरोक्त वेबसाइट से प्राप्त की जा सकती है। (एलएचएम-एनएफ) अधिकांश अभियन्ता

"जल संवय - जीवन संवय कृपा जल स्रोतों को प्रदूषित होने से बचाइये।"  
"वैधानिक चेतावनी-जल, स्रोतों को प्रदूषित करना दण्डनीय अपराध है।"

**MUMBAI METRO RAIL CORPORATION LIMITED**  
(A JV company of Govt. of India and Govt. of Maharashtra)

Transit Office, Wing 'A' North Side of City Park 'E'-Block, Bandra-Kurla Complex, Bandra (East) Mumbai 400 051, India.  
Telephone: +91 22 26575123. Website: <http://www.mmrcil.com>

**RECRUITMENT ADVERTISEMENT**

Mumbai Metro Rail Corporation Ltd. a JV company of Govt. of India and Govt. of Maharashtra, implementing Colaba-Bandra-Andheri (SEEPZ) Metro Line-3 intends to appoint qualified and experienced professionals for various posts in Civil (Tracks-04 Posts) & Systems (02 Posts) Department on Regular / Deputation / Contract basis.

The details of eligibility criteria such as qualification, experience, pay & allowances and for submission of Online Application please visit the Career portal of MMRCIL website - [www.mmrcil.com](http://www.mmrcil.com).

Application for Deputation is to be submitted both in Online & Hardcopy in the prescribed format through proper channel to General Manager (HR/ MMRCIL, New MMRCIL Transit Office, E Block, Bandra - Kurla Complex, Bandra (East), Mumbai- 400051 on or before 30th September, 2019.

**WEST BENGAL STATE ELECTRICITY DISTRIBUTION COMPANY LIMITED**  
(A Govt. of West Bengal Enterprise)

Regd. Office: Vidut Bhavan, Block-DJ, Sector-II, Bidhanagar, Kolkata - 700 091  
CIN: U40109WB2007SGC113473, [ecorpment@gmail.com](mailto:ecorpment@gmail.com), [www.wbsecd.in](http://www.wbsecd.in)

The Chief Engineer, Procurement & Contracts Department, Vidut Bhavan (4th Floor), Bidhanagar, Block-DJ, Sector-II, Kolkata-91 invites E-Tender for items under SL No. 1 and E-Tender followed by Reverse Auction (Tender cum Auction) for items under SL No. 2 from genuine manufacturers only for manufacture, testing, supply and delivery of the following items:

Sl. No.	Tender Notice No. & Description of Items	Qty.	Estimated Value (approx. Rs.)	Last date of submission of e-Tender
1.	Tender Notice No.: P-13/2019-20/PC-IL/PTA i) 3-Phase, 50 Hz, 33/11 kV Dm11, Copper wound outdoor type, ONAN, 6.30 MVA Power Transformer along with OLC panel ii) SCADA compatible RTCC panel for above	8 Nos.	3.77 Cr.	04.09.2019 (up to 14:00 hrs.)
Total			3.77 Cr.	
2.	Tender Notice No.: P-14/2019-20/PC-IL/PTA i) 3-Phase, 50 Hz, 33/11 kV Dm11, Copper wound outdoor type, ONAN, 10 MVA Power Transformer along with OLC panel ii) SCADA compatible RTCC panel for above	68 Nos.	39.46 Cr.	04.09.2019 (up to 14:00 hrs.)
Total			39.46 Cr.	

Tenders are to be submitted online through <https://wbsecd.in>. Further details of the tender Notice may be had from [www.wbsecd.in](http://www.wbsecd.in) and the above-mentioned office (Ph. No. 033-2319 7354).

ICA-TS66(5)/2019

Ministry of Micro, Small and Medium Enterprises, Government of India

**MSME TECHNOLOGY DEVELOPMENT CENTRE**  
Process & Product Development Centre, Agra Govt. of India Organization  
Foundary Nagar, Hathras Road, Agra, U.P.

**ORGANIZING TRAINING ON LEAN SIX SIGMA IN HEALTH CARE SERVICES**

**DATE: 17 & 18 AUGUST 2019**  
**FEES : ₹5900 /- (INCLUDING 18% GST)**

**ZED (Zero Defect Zero Effect)**

**Who can attend:** Healthcare Professionals, Managers/Top Level Executives, Department Heads, Nursing Professionals, Researchers, Middle Level Executives, Hospital Administrative Staff, Faculty Managers, Clinical Technicians/ Support Staff.

**VENUE:** MSME EXTENSION CENTRE, Bal Sahay, L-Block, Outer Circle, Connaught Place, New Delhi

**CONTACT:** 7397595551, 9750747571, 8394885627

For Details & online Registration visit: [www.ppdccagra.in](http://www.ppdccagra.in)  
Email: [info@ppdcca.in](mailto:info@ppdcca.in)  
Certificate will be awarded

**Kvantum Papers Ltd**  
The Paper Makers

Regd Office: Paper Mill Saila Khurd 144 529, Distt Hoshiarpur (Punjab)  
Phone : 01884-502737, Fax : 01884-502700, Email : [kantumcorp@kvantumpapers.com](mailto:kantumcorp@kvantumpapers.com)  
CIN - L21012PB1997PLC035243, Website : [www.kvantumpapers.com](http://www.kvantumpapers.com)

**CIRCULAR OR CIRCULAR IN THE FORM OF ADVERTISEMENT INVITING DEPOSITS**  
(Pursuant to section 73 (2)(a) and section 76 and rule 4(1) and 4(2) of the Companies (Acceptance of Deposits) Rules, 2014)

1. GENERAL INFORMATION	
a Name of the Company	KVANTUM PAPERS LTD
Regd. Office and Manufacturing Facilities Corporate Office	Paper Mill, Saila Khurd-144 529, Distt. Hoshiarpur, Punjab W.P.A., First Floor, Tower A Godrej Eternia, Plot 70 Industrial Area Phase 1, Chandigarh-160 002 510 (5th Floor), Deep Shikha, 8 Rajendra Place, New Delhi-110 008
Branch Office Website E-mail ID	www.kvantumpapers.com kvantumcorp@kvantumpapers.com
b Date of incorporation	28th May 1997
c Business carried on by the Company & its subsidiaries	Manufacturing of writing and printing paper. The Company has no subsidiary.
d Brief particulars of the management of the Company	The Company is managed by Shri Jagesh Kumar Khaitan, Chairman and Shri Pavan Khaitan, Managing Director, under the overall supervision, control and directions of the Board of Directors consisting of eminent and experienced professionals.

e. Names, Addresses, DIN and Occupation of Directors:

Sl. No.	NAME OF THE DIRECTORS	ADDRESS	DIN	OCCUPATION
1	Shri Jagesh Kumar Khaitan, Chairman	47, Sector-4, Chandigarh 160 001	00026264	Industrialist
2	Shri Yashovardhan Saboo	1, Sector 5, Chandigarh 160 009	00012158	Industrialist
3	Shri D.S. Sandhawalia	8, Sector-5 Chandigarh 160 009	03174394	Corporate consultant
4	Shri Vivek Bihani	C-60,1st Floor, Sector 44, Noida-201303	00014296	Venture Capitalist
5	Shri Bhavdeep Sardana	Sukhjit Phars & Chemicals Limited, Phagwara - 144401	03516261	Serviceman
6	Ms. Shireen Sethi	J-9/15 BVM Marg, DLF Phase-2, Gurgaon-122002	01576676	Media Entrepreneur
7	Shri Pavan Khaitan, Managing Director	47, Sector 4, Chandigarh 160 001	00026256	Industrialist

f. Management's perception of risk factors:  
The Company has adequate surplus funds for timely repayment of Fixed Deposits. The deposits being unsecured in nature, but the Company has proven track record in servicing the depositors till date, without any delay/default either in repayment of deposit or payment of interest thereon. As per section 73(2)(c) of the Companies Act, 2013 read with rule 13 of Companies (Acceptance of Deposits) Rules, 2014, the company has deposited 20% of the amount of deposits maturing during following financial year in a separate deposit repayment reserve account maintained with a scheduled bank, which ensure a lesser risk factor. However, due to any slowdown in demand, change in domestic or international economic conditions or Government policies or occurrence of any force majeure Company's Cash flows may get impacted.

g. Details of default, including the amount involved, duration of default and present status, in repayment of -

i) Statutory dues	NIL
ii) Debentures and interest thereon	NIL
iii) Loan from any bank or financial institution and interest thereon	NIL

2. PARTICULARS OF THE DEPOSIT SCHEME

a. Date of passing of board resolution	29 May 2019
b. Date of passing of resolution in the general meeting authorizing the invitation of such deposits	15 September 2017
c. Type of deposits, i.e., whether secured or unsecured	unsecured
d. The amount which the Company can raise under the Companies Act, 2013 and the (Acceptance of Deposits) Rules, 2014 (as per Audited Balance Sheet as at 31st March, 2019)	(₹ / Lacs)
i) 25% of the aggregate of the Paid-up equity capital and free reserves from public	8,551.35
ii) 10% of the aggregate of the Paid-up equity capital and free reserves from the members	3,420.54
<b>Total</b>	<b>11,971.89</b>

The aggregate of deposits actually held on the last day of the immediately preceding financial year is Rs. 4291.20 lacs and on the date of issue of the Circular or advertisement is Rs. 4,320.82 lacs and amount of deposit proposed to be raised is Rs. 11,971.89 lacs and amount of deposit repayable within the next twelve months is Rs. 2,418.16 lacs.

e. Terms of raising of deposits: Duration, Rate of interest, mode of payment and repayment

Period	Minimum Deposit Amount (Rs)	Category	SCHEME 'A' QUARTERLY INCOME SCHEME		SCHEME 'B' CUMULATIVE DEPOSIT SCHEME	
			Rate of Interest (p.a.)	Maturity Value* (Rs.)	Rate of Interest (p.a.)	Effective Annual Yield (p.a.)
1 Year	5,000	General	8.50%	5,439	8.77%	9.31%
		Special**	9.00%	5,465	9.00%	9.74%
2 Years	5,000	General	9.00%	5,974	9.50%	10.33%
		Special**	9.50%	6,033	9.25%	10.52%
3 Years	5,000	General	9.25%	6,578	9.75%	11.17%
		Special**	9.75%	6,675		

\*Subject to deduction of tax at source

Mode of payment:  
Additional amount will be accepted in the multiples of Rs. 1,000/- under each scheme.

- In respect of Scheme 'A' Quarterly Income Scheme, interest will be paid quarterly on 31st March, 30th June, 30th September, and 31st December and on maturity.
- In respect of Scheme 'B' Cumulative Deposit Scheme, interest will be compounded quarterly and paid on maturity.
- Post-dated interest cheques payable at par at all places will be issued in the first quarter for each financial year under Scheme 'A'.
- Pre-mature refund allowed as per Companies (Acceptance of Deposits) Rules, 2014.
- The cheques/drafts should be made in favour of "KVANTUM PAPERS LTD" payable at par and should be crossed "A/C payee only".
- \*\*Special Rate - An additional interest of 0.50% p.a. shall be paid to the senior citizens above the age of 60 years and/or shareholders holding minimum 1000 (One thousand) equity shares.

f. Proposed time schedule mentioning the date of opening of the Scheme and the time period for which the circular or advertisement is valid.

Date of opening : From the date of publication of circular (DPT-1) in newspaper (after thirty days of filing of circular (DPT-1) with the Registrar of Companies)

Time period for which the circular or advertisement is valid : Until six months from the end of financial year 31 March 2020 or next Annual General Meeting, whichever is earlier

g. Reasons or objects of raising the deposits : The object of raising deposits is for meeting business requirements of the Company.

h. Credit rating obtained : CARE Ratings Limited. CARE-A (FD); Negative [A minus (Fixed deposit); Outlook: Negative]

- Meaning of the rating obtained- The rating assigned signifies that the instrument with this rating are considered to have adequate degree of safety regarding timely servicing of financial obligations. Such instruments carry low credit risk.
- Date on which rating was obtained : 16 January, 2019

i. Extent of deposit insurance : Not Applicable

Name of the Insurance Company, Terms of the insurance coverage, Duration of coverage, Extent of coverage, Procedure for claim in case of default etc.

j. Short particulars of the charge created or to be created for securing such deposits, if any. : N/A

k. Any financial or other material interest of the directors, promoters or key managerial personnel in such deposits and the effect of such interest in so far as it is different from the interests of other persons. : NIL

3. DETAILS OF ANY OUTSTANDING DEPOSITS (As on 31 March 2019)

a. Amount outstanding	Rs. 42,91,20,000/-
b. Date of acceptance	Various dates till 31 March 2019

c. Total amount accepted	Rs. 42,91,20,000/-
d. Rate of interest	In the range of 8.50% p.a. to 9.75% p.a.
e. Total number of depositors	475
f. Default, if any, in repayment of deposits and payment of interest thereon, if any, including number of depositors, amount and duration of default involved	NIL
g. Waiver by the depositors, of interest accrued on deposits	N/A

4. FINANCIAL POSITION OF THE COMPANY

FY	Dividend Declared			FY	Cash Profit (PAT+DEP)	Interest	Interest Coverage Ratio	Ratio of Dividend to Cash Profit
	Equity shares	Preference shares	Preference shares					
2018-19	₹5.00 per share	₹1 per share	₹1 per share	2018-19	10,295.15	2,837.97	(Cash Profit + Interest) / Interest	4.63
2019-18	11,088.94	7,782.63	7,274.12	2019-18	9,216.12	2,458.40	(Cash Profit + Interest) / Interest	4.75
2017-18	10,711.10	7,274.12	7,274.12	2017-18	7,629.71	1,889.91	(Cash Profit + Interest) / Interest	5.03
2016-17	8,487.09	6,091.35	6,091.35	2016-17	7,629.71	1,889.91	(Cash Profit + Interest) / Interest	5.03

# Includes provision towards dividend on preference shares and DDT Rs. 361.67 lacs and Rs. 361.07 lacs respectively for FY 2019 and FY 2018 as such dividend and DDT is treated as interest under IND AS instead of dividend. The Ind AS has been made applicable to the company w.e.f. 1 April 2017.

c. A summary of the financial position of the company as in the three audited balance sheets immediately preceding the date of issue of circular or advertisement

	2018-19	2017-18	2016-17
Sales & other income (Gross)	80,230.95	71,795.72	64,646.72
Operating Profit	16,439.44	15,111.50	11,915.36
Interest	2,837.97	2,458.40	1,889.91
Gross Profit	13,601.47	12,653.10	10,025.45
Depreciation	2,512.53	1,942.00	1,538.36
Profit before tax	11,088.94	10,711.10	8,487.09
Adjustment on a/c of revised useful life of Fixed Asset / Comprehensive Income	(11.25)	(14.63)	-
Net Profit after tax	7,793.88	7,288.75	6,091.35
Balance b/f from previous year	24,314.05	17,258.03	11,166.68
Profit available for appropriations	73,020.87	65,606.38	17,258.03
Appropriations:-			
- Dividend on (a) Equity shares* (b) Preference Shares* (c) Tax on dividend	-	-	-

d. Audited Cash Flow Statement for three years immediately preceding the date of issue of circular or advertisement

	Year ended 31 March 2019	Year ended 31 March 2018	Year ended 31 March 2017
<b>A Cash flow from operating activities</b>			
Profit before income tax	11,089.03	10,711.10	8,423.65
Adjustments for:			
Depreciation and amortisation expense	2,512.53	1,941.99	1,536.40
(Profit) / Loss on sale of property, plant and equipment	(1.16)	20.42	11.80
Change in fair value derivative contracts	(253.50)	(90.90)	35.62
Finance cost	2,837.97	2,458.40	2,016.46
Interest income			



**Cricket Returns to CWG After 24 Years**

Cricket is set to return to the Commonwealth Games after a 24-year absence with organisers confirming on Tuesday that the programme for Birmingham 2022 would include a women's Twenty20 tournament. The T20 event is one of three new events added to the next edition of the Games, alongside Beach Volleyball and Para Table Tennis, but there was no room on the schedule for shooting. Eight teams will take part in the game's shortest format, which will be held at Edgbaston, boosting the total number of medal events for women at Birmingham 2022 to 135 - two more than men in a first for a major multi-sport event. The International Cricket Council (ICC) said in a statement the sport's return to the Games was "a truly historic moment for women's cricket and for the global cricket community".

**South Africa Announce Squad for India Tour**

South Africa on Tuesday named three uncapped players in their squad for three Test matches in India in October, the first matches for both teams in the world Test championship. Fast bowler Anrich Nortje, wicketkeeper-batsman Rudi Second and left-arm spinner Senuran Muthusamy were picked for the 15-man squad for a three-Test series which starts in Visakhapatnam on October 2. Muthusamy is one of three spinners in the squad, joining fellow left-armers Keshav Maharaj and off-spinner Dane Piedt, who have both been capped previously. In a squad hit by the retirements of Dale Steyn and Hashim Amla, there is a new vice-captain in batsman Temba Bavuma. Wicketkeeper-batsman Quinton de Kock was named as the new captain of the T20 squad.

**TEST SQUAD** Faf du Plessis (c), Temba Bavuma (vc), Theunis de Bruyn, Quinton de Kock, Dean Elgar, Zubayr Hamza, Keshav Maharaj, Aiden Markram, Senuran Muthusamy, Lungi Ngidi, Anrich Nortje, Vernon Philander, Dane Piedt, Kagiso Rabada, Rudi Second.

**T20 SQUAD** Quinton de Kock (c), Rassie van der Dussen (vc), Temba Bavuma, Junior Dala, Bjorn Fortuin, Beuran Hendricks, Reeza Hendricks, David Miller, Anrich Nortje, Andile Phehlukwayo, Dwaine Pretorius, Kagiso Rabada, Tabraiz Shamsi, Jon-Jon Smuts.

**Barca Officials in Paris for Neymar Talks**

Barcelona officials headed to France on Tuesday for talks with Paris Saint-Germain to seal a return to the Spanish club for Brazilian star Neymar, reports said. The club's director for football, retired French international Eric Abidal, and two other top club officials flew to Paris to meet with their Paris Saint-Germain counterparts, Catalan radio Raci and Catalan television TV3 reported. "The breakthrough is significant as PSG had up until now refused to meet with Barcelona emissaries but it does not mean that the deal is close," Raci wrote on its website. The deal which the Barcelona officials will propose could include other players such as Philippe Coutinho or Ivan Rakitic, it added. Paris Saint-Germain revealed on Saturday that Neymar transfer talks are "more advanced than before" after the Brazilian was dropped for the French champions' opening Ligue 1 match.

**PUBLISHED FOR THE PROPRIETORS**, Bennett, Coleman & Co. Ltd. by Rajeev Yadav at Times House, 7, Bahadur Shah Zafar Marg, New Delhi, 110 002. Phone: 011-23320200, Fax: 011-23323464 and printed by Him at Times of India Press, 13 & 15/1, Site IV, Industrial Area, Sahibabad (UP).

**REGD. OFFICE**: Dr Dadasaheb (Naraji) Road, Mumbai-400 001. **EDITOR (DELHI MARKET)**: Vinay Pandey. Responsible for selection of news under PRACTICE. © reproduction in whole or in part without written permission of the publisher is prohibited. All rights reserved.

**RNI NO.** 2674974 / **MADE IN NEW DELHI** / **VOLUME 47** / **NO. 161**

**AIR CHARGE** Bailpur, Ahmedabad, Srinagar, Leh & via ₹2.00 / **PRICE IN NEPAL** NRP ₹15.00 (incl. Saturday & Sunday) / **NEP ₹25.00**

**ITF 'SATISFIED', PLAYERS 'SURPRISED'**



International Tennis Federation content with Islamabad security plan, but Indian players want neutral venue

Tennis chiefs are satisfied with the current safety plan in place for next month's Davis Cup tie between Pakistan and India in Islamabad even after the latter asked for another round of security assessment.

Pakistan last week expelled India's ambassador and suspended bilateral trade after New Delhi removed Jammu and Kashmir's "special status". The All India Tennis Association (AITA) has already named a six-member squad under captain Mahesh Bhupathi for the September 14-15 tie but subsequent developments have put a question mark over the contest.

"Safety and security are the ITF's highest priority," the International Tennis Federation (ITF) said in a statement to Reuters. "We are working closely with the host nation and independent expert security advisors — the ITF is satisfied with their current security assessment of the site and the security plan in place."

"The overall security risk rating for Pakistan has not changed, however, we will continue to monitor the situation closely with our advisors."

An Indian tennis team last went to Pakistan in 1964 for a Davis Cup tie, defeating their hosts 4-0, while Pakistan lost 3-2 on their last visit to India in 2008.

Pakistan was forced to host Davis Cup ties at neutral venues for more than a decade as teams refused to travel to the country because of security concerns.

They played their first home tie after a gap of 12 years against Iran in 2017, while Hong Kong was relegated and fined by the ITF after they refused to travel to Pakistan the same year.

India's cricket team has not toured Pakistan since 2007 and bilateral ties between the countries have remained suspended since 2008, although they have met in international competition.

India's sports minister Kiren Rijiju has said the government would not prevent the team from playing the Davis Cup tie in Pakistan as it was not a bilateral series and was organised by a world body.

In an email to the ITF on Monday AITA chief Hironmoy Chatterjee said India had full confidence the ITF and Pakistan Tennis Federation would organise an "excellent" Asia/Oceania Group 1 tie but said more security checks might be in order. "We are aware that you had done a safety check before the diplomatic ties



India's Davis Cup captain Mahesh Bhupathi

**We are working closely with the host nation and independent expert security advisors — the ITF is satisfied with their current security assessment of the site and the security plan in place**

**INTERNATIONAL TENNIS FEDERATION**, on India-Pakistan tie

**It's beyond understanding why AITA did not ask for change in venue in clear terms? Why are they beating around the bush? Do players mean anything to them?**

**AN ALL INDIA TENNIS ASSOCIATION (AITA) OFFICIAL**

have been downgraded," secretary-general Chatterjee wrote.

"ITF may find it appropriate to do an other check to its own satisfaction to ensure the safety of all the stakeholders connected with the tie."

"AITA is, therefore, waiting for your fi-

nal certificate confirming the safety of all the stakeholders and the details of the security plan prepared... so that we can start applying for visas (and) make necessary travel arrangements."

**'NEUTRAL VENUE'**

The Indian team wants the tie to be shifted to a neutral venue and is baffled that the national federation has merely asked for a security re-check so far.

The players and the team management are disappointed and after discussing the matter among themselves, they have decided to approach the federation. "We have asked AITA to request for a neutral venue," said India captain Mahesh Bhupathi.

Another player, who didn't wish to be named, said the team is "quite surprised" with how AITA has dealt with the situation.

The AITA said it would go ahead with the visa formalities for the tie if the September 14-15 clash is cleared by the ITF following a fresh security check.

A section within the AITA is also surprised that the Indian government was not ready to take a stand despite escalating tension between the two nations following recent scrapping of the special status accorded to Jammu and Kashmir.

"We understand that the Olympic charter does not allow government interference but this is a question of lives of the players. The government always jumps in when Indian citizens are trapped abroad and try to ensure their safe passage back to country," said an official on condition of anonymity.

"Are tennis players not citizens of India? How can the government risk their lives by not stopping them?" he asked.

The AITA is also being criticised for not seeking a neutral venue despite the prevailing circumstances. "It's beyond understanding why AITA did not ask for change in venue in clear terms? Why are they beating around the bush? Do players mean anything to them?" said another official.

No Indian Davis Cup team has travelled to Pakistan since 1964 and bilateral cricket ties between the two countries have been dormant since the 2008 terror attack in Mumbai.

Since 2017, Pakistan has played four of their five home ties in Islamabad, hosting Korea, Thailand, Uzbekistan and Iran. Hong Kong had refused to travel to Pakistan in 2017, giving them a walkover.

The last time Pakistan played on a neutral venue was when it hosted China in Colombo in 2016.

**Reuters/PTI**



England pacer Jofra Archer

Hosts look to neutralise Smith threat with Archer and level the series with Australia

**England Bet on Archer**

England are set to field a revamped attack featuring fast bowler Jofra Archer as they try to finally get Australia's batting star Steve Smith out cheaply and level the Ashes in the second Test at Lord's.

Holders Australia, bidding to win their first away Ashes series for 18 years, humbled England last time out thanks in large part to Smith, who returned to this level following a 12-month ban for his involvement in a ball-tampering scandal with two centuries as they cruised to a 251-run first Test win at Edgbaston.

England have only twice won the Ashes after losing the opener — when all-rounder Ian Botham turned the 1981 series on its head with several superb solo efforts, and in the thrilling 2005 contest which they edged 2-1.

Defeat at Edgbaston was made worse for England by the fact that James Anderson, their all-time leading wicket-taker, broke down after bowling just four overs with a calf injury that has ruled the 37-year-old swing specialist out of a Lord's encounter starting Wednesday.

"We are very aware that England played without James Anderson, one of their best players and we got lucky," said Australia coach Justin Langer.

"That's the truth of it, with him not playing. He's a brilliant fast bowler, one of the all-time greats, so if he only bowls four overs for the match then we got lucky there."

"Here at Lord's there's different conditions and different pressures so we just have to make sure we're right for this Test match," added the former Australia opener, who played at the 'home of cricket' for English county Middlesex.

Anderson's absence means England are set to give a Test debut to Archer, who will be returning to the ground where he bowled the dramatic Super Over that sealed a thrilling World Cup final win over New Zealand last month.

But the 24-year-old, coached at Sussex by former Australia pacer Jason Gillespie, has played just 28 first-class matches and Langer was looking to his batsmen to wear Archer down in a way that's not possible in a one-day international, where bowlers are restricted to a maximum of 10 overs.

"It's the same for everyone in Test cricket, get them into their second, third and fourth spells," Langer said.

**'MORE READY THAN EVER'**

But a defiant Archer insisted he was ready for the challenge, having proved his fitness for Sussex in a 2nd XI match against Gloucestershire during which he took 6-27 in the first innings and then scored 108 after a side strain ruled him out of contention at Edgbaston.

"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 bowled 50 overs in one game for Sussex and am the one usually bowling at the end."

England are also set to field left-arm spinner Jack Leach, who scored a career-best 92 in the one-off Test win over Ireland at Lord's last month, after Moeen Ali was dropped following the off-spinner's lacklustre display at Edgbaston.

Analysis by CricViz shows Smith averages a modest 34.90 against left-arm spin compared to a superb overall Test mark of nearly 63.

But as for suggestions Smith had an inherent weakness when confronted with this type of bowling, Langer replied: "No, I don't buy into it."

"He has got this incredible ability to solve problems." Australia could rotate their attack at Lord's, with left-armers Mitchell Johnson and Josh Hazlewood looking to test an England top order prone to collapse.

"Whether it's a green top or a dry wicket, we have really good options," said Langer.

"We have six high-class fast bowlers and we'll work out what's going to be best for this Test match and the whole series."

**AFP**

**Oz Drop Pattinson for 2nd Test**

Australia have left pace bowler James Pattinson out of their 12-man squad for the second Ashes Test against England, with Mitchell Starc and Josh Hazlewood vying for recalls.

Pattinson was part of the team that won by 251 runs at Edgbaston, taking two wickets in his first Test in three years. But the 29-year-old will sit out at Lord's, leaving Starc and Hazlewood to push their cases.

**SQUAD FOR SECOND ASHES TEST**: Tim Paine (cap & wk), David Warner, Cameron Bancroft, Usman Khawaja, Steve Smith, Travis Head, Matthew Wade, Pat Cummins, Mitchell Starc, Peter Siddle, Nathan Lyon, Josh Hazlewood

**Not an Ideal Comeback**

Dhawan has had a series of low scores since his return from injury. Not a part of the Test squad, he would look to finish on a high and help India seal the series

Opener Shikhar Dhawan would be desperate for a big knock after four consecutive failures as India eye another series victory when they clash with the West Indies in the third and final ODI in Port of Spain on Wednesday.

With scores of 1, 23, 3 in the Twenty20 series and single-digit score of 2 in the second ODI, Dhawan's comeback post injury has been far from ideal.

Troubled by in-coming deliveries, Dhawan twice lost his wicket to pacer Sheldon Cottrell.

Since Dhawan is not part of the Test squad, the Delhi left-hander would like to finish the Caribbean assignment on a high.

There is another mini-battle brewing in the Indian batting line up for the number four slot with Shreyas Iyer putting tremendous pressure on Rishabh Pant.

Pant has enjoyed the backing of the team management, especially skipper Virat Kohli but his repeated failures and Iyer's 68-ball 71-run knock in the second ODI has made things different.

Pant's temperament is cause of concern as he threw away his wicket on numerous occasions. Any team would prefer a level-headed batsman for that crucial position and with his knock on Sunday, Iyer has made a strong case

for himself.

Even legendary Sunil Gavaskar has vouched for Iyer for the number four slot. He wants Pant to drop down to number five as he feels the wicketkeeper batsman is best suited to provide the late impetus.

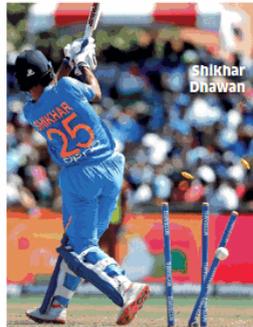
Elsewhere on the batting front, Kohli would look to carry on with his good batting form after hitting a brilliant 120 off 125 balls in the second ODI. Kohli anchored India's innings in Iyer's company after openers Dhawan and Rohit Sharma were dismissed cheaply.

Bhuvneshwar Kumar was the star for India with the ball in the last match with impressive figures of 4 for 31 from eight overs and the pacer would look to carry on his fine form in the coming matches of the tour.

Bhuvneshwar's pace colleague Mohammed Shami (2/39) and Kuldeep Yadav (2/59) also chipped in wickets but the left-arm spinner went for some runs and he would be hoping for better display in terms of economy rate.

Although teams don't prefer changing their winning combinations, Kohli might give Navdeep Saini a run in the last ODI by resting Shami.

West Indies, on the other hand, would



Shikhar Dhawan

**Shal Hope**, as an opener in ODIs, has scored 860 runs at an average of 95.55 and a strike rate of 92.47. Batting elsewhere, his 1672 runs have come at an average of 38.00, with a strike rate of 69.00.

**Kuldeep Yadav**, in his last 20 ODIs, has taken only 29 wickets at an average of 32.62. Prior to that, he had 67 wickets in 33 games at an average of 20.07.

**4 wickets** Kuldeep needs to break Mohammad Shami's record for the fastest Indian to 100-ODI wickets. Currently, Kuldeep has 96 wickets from 53 ODIs and Shami took 55 matches to reach 100 wickets

be desperate to save the series with a win.

But for that to happen, West Indies' batting unit will have to take more responsibility. It's time tennis like Shal Hope, Shlimron Hetmyer and Nicholas Pooran rise up to the occasion for West Indies

**Manager in Trouble for Alleged Misbehaviour With Bureaucrats**

The Indian cricket team's administrative manager Sunil Subramaniam's is set to be severely reprimanded by the BCCI for allegedly misbehaving with officials of the country's High Commissions in the West Indies during the ongoing series.

"The Indian team was supposed to shoot a small advertisement on 'Water Conservation' as this directive came from the government. It was learnt that the two High Commissions were informed by the BCCI that Subramaniam is their point person as he's the administrative manager," a BCCI source said on conditions of anonymity.

"When a very senior person from Indian High Commission in Trinidad & Tobago called up Subramaniam seeking his co-operation, he told him 'Don't flood me with messages'. The BCCI has come to know that he refused to entertain their calls when all they were doing was to carry out the government's directive," the official added.

Subramaniam could not be reached for a comment. He became team's administrative manager in 2017.

Subramaniam, who got a 45-day extension along with Ravi Shastri-led support staff is unlikely to be retained after the Caribbean series once the fresh round of interviews are conducted.

**—PTI**

cricket to thrive.

After the final ODI, the two teams will battle in a two-match Test series, starting August 22 at North Sound, Antigua.

**PTI**

**15 Biggest Deals That Could Still Happen**

**Luke Brown**  
The English transfer window may now be closed but European clubs are still able to buy new players until their respective deadlines, meaning that a number of high-profile players could still switch clubs this month. A round-up of the 15 biggest transfer sagas that are still running this month.

**Ousmane Demele**  
Barcelona  
Persistently linked with a move away from Barcelona. Recent reports in Spain speculate that he could be used as a makeweight in Barcelona's attempt to sign Neymar.

**Philippe Coutinho**  
BARCELONA  
Arsenal and Tottenham both investigated the possibility of signing the Brazilian on loan. Now in talks with Bayern Munich.

**Dejan Lovren**  
LIVERPOOL  
Liverpool's fourth-choice centre-back now looks destined to leave the club. In talks with Roma over a €15m move.

**Gareth Bale**  
REAL MADRID  
Real Madrid are desperate to offload the 30-year-old but have had difficulty in finding a suitor, particularly after Florentino Pérez pulled the plug on a cut-price move to the Chinese Super League.

**Rodrigo Valencia**  
VALENCIA  
Atletico Madrid are close to agreeing a €60m deal for the 28-year-old, who scored 14 goals in 50 appearances for Valencia last season.

**Paulo Dybala**  
JUVENTUS  
Had talks with Manchester United. Came close to signing for Tottenham Hotspur. Could yet leave for Paris Saint-Germain, particularly if they sell Neymar.

**Fernando Llorente**  
TOTTENHAM  
The veteran striker is a free agent after his Tottenham contract expired. Currently in talks with Serie A side Napoli.

**Gianluigi Donnarumma**  
AC MILAN  
PSG are interested in the 20-year-old and could make a move before their September transfer deadline. His transfer fee would almost certainly surpass the €71.6m Chelsea paid for Kepa.

**James Rodriguez**  
BAYERN MUNICH  
Real Madrid are desperate to offload him. Napoli were in talks but couldn't finance a move. Looking increasingly likely he will remain in Spain for another season, at least.

**Christian Eriksen**  
TOTTENHAM  
Will sit down for talks with Spurs this month after a move away failed to materialise. Could leave this summer. Or could see out the season in north London before leaving on a lucrative free transfer.

**Mesut Ozil**  
ARSENAL  
Missed Arsenal's opening match of the season because of security concerns and there is a chance he will move to DC United, to replace Wayne Rooney.

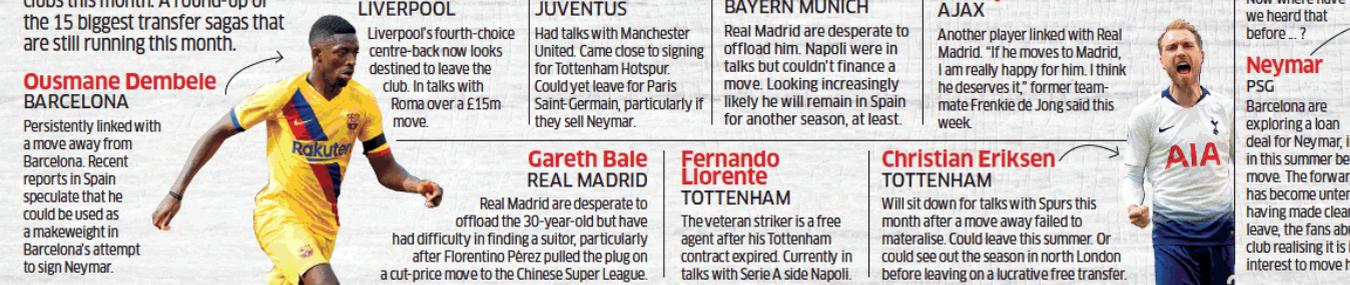
**Donny van de Beek**  
AJAX  
Another player linked with Real Madrid. "If he moves to Madrid, I am really happy for him. I think he deserves it," former teammate Frankie de Jong said this week.

**Neymar**  
PSG  
Barcelona are exploring a loan deal for Neymar, in order to bring him in this summer before a permanent move. The forward's situation at PSG has become untenable, with Neymar having made clear his desire to leave, the fans abusing him, and the club realising it is in everyone's best interest to move him on.

**Paul Pogba**  
MAN UNITED  
Manchester United are desperate to keep him but Real Madrid may make a move before the end of the window. Pogba certainly hopes so: "This question mark remains," he said after United's opening match of the season. "Obviously there have been things said, but only time will tell."

**TRANSFER DEADLINES**  
Italy's Serie A is the next big transfer deadline. The Italian window shuts on 23 August. The transfer window in La Liga, the Bundesliga and Ligue 1 meanwhile shuts on 2 September.

**The Independent**



Bone deep  
How to eat  
to beat  
arthritis  
P2



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

# The chef who made millions feeding Google



rohan.abraham@timesgroup.com

What do tech honchos eat? Ask Charlie Ayers Jr, employee no 53 at Google.

The year was 1998. Ayers, then 31, was working as a home chef for a family in California. It was the height of the dotcom bubble, and startups were mushrooming across Silicon Valley. The brightest minds were making a beeline for the holy grail of innovation. Everyone was hungry for their slice of the American dream. Ayers was at hand to give it to them.

In early 1999, a month-old 'search-engine' company launched a search of its own: to find the best chef in the Valley to cook at their new office. "When I didn't receive a response to my application, I started sending them scones and desserts," Ayers said in a podcast.

His persistence did not go in vain. Soon afterwards, he got a call from Google, asking him to come in for an interview with cofounders Larry Page and Sergey Brin. "He [Page] came bounding out of the elevator on a hopping ball, and I had no idea [who he was]," Ayers had

Employee no 53, Charlie Ayers Jr, was the search engine's first executive chef. And as the company grew, so did he. But burnout was inevitable

said in an earlier interview. Brin reportedly said that they were looking for a professional chef who could "grow with the Google culture, so that employees needn't go out to grab lunch".

## Mixing crowds

On his first day, he was asked to cook for around 50 people at Google's new headquarters at Mountain View, California — the company had moved out of its makeshift garage office only a few months ago. "I felt like Homer Simpson, working with all these hugely intelligent people. In the beginning, it was everyone in one room — the people who invented the internet. And me," he said.

Google went public on August 19, 2004.

## Burnout

In the intervening years, the company had scaled up through accretion, both in revenue terms and in the number of its employees. However, the uptick in fortunes did not bode well for Ayers. "I had to get 10,000 meals ready in a day. It was tough. Burnout was inevitable. My health diminished drastically. I put on weight, and drove around campus in a golf cart," he recalled.

As the company's coffers swelled, so did the number of people on the payroll. The added responsibility was taking a toll on Ayers, a culinary aesthete inured to cooking gourmet meals for smaller groups. "I spoke to a financial analyst who said that the company is going to blow up like no other in history. He advised me to scrape up some money and avail the employee stock option. [At that time] It was two cents per share," he said.

Ayers approached his father for a loan of \$14,000 for 700,000 shares in Google. "Google is a sham. I love you and so I am going to help you. If it works, then good for everyone. Otherwise, you will learn your lesson and pay me back all that money," is what Ayers Sr said to his son. And he couldn't have been more wrong.

Ayers quit Google in 2006. And like many of the early employees, the tech giant made him a multimillionaire — his stock options were worth \$40 million at the time. He then went on to write a cookbook with tips and recipes based on his experience, and opened a restaurant, Calafia in San Francisco, which shut down last year.



## 'Sad secret' that filled a fast bowler's Cup of woes

Former Pakistani cricketer Shoaib Akhtar recently shared why the 2003 World Cup match against India was the most disappointing in his career



EST 1898  
**T.M. LEWIN**  
JERMYN ST. LONDON

Now open at  
DLF Promenade  
Shop 106 | Ground Floor

Former Pakistan pacer Shoaib Akhtar has revealed his "sad secret" about the 2003 World Cup match against India, in which his team lost by six wickets.

In the group-stage match played on March 1, 2003, at Centurion in South Africa, the Pakistan team failed to defend a target of 274. India rode on Tendulkar's brilliant 98 to chase down the target with more than four overs to spare.

In a video posted on his Youtube channel, Akhtar has revealed how his fitness and poor captaincy from then skipper Waqar Younis came in Pakistan's way.

"The most disappointing match for me in my entire career was the 2003 World Cup match against India at Centurion. We had failed to defend a target of 274 despite having a very good bowling line-up," said Akhtar.

The 'Rawalpindi Express' revealed that the night before the match, he had to take 4-5 injections on his left knee because of which it became



Shoaib Akhtar retired from international cricket after the 2011 World cup

numb. "Water had filled up in my left knee and there was no sensation in it."

Akhtar said that since he couldn't bowl properly because of his knee, Indian openers, Sachin Tendulkar and Virender Sehwag, "went for the charge from the word go".

"Unfortunately, the captain [Waqar Younis] got me out of the attack. He brought me later in the innings where I just bowled fast and short. I got Sachin at 98 on a short-

pitched delivery. I told the captain that I should have persisted with such bowling from the very beginning. In the end we lost the match," he added.

The 43-year-old went for 72 runs in that match and picked up the sole wicket of Tendulkar, but by then the match was already in India's pocket.

"I still regret that loss. If we could have scored some more runs and bowled better, we could have won that match. But unfortunately, my fitness came in the way and also, it was poor captaincy that made us lose that match," he said.

— IANS



Sachin Tendulkar scored a memorable 98 to guide India to victory over Pakistan in 2003

## BIG SHOT



**FIRM GRIP**  
DJ Koh, president of Samsung Electronics, and Microsoft CEO Satya Nadella sealed the partnership between their companies with a handshake in New York recently

## golden years

# 5 MYTHS AND MEMORIES OF WOODSTOCK

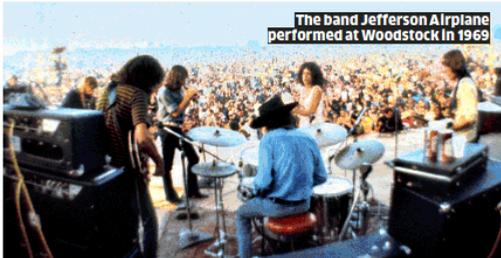
Ever since the famous music festival was held 50 years ago, it has been the subject of myth and legend

Woodstock is surrounded by myths, legends and misconceptions. Here's the real story about five of them.

## 1 Woodstock was not held at Woodstock

It made sense that co-organiser Michael Lang wanted to have the concert in Woodstock. The Catskill Mountains town was already known for being an artists' colony and Bob Dylan's rural hideaway. But key people in the town wanted no part of the concert.

The festival was going to be held a bit south of Woodstock at an old industrial site in Wallkill, New York. But those plans



The band Jefferson Airplane performed at Woodstock in 1969

fell through about a month before the show, sending Lang scrambling to find a new site. He was driving through farm country in Bethel, New York, when he spotted a gently sloping alfalfa field. He struck a deal with the farmer, Max Yasgur.

## 3 Babies were (sort of) born at Woodstock

This one could be true depending on how you define

cars were being delayed by as much as eight hours between New York City and the concert site — a distance of less than 100 miles.

cars were being delayed by as much as eight hours between New York City and the concert site — a distance of less than 100 miles.

cars were being delayed by as much as eight hours between New York City and the concert site — a distance of less than 100 miles.

cars were being delayed by as much as eight hours between New York City and the concert site — a distance of less than 100 miles.

cars were being delayed by as much as eight hours between New York City and the concert site — a distance of less than 100 miles.

## Digging for answers after unearthing a treasure

Buried trove of coins poses a puzzle for historians — and the people who found it

A vast and 'unique' trove of antique and Roman-era coins, unearthed in what was one of Hungary's wartime Jewish ghettos, is proving a conundrum for historians.

Thrilled with the chance discovery of the 2,800 gold and silver coins spanning decades and continents, researchers are in the dark, however, about who collected and then hid them.

They were likely hidden by a Jewish owner who was later deported to a Nazi German death camp in 1944, said Balint Havasi, director of Keszthely's Balatoni Museum where the items are currently exhibited.

The current owners of the house in the town of Keszthely, 190 kms southwest of

the capital Budapest, stumbled across the coins in February during work on the cellar.

In a letter to the museum, the building's current owners explained how they had been digging a hole in the cellar after pumping out groundwater when they came across the hoard.

"We slowly dug out five carefully sealed and buried glass jars," reads the letter.

"When we opened one of them, we were greeted by an amazing sight, just like in a fairy tale: hundreds of coins, real treasure," it continued.

"We hope that it can return to its legal owners one day."

The finders have requested anonymity, according to the museum, which also declined to reveal the exact location of the house.

As well as the owner's identity, how the collection was amassed is unknown.



Hungarian archaeologist Ferenc Redo examines one of the coins

## Quite a find

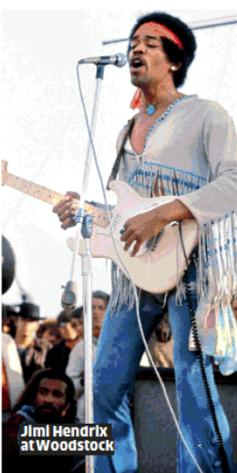
Almost half of the coins are from Pannonia, which was a province of the Roman Empire that covers modern-day western Hungary, according to Ferenc Redo, an archaeologist and coin expert.

The others are mostly antique coins from around the world, including pre- and post-revolutionary France, 19th century German territories, and both Tsarist- and Soviet-era Russia.

Many are from even farther afield, including South America, Africa, Asia and British-ruled India.

"It's sad that someone put together such a worldwide collection but tragically could not continue," Redo said.

— AFP



Jimi Hendrix at Woodstock

"at Woodstock". The concert's medical director told reporters at the scene of the festival that there were two births: One at a local hospital after the mother was flown out by helicopter; the other in a car caught in traffic. Wade Lawrence, the director of what is now the Bethel Woods Center for the Arts at the festival site, recently confirmed the helicopter story with the medevac pilot, who said the mother gave birth at the hospital.

## 4 Max Yasgur was not a country bumpkin

Yasgur told the young crowd massed on his field he was a farmer not used to speaking to groups. Self-deprecation aside, he ran a large dairy operation with a large herd, trucks and its own plant. Nephew



In 1969, rock music fans brought traffic on the highway leading from Bethel to a standstill

Marty Miller said that he warned his uncle months earlier that Woodstock's organisers might come knocking, and that Yasgur was ready when it happened. Lang in his memoir describes Yasgur as a "sharp guy". Miller said that beyond rent money, Yasgur benefited from improvements to the field, such as wells. "Max was an astute businessman, very sharp. He was nobody's fool," Miller said.



The peace sign mowed into the grass of the original festival site

## 5 Woodstock was not exactly three days of peace and music

The famous concert poster with a bird perched on a guitar neck advertised "three days of peace and music", spanning from August 15-17. There was undoubtedly music at Woodstock, and many attendees reportedly spent the weekend blissed out.

But Woodstock lasted more than three days. Thanks to delays, it bled into the morning of August 18. Jimi Hendrix came on stage after the sun came up, after a large portion of the crowd had left.

— AP

## Joint understanding

Your top 10 health foods to beat arthritis and give bodies a boost

Millions of people across the world suffer from arthritis, causing chronic pain and mobility problems. But a diet that reduces inflammation in the body could help, along with giving your overall health a lift. Luckily, there is a wealth of foods to choose from that can have a positive effect on your joints:

- 1 Olive oil**  
Eating two to three tablespoons of olive oil daily could have an anti-inflammatory effect, which could help reduce arthritis pain. The best kind to eat is the least refined, so go for extra virgin olive oil. It can be used in cooking or as a dressing on salads.
- 2 Citrus**  
Grapefruit, oranges, lemons, limes and other citrus fruit are rich in vitamin C. Getting enough vitamin C can help prevent inflammatory arthritis and maintain healthy joints for those with osteoarthritis. Eating a range of



fruits and vegetables is also key to reducing inflammation. So get as much colour as possible on your plate.

- 3 Yogurt**  
Fermented foods such as sauerkraut and live yogurt can increase the amount of good bacteria in your

**Caroline Wozniacki** was diagnosed with arthritis just after she won the Australian Open in 2018, but she has not let that hinder her game

**Award-winning chef Seamus Mullen** once felt in 2007 like a "knife was stabbing his shoulder" until he found out that he had rheumatoid arthritis

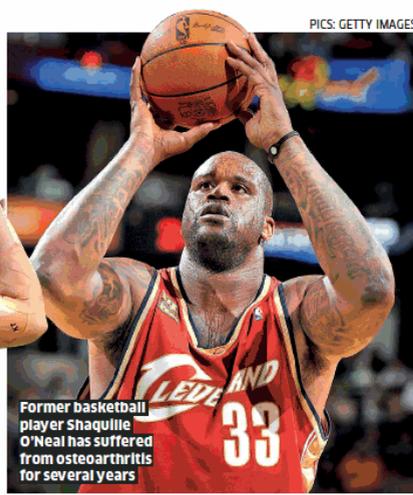


gut and work anti-inflammatory magic too, easing symptoms of arthritis.

- 4 Porridge**  
Oats are an excellent way to reduce cholesterol, and, in turn, could have a positive impact on arthritis aches. Eating porridge every morning for breakfast is also an excellent form of slow-release energy.
- 5 Trout**  
Oily fish is an excellent source of Omega 3, which can also help to reduce



Golfer **Kirsty McPherson** found out that she had a rare form of arthritis when she was 11 years old, but was encouraged to play sports



Former basketball player **Shaquille O'Neal** has suffered from osteoarthritis for several years

inflammation associated with arthritis. Salmon, anchovies, herring and trout are all good oily fish options.

- 6 Green tea**  
A cup of green tea is packed with polyphenols, nutrients which are believed to reduce inflammation, so good news for arthritis sufferers. It's also full of antioxidants, some of which are believed to slow joint damage in people with rheumatoid arthritis. It pays to switch your builder's brew with a cup of herbal stuff.
- 7 Turmeric**  
One study in the *Alternative Medicine Review* found that taking a turmeric supplement improved pain and long-term mobility in patients suffering with osteoarthritis. Ginger, cinnamon and cayenne pepper are also good ones to try for their anti-inflammatory affect.



- 8 Meat**  
In cases of rheumatoid arthritis, flare-ups could result in the sufferer becoming anaemic. So, grilling a steak is an excellent source of iron. Anaemia can leave you tired, weak and out of breath. So, arthritis sufferers should get enough iron in their diet to ensure it does not become a problem.



your risk of developing arthritis all together. Alliums, which include leeks and onions, appeared to limit the amount of cartilage-damaging enzymes in the body. Adding garlic could be an easy way to get the allium goodness into your diet.

- 9 Garlic**  
According to research done by King's College London, eating more garlic could lower

**10 Wholegrain bread**  
Wholegrains can reduce the level of CRP – c-reactive protein – in the blood, which is a marker of inflammation in your body. It is associated with diabetes and heart disease as well, so eating whole grain bread can help with overall health. – Daily Mirror

### Optimistic people sleep better at night



A recent study discovered that people who are the most optimistic tend to be better sleepers. The study was published in the *Journal of Behavioral Medicine*. One of the researchers, Rosalba Hernandez, said, "The study revealed significant associations between optimism and various characteristics of self-reported sleep after adjusting for a wide array of variables, including socio-demographic characteristics, health conditions, and depressive symptoms." Participants' levels of optimism were measured using a 10-item survey, which asked them to rate on a five-point scale how much they agreed with

positive statements such as "I'm always optimistic about my future" and with negatively-worded sentences such as "I hardly expect things to go my way." Scores on the survey ranged from six (least optimistic) to 30 (most optimistic). Participants reported on their sleep twice, five years apart, rating their overall sleep quality and duration during the prior month. Individuals with greater levels of optimism were more likely to report that they got adequate sleep. And they were 74 per cent more likely to have no symptoms of insomnia and reported less daytime sleepiness. Hernandez suggested that the findings should be interpreted carefully. – ANI

### ZIPPING THROUGH

Skip black and give these colourful bomber jackets a chance  
shannon.teills@timesgroup.com

- Postfold slate bomber** ₹1,699
- Fendi Roma Amor leather jacket** Price on request
- Aeropostale varsity bomber** starting at ₹3,999
- Cornellani silk bomber jacket** Price on request
- Cello gien plaid bomber** starting at ₹4,999
- Puma Evolution pace bomber** ₹7,999

**HOW TO**

- Bombers look best when styled with monochrome or neutral colours, but be wary of fit. The jacket should end at your waist and the sleeves should be slim-line.
- When pairing with jeans, opt for suede boots or dress sneakers. Both add a level of polish to your laid-back outfit.
- You can even go semi-formal with this look. A bomber jacket worn over a formal shirt, relaxed chinos and leather trainers offers an overall smart look.
- When mixing a bomber with formals, look for slim fit trousers cropped at the ankle and opt for colours and fabrics that play off each other. For example, a khaki bomber would add a nice contrast to a staid shirt-and-tie combo.

### Stay far from a work spouse

While it's healthy to have a close bond with your colleague, try not to get too emotionally attached

The idea of a 'work spouse' or really, your best friend at work, is healthy, according to studies. It means less groaning about office when you're at home and letting off steam about work stress with your friend. But sometimes, those lines can be crossed, when you feel attracted or unusually close to them. In fact, a 2017 survey in the UK found that a quarter of people would consider quitting their company if their work spouse got another job. It's not difficult to be drawn to your work spouse. After all, those long lunches and drinks after work can turn into hours of texting. The next thing you know is that you are complaining about your real wife



to your work spouse, and both of you are lending a shoulder to each other to cry on. Draw some boundaries. Both parties must be careful about these lines not being crossed, or one could view it as more than just a work connection. Also think things through before you do something you may regret, even if it's emotionally falling for your colleague. One way to maintain distance is to actually introduce your work spouse to your real one. This means that there's transparency, even though it doesn't guarantee that you won't have sex one day with your work buddy. – Agencies

### 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

Kokilaben Dhirubhai Ambani hospital & medical research institute PRESENTS

Every Life Matters

## It's a Match!

### #MakeItHappen

There are 1 million Indians in need of organ transplants and not enough donors. Improve someone's chances of survival. Only you can make it happen.

Join the drive - PLEDGE AND REGISTER to be an organ donor today.

Register to be an organ donor at [www.organdonationday.in](http://www.organdonationday.in)

To show your support, give a missed call on +91 8826262626

NGO PARTNERS

**TIMES ORGAN DONATION DRIVE** 13<sup>TH</sup> AUGUST

THE TIMES OF INDIA

CHANGE Begins Here

# Adventurers on ancient trail, to set sail in a reed boat

Modern replica of a primitive Egyptian boat will take researchers from eight countries on a 700-nautical-mile journey



**W**ere the ancient Egyptians able to use reed boats to sail as far as the Black Sea thousands of years ago?

A group of adventurers believe so, and will try to prove their theory by embarking on a similar journey in reverse.

The team of two dozen researchers and volunteers from eight countries is scheduled to set off from the Bulgarian port of Varna, hoping their Abora IV reed boat will take them the 700 nautical miles through the Bosphorus, the Aegean and as far as the island of Crete.

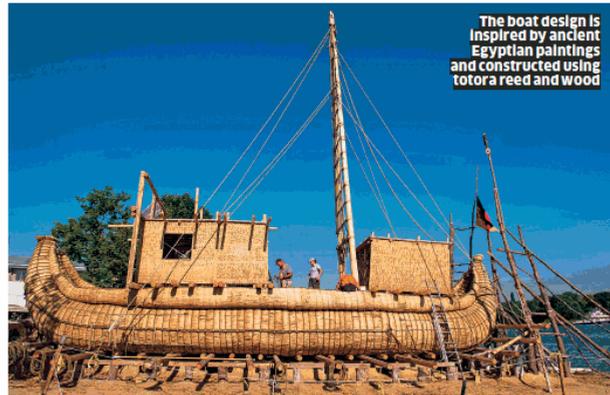
The team is seeking to prove a hypothesis lent credence by Herodotus, the expedition's German leader, Dominique Goerlitz said. The ancient Greek historian wrote: "Egyptians sailed through the Black Sea to get materials that they could not have from the east Mediterranean". Goerlitz, 53, and his team say they drew inspiration for the design of the 14-metre boat from ancient rock drawings from upper Egypt and the Caucasus.

## Making the reed boat

It is no accident that the Abora IV bears a striking resemblance to the famous Ra II reed boat that Norwegian adventurer Thor Heyerdahl used in his 1970 attempt to cross the Atlantic ocean.

Large bundles of totora reed were lashed together with ropes to form the main body of the vessel before it was equipped with a wooden mast and two reed compartments for sleeping.

In all, 12 tonnes of totora reed and two kilometres of rope went into making the boat, which will have two sails — meas-



The boat design is inspired by ancient Egyptian paintings and constructed using totora reed and wood

**Construction of the boat was carried out with the help of volunteers and two members of the Aymara indigenous community from Bolivia's Lake Titicaca**

uring 62 square metres and 40 square metres, Fermin said. "The main question of all is whether this boat... is able to cross the difficult island shelves of the Aegean Sea," Goerlitz said.

## Proving the hypothesis

Reaching the Cyclades islands and then Crete will be crucial for proving his initial hypothesis, he added, as the Minoan civilisation which flourished there from

2,700 to 1,200 BC was long proven to have traded with Egypt.

Once hoisted into the water, the boat will need two-and-a-half weeks to soak, taking in between five and 10 tonnes of water. Thanks to the billions of air chambers inside its porous construction material, the boat cannot crack or sink, according to Goerlitz.

In order to communicate with large cargo vessels on their way — a major danger on the high seas — Goerlitz's crew will have modern satellite and radio communication equipment on board. "Of course, it would be totally arrogant and stupid (not to use modern equipment). It is an experiment of science and not of risk," he said.

— AFP



PIIS:AFP

VISIT CANBERRA



THINK CANBERRA, THINK SINGAPORE AIRLINES

ALL-IN RETURN FARES FROM

₹55,000\*  
ECONOMY CLASS

₹81,000\*  
PREMIUM ECONOMY CLASS

Fly to Canberra, Lonely Planet's 3rd Best City to Visit in 2018. From floating above the city in a hot air balloon to spotting native wildlife, no Australian itinerary is complete without a trip to its capital city.

En route, redeem a complimentary S\$20 Changi Transit Voucher\* for shopping or lounge access in transit at Singapore Changi Airport.

Book now at singaporeair.com



A STAR ALLIANCE MEMBER

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

\*Fares shown are per person on Singapore Airlines flights from Delhi to Canberra and include all associated taxes and surcharges. Premium Economy Class is available only on selected flights from Delhi/Mumbai to Singapore and from Singapore to Canberra. Promotional fares are on sale up to 31 August 2019, for outbound travel from 16 August 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. For travel within Australia, special fares are available with our partner airline - Virgin Australia. Pay with Netbanking when you book online at singaporeair.com or contact your travel agent or local Singapore Airlines/Silk Air office. Other conditions apply.

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: Santa Electronics •Sonapat: Balaji RO Water Solution •Rewari: Pooja Automobile, Tact International Pvt. Ltd. •Palwal: Bharanjia Radio & Watch Co. •Agra: S.B. Water Solution; Aama WaterTech Solutions •Aligarh: P.M Electronics •Barilly: S.S Enterprises; Narayan Enterprises •Jhansi: New Arora Enterprises •Mathura: Mohit RO Services; N.K Enterprises •Meerut: Pritivi Enterpr; Jain Prakash & Sons Singh Sales Corporation •Moradabad: Jai Engineering & Electronic; Navjeevan Enterprise; Air Kay Sons •Hapur: Sarveshwar Enterprises •Saharanpur: Luxmi Sons; Perfect Water Purifier Water Solutions •Varanasi: Applied Refrigeration; Modern Sales & Services; Kshika Enterprises; Top In Town; AP Enterprises; D Karvans Electronics •Roorek: Nirdosh Enterprises •Dehradun: Lotus Enterprises; Pure Zone Systems •Rudrapur: Hamkund Trader •Haldwani: Friends Electricals •Muzaffarnagar: V N Traders; New Chaman Electronics •Bulandshahr: Nakul Electricals; Shakti Electrical & Electronics; Ashirwad Associates

Available at all leading home appliance stores across the country.



\*T & C Apply. \*Developed in 2019

## HEAR ME ROAR

Atul Pratap Singh, founder of biker community RPM-India, on the rides that have thrilled his heart



PIC: INSTAGRAM/RPM-INDIA

### First wheels

"My first bike was a **Hero Honda Karizma**. In 2005, my grandfather gifted it to me after noticing my fondness for two-wheelers.

"The **Daytona 675** was my first superbike. The machine was so powerful that it started taunting me to go faster and faster, but being a mature rider, I resisted those urges and stayed out of trouble. The power that the machine carried made me more aware and responsible regarding my riding.

"I gave away the Daytona because as a fervent rider, you always have a thirst for more power and advanced technology. So a few years after riding the Daytona 675, I began looking for a new set of wheels, something with better power and electronics."



### Patriotic ride

"Among my most prestigious rides was when I rode with members of a biking community from New Delhi to the Wagah border. We wanted to give



a rev salute to the BSF soldiers. Eventually, we created history by becoming the first superbike community in India to get access to the Atari-Wagah border. Since then, the 'Biker Salute' has become an annual ride for our community."



### Superbike wish list

"I'm looking forward to owning an **MV Augusta F4**. It's a modern classic superbike which has been given a contemporary treatment. It has a typical MV feeling; the engine won't let you forget it, and once you start riding it, you will fall in love with it."

### MOST MEMORABLE SCENE FROM A MOVIE

"It has to be the one from **Mission Impossible - Rogue Nation**, where Tom Cruise is riding a BMW Motorrad S1000RR while being chased around by bad guys, who ironically, are also driving the same superbike. It was great. However, what wasn't great is how the chase ended."



### Current ride

"I ride a **BMW S1000RR**, an absolute beast. One of the greatest advantages of riding this mad superbike is its quick shifter, its slipper clutch. The electronics employed on the machine are very sophisticated and the bike picks up pace in no time."

You might continue riding without even bothering to think where you're heading."

### Talking bikes

"I enjoy discussing bikes with my friend Sagar Sheldekar. His passion for the sport and potential as a rider is rare."

### One tip for bike care

"I don't wash my bike. I keep it clean by using water and shampoo mix sprays, and then wiping it off with a microfibre cloth. I do it more often to keep my motorcycle shiny and well-maintained. It also helps saving water."

If I had to name my superbike...  
"I would name it 'Angry Bird'."

— As told to rohan.abraham@timesgroup.com

## VOICE OF VLAD

Sports captions from a champion who loses nothing – not an ice hockey match, not an election, not even an argument



KABADDI LEAGUE, AHMEDABAD

"If it's been decided that everyone should wear yellow, stick to yellow. The Gujarat raider will remember that after being cornered by the Tamil Nadu team, which won the game 34-28."



PAN AMERICAN GAMES, LIMA

"Jaden Chipman of Canada competes in the BMX freestyle cycling event. Chipman finished seventh, and to take his mind off it, took off into space like ET and checked on Chandrayaan II."

## Things on his 'mus'-do list

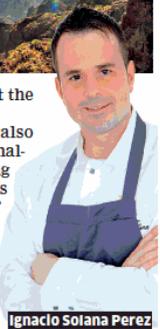


glynda.alves@timesgroup.com

For **Michelin-star chef Ignacio Solana Perez**, pressures in the kitchen are just part of life. While he cannot eliminate them from his award-winning kitchen, there are a few ways he likes to relax after he takes off his apron. Perez says, "I am very lucky that I live in a town surrounded by nature. I love cycling and I practice frontón, a basque ball game. These are the only times

when I'm not thinking about the kitchen and cooking."

Apart from frontón, Perez also likes to spend his free time challenging his mind. "I love playing a card game called Mus, which is popular in Spain and France." Travel is another way that the young chef likes to cut loose. "I love going to a different country every year. One of my favourite places at the moment is South America."



Ignacio Solana Perez

## ready reckoner

# HOW JEFFREY EPSTEIN ROSE FROM HUMBLE ORIGINS TO BEFRIEND THE WORLD'S WEALTHIEST

Born to a gardener from New York, Jeffrey Epstein rose to be a billionaire friend of Presidents, royals and Prime Ministers. But he was also a predatory paedophile, who for decades, had remained a mystery.

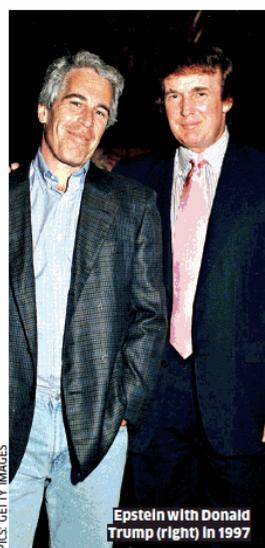
Short of friends, he was said to have all the charisma of a stone. But few people away from Wall Street knew anything about Epstein.

### Starting small

In the mid-1970s, after finishing university, he taught Physics at the elite Dalton School in New York, before going on to launch a career in Wall Street. It led to him being introduced to Alan 'Ace' Greenberg, an executive at Bear Stearns investment bank, who ensured that Epstein was taken on.

He quickly rose through the ranks, becoming a partner in the business before leaving to set up his own investment company, which then led him to achieving a net wealth of around \$1 billion. In November 1992, he emerged on a flight on the arm of British socialite Ghislaine Maxwell, the youngest daughter of the disgraced tycoon Robert Maxwell.

It sparked intrigue around him, with some believing Wall Street was a cover for the greying, plumpish, middle-aged American businessman who was rumoured to be working for the Israeli intelligence service Mossad, the CIA, or was perhaps a corporate spy.

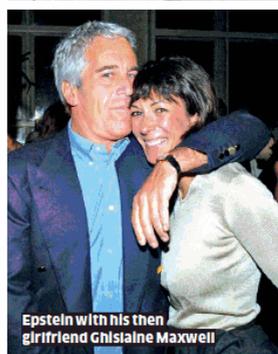


PIC: GETTY IMAGES

Epstein with Donald Trump (right) in 1997



Epstein taught physics at the Dalton School in New York



Epstein with his then girlfriend Ghislaine Maxwell

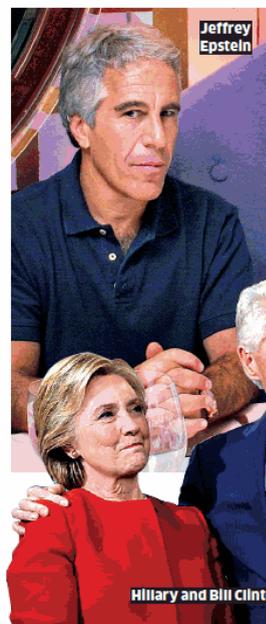
### Famous friends

The rumours were ill-founded, but Epstein's wealth shot to astronomical levels, bringing with it new friends among the world's elite. He parlayed his wealth and success into establishing political and social contacts around the world, among them Donald Trump and former president Bill Clinton. They also included Prince Andrew, Victoria's Secrets billionaire Leslie Wexner, actors Woody Allen and

Kevin Spacey, hedge-fund mogul Glenn Dubin and numerous politicians. All befriended Epstein while seeing him surrounded by numerous young women.

Some even celebrated his penchant for girls. "I've known Jeff for 15 years," said Trump in an interview in 2002. "Terrific guy. He's a lot of fun to be with. It is even said that he likes beautiful women as much as I do, and many of them are on the younger side."

— Daily Mirror



Hillary and Bill Clinton

Prince Andrew

Pro Planet

EXPLORE MORE

# HILLSIDE RESORT OR HILLS?

OUTDOOR-READY SHOES FOR URBAN EXPLORERS

SHOP ONLINE [www.woodlandworldwide.com](http://www.woodlandworldwide.com)

Customer Care No. 1800-103-3445

Woodland is a Pro Planet company which cares for the environment and uses eco-friendly manufacturing processes. For genuine products, do purchase Woodland merchandise from exclusive Woodland showrooms / authorised dealers only. The image used is for representation only.

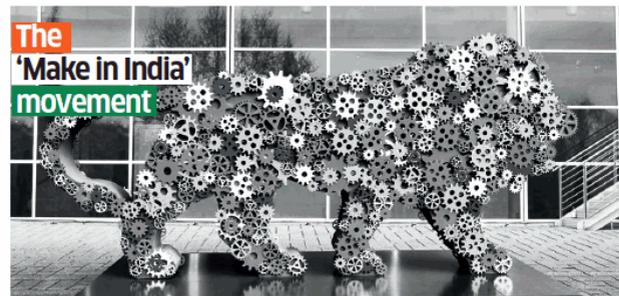
## THE DEFINING MOMENTS THAT BUILT 'BRAND INDIA'

Homegrown brands' CXOs and marketing experts share their take on the defining moments in the journey of 'Brand India' as the nation gets ready to celebrate 72 years of independence.

By Amit Bapna

From a land of snake-charmers and slum lands to the land of start-ups and swanky skyscrapers, the Brand India narrative is in a constant flux. A KPMG report put the number of start-ups at 50,000 from 7,000 just a decade ago. Today, in many quarters of the populace, there's a palpable sense of pride in one's origin and Indian identity. There have been many milestones in India's journey since Independence in 1947 - from the birth of national carrier Air India to the emergence of salt-to-steel mega conglomerates, from the launch of the Green revolution to the launching of satellites into space, from the arrival of Maruti 800 to economic liberalisation, and many more such moments played their role in the making of Brand India. Leaving aside the politics of the identity

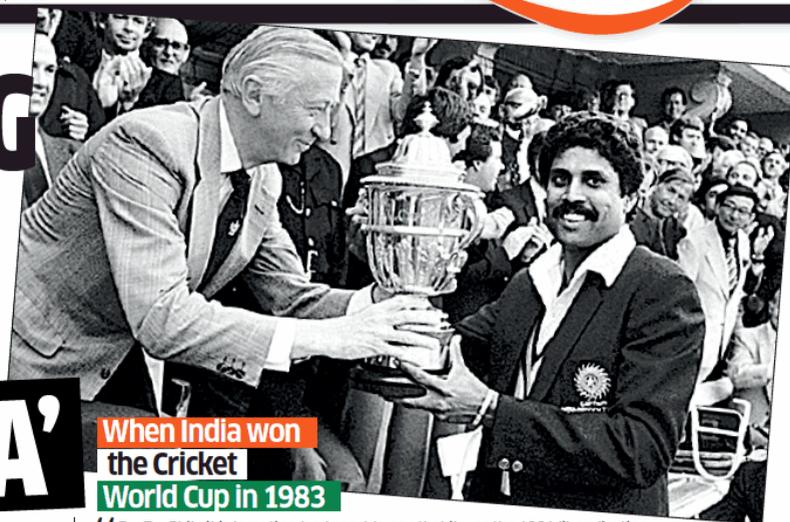
paradox, the last few years have made more and more Indians proud enough to flaunt their 'country of origin'. At the same time one cannot disregard a growing sense of disenchantment creeping in. Hope is becoming an increasingly scarce commodity as confidence in the world's largest democracy, and its many brand narratives, diminishes. Which makes the present the perfect time to reflect on the moments that helped shape Brand India and reflect on the right and wrong turns. On the eve of India's 72nd Independence Day, Brand Equity asks industry leaders from across disciplines to hold forth on the defining moments on this journey, and while we're at it perhaps glean insights into the future of 'Brand India'.



**The 'Make in India' movement**

The largest marketing moment for India in recent times has been the Prime Minister Narendra Modi's clarion call for 'Make in India', which in effect, channelized the country's focus on indigenous manufacturing, serving globally competitive products to discerning customers whilst adding value to India," says B Sumant, executive director at FMCG major ITC. Thanks to 'Make in India' today, "it is mission critical to create, nurture and own intellectual

capital in India which is taking the form of home-grown brands anchored in sustainable and inclusive value chains, whilst creating large scale livelihoods," believes Sumant. He adds that successful brands are not only a perpetual source of value-creation but also a badge of honour and a mark of economic respect for the country of their origin. "With growing consumer franchise, such world-class Indian brands can, in true sense, create perpetual value streams for brand owners as well as the nation."



**When India won the Cricket World Cup in 1983**

"While it is tempting (and easy) to say that it was the 1991 liberalisation that was a defining moment for Brand India in the eyes of the world, I think that Brand India is first and foremost created in the hearts and minds of Indians," says Abheek Singh, senior partner and managing director, BCG. For Singh, the one defining moment that shaped Brand India was the nation's win at the Prudential Cricket World Cup in 1983. "That victory gave an entire generation (and those that followed) the confidence that India could win on the world stage. Kapil's team motivated small town India that if you had the willingness to dream big, ability to work hard and a big heart you could conquer the world. That bold ambition, skills and work ethic has served as an inspiration to many Indian artists, sportspersons, entrepreneurs - individuals, team and organizations - who have built Brand India."



**Kerala Tourism's 'God's Own Country' campaign**

"It was possibly the first time that a state identified its unique strength amidst diverse interests, defined a strong positioning statement and then aggressively promoted it globally with a bold tagline," says Kavita Nair, Chief digital transformation and brand officer, Vodafone Idea. Stunning visuals, rich in colour and content, portrayed the state's natural and cultural tapestry in Kerala Tourism 'God's own Country'

campaign. It initiated the trend of state tourism marketing with Maharashtra, MP, Rajasthan, Gujarat and several others following suit, adds Nair. Her other favourite, the 'Incredible India' campaign, too, found inspiration from this, she says. "A winner of several prestigious awards, the 2.0 version of this campaign was introduced to revitalize tourism following the floods in the state last year."



**Economic Liberalization of 1991**

"The pivotal moment in our history was the liberalization of 1991 when India formally announced itself on the world economic stage and the world realized our potential and promise," according to Nadia Chauhan, Joint MD and CMO, Parle Agro. There has been no looking back since then, she

believes, as globally Brand India has become synonymous with large and growing consumer markets, information technology and an unmatched entrepreneurial zeal. "Brand India was always known for its rich cultural heritage but it was from this moment on that the world started to truly experience it as well. Seventy years ago, India had the potential but today it has a reputation." She believes that the next defining moment will be when we become a \$5 trillion economy.



## Most Admired Marketers

AGENCY RECKONER 2018-19

- 1 Amazon
- 2 Swiggy
- 3 Hindustan Unilever
- 4 Mondelez
- 5 Coca-Cola
- 6 Amul
- 7 Netflix
- 8 Samsung
- 9 STAR
- 10 Zomato



As per the BE Agency Reckoner 2018-19, here are the marketers that won the admiration and respect of their industry partners.

In an increasingly tough business environment, it's hard to find marketers who are willing to make big bets on creativity, who look at the longer term and are not distracted by fleeting trends, and who understand the power of brand building. Such marketers should not only be recognized but celebrated. In the Brand Equity Agency Reckoner 2018-19 list of Most Admired Marketers we have a mix of legacy companies and new age brands that have set new benchmarks. With their partners on the agency side these brands have created marketing campaigns that have delighted consumers and helped grow brands and bottom-lines. Indian brands are certainly punching above their weight in this regard. Amul, a legacy marketer, has successfully navigated the many

disruptive changes in the marketing landscape to emerge as one of the most admired brands of our time. On the other end of the age spectrum are the likes of Swiggy and Zomato. These young homegrown brands are represented by a new breed of marketers who aren't afraid to take risks and stands as they embody the meaning of 'purpose' in branding. Meanwhile MNCs like HUL, Mondelez, Coca Cola and Samsung continue to lead the way amidst emerging consumption trends, while e-commerce brand Amazon grabbed the top position. Two entertainment brands - Netflix and Star - made the cut amongst the top marketers, as entertainment becomes big business and more people get hooked to OTT platforms. (The BE Agency Reckoner 2018-19 was published last week. Survey conducted by Nielsen.)



**Pg3**  
Read the CXO take on future-proofing creativity that works, and what clients need from their agency partners in a fast-changing world.

## Time For The Resurgence Of Brand Gandhi?

Spinning the intertwined yarn of Gandhi and Khadi will not only brighten the international futures of these two inextricably linked brands, but also help boost a third brand that is important to us all: Brand India, writes Sumanto Chattopadhyay



Long ago, while playing in the store-room of our old Calcutta house, I found a dusty wooden wheel protruding from a jumble of odds and ends. I thought I had discovered a cycle of some sort. But my mother clarified that it was my grandfather's spinning wheel - his *charkha*. She told me he had been a Gandhian who spun his own khadi.

Thus was I introduced, at age five, to Brand Gandhi. I struggled to understand how spinning your own yarn could help overthrow British rule. But I sensed, in my own childlike way, that there was something big in the idea.

Years later, when I went to the US for higher studies, I discovered the global appeal of Brand Gandhi. Martin Luther King was inspired by Gandhian non-violence. He had applied its principles to the Civil Rights movement, helping make Gandhi a revered name in America - and one of the few positive brand associations that Americans had with India. Emblematic of this goodwill was Mahatma - a brand that claimed that it was 'America's favourite rice'. In more recent times, this affectionate regard was brought to mind again when Barack Obama - on being asked whom he would die with if he could choose anyone dead or alive - named Gandhi. He wryly added that

it would, of course, be a rather small meal.

The Gandhi aura was further brightened when the eponymous Oscar-winning biopic came along, helping the brand win more minds and hearts across not just America but the world. The rub-off for India was an image of a peaceful, spiritual people who practice high thinking and simple living - balancing out the other faces of Brand India: poverty, natural disasters, elephants and snake charmers.

At the Cannes advertising fest, I had my next taste of the global appeal of Gandhi - in the form of an award-winning TV spot for Tele Italia that featured Gandhi delivering a speech. The twist in the ad: His speech is beamed worldwide, using modern communication technology. The ad ends by asking how the world would benefit, if Gandhi had this technology at his disposal. This is my favourite Gandhi-themed ad till date - because it uses the Mahatma's message

in a meaningful way, making us consider a future that could have been, if modern telecommunication had existed then to help the idea of ahimsa reach more people.

The charkha and khadi were Gandhi's two most potent brand symbols. They were, in a sense, both his medium and his message. Both had been conscious choices of Brand Gandhi to symbolically depict what it stood for: identification with the poor of India, and the twin goals of self-reliance and emancipation from British rule. In independent India, the true heirs of the brand are probably the cottage industries and NGOs. However, it would be naive to think that such a potent brand would be left to benefit only these sectors.



**THERE IS AN INHERENT CONTRADICTION IN USING BAPUJI TO MARKET MONEY-MAKING PRODUCTS OR SCHEMES - BUT WE HAD ALREADY PUT HIM, THE FACE OF RENUNCIATION, ON OUR CURRENCY NOTES, SO ALL OTHER IRONIES PALE IN COMPARISON.**

Knowing, in the words of Boy George, 'how to sell a contradiction', marketers and politicians alike have used Gandhi to their advantage - selling everything from wallets to populist schemes or simply basking in his reflected glory on Gandhi Jayanti. Of course, there is an inherent contradiction in using Bapuji to market money-making products or schemes - but we had already put him, the face of renunciation, on our currency notes, so all other ironies pale in comparison.

If Gandhi had been around today, he might have been happy to see the resurgence of khadi. I am writing this piece on August 7th, National Handloom Day, which was established five years ago. Starting then, the khadi brand has been reinvented, with the Prime Minister himself as its brand ambassador, and his NaMo jacket its bestselling item. Gandhi's symbol of self-reliance and freedom from foreign rule has been transformed into a style statement for millennials. Using tools of modern marketing - such as associating with designers like Ritu Beri, making khadi a part of Lakmé Fashion Week and tying up with Bollywood to glamorise the fabric - khadi demand has been almost doubled in five years. In the private sector, Amazon has just launched

Amazon Karigar, which will help weavers and other craftsmen prosper by directly connecting them to a growing base of consumers online.

Khadi is now eyeing the global market. If successful, it will join Buddhism, yoga and Gandhi as India's biggest export brands. One does not know what Bapu would have made of Modiji becoming the face of the brand though. I would hazard a humble recommendation here: In the international market, at least, let Brand Khadi ride on Brand Gandhi.

Spinning this intertwined yarn of Gandhi and Khadi will not only brighten the international futures of these two inextricably linked brands, but also help boost a third brand that is important to us all: Brand India. In the absence of an Apple, Honda or Samsung to represent our country in the global arena, Gandhi-Khadi could become our commercial-spiritual ambassador to the world.

The author is chairman & chief creative officer, 82.5 Communications (The Ogilvy Group). Views expressed are personal.



**BY INVITATION**

From an era when Indian companies thought of entering global markets only through acquisitions, today Indian brands are trying to gain a foothold in international markets on their own mettle. **By Ambi Parameswaran**



## No Need to Buy Your Way To Global Fame



I was walking down the aisle of a co-op supermarket in a university town in mid-west USA and I came across a brand being prominently displayed in the self-medication section. The brand 'PartySmart'. I was not suffering from any hangover, and I had no plans of partying that evening, but out of sheer curiosity to find out which company had the chutpaz to launch such a brand, I picked up a pack. And I discovered that this is indeed a herbal product from an Indian company: Himalaya. This piqued my curiosity and I wandered back across the small supermarket to see if there were other such branded products of Indian origin. I could spot a few more, but not too many.

you should be able to slot them into one of Prof Levy's seven silos. I do believe that the analysis done on manufactured goods could also be extended to the services sector and digital platforms: call centers, BPOs, software development, software R&D and so forth.

So where does PartySmart fit into this discussion. I think India has emerged from just a manufacturer of shoddy goods into a country that makes innovative, value for money brands. The information technology halo is also probably helping goods from India gain a little more respect.

### A COUNTRY MUST BECOME A MARK OF DISTINCTION, OF QUALITY AND CLASS

Sidney J Levy renowned marketing professor has been acknowledged widely as a leader in redefining marketing as being broader than advertising and showed how it is relevant to a broad range of human activities. In the Third International Conference on Marketing and Development, held in New Delhi almost three decades ago, he propounded the concept of 'Marketing Stages of Developing Nations'. Just as products have 'Life Cycles' he opined that countries, too, go through an evolutionary cycle. They start as peasant economy living on marginal farming and possibly international aid. Then comes the stage that a country becomes a mercantile exporter; exporting raw materials and unmanufactured products. The next is the stage when a country starts exporting cheap shoddy products, often ridiculed in the country to which it is destined. Then the country becomes a manufacturer of products according to specifications of international masters, and brand owners. Countries learn fast and they soon become manufacturers of somewhat better quality products sold under their own labels. The sixth stage is when a country becomes a base for manufacturing quality products. The last stage, the seventh, is when a country itself becomes a mark of distinction, of quality and class. If I were to mention Switzerland, Japan, China, India, Vietnam, Kenya, Bangladesh,

the watch industry is too much of an oligopoly. But Mahindra Tractors are now playing in farms in the US and many other countries; Bajaj mobiles are sold under the Bajaj brand name in more than 60 countries; Royal Enfield (which anyway has a higher market cap than Harley Davidson) is set to vroom on international roads; Bira91 may become the most preferred beer to be consumed with Indian curries abroad. (Cobra better watch out.) It is not just in manufacturing, even in the new age service industries Indian brands are boldly going global: Zomato, Oyo and Ola to name just three.

As we get ready to celebrate the 72nd Independence Day of India, I am hopeful before we get to the 75th Independence day we will also be seeing Indian origin digital platforms such as WittyFeed (yes, Indore), Spotify (Sweden), TikTok (China) to spread around the world. To that I say, Jai Hind!  
*The author is an independent brand strategist and founder Brand-Building.com, a Brand Advisory. Views expressed are personal.*

### CREATIVE TRACK

# Building Brand India 2.0

Given the changing political, economic, and social climate in the country, we asked creative folks to tell us what's the need of the hour for 'Brand India'? And, if given a chance to reconfigure the brand, what would their pitch look like? **By Priyanka Nair**



### TIME FOR A SINGULAR NARRATIVE

According to Varun Duggirala, co-founder and content chief, The Glitch, Brand India needs a singular narrative that focuses on three important pillars - diversity, openness and opportunity. "These three pillars need to spread across all sectors, so while each individual industry/focal area have their own narratives that are all built from a central set of values that are propagated," he says. Having said that, Duggirala believes that Brand India is an interesting anomaly; "we've gone past the old adage

of snake charmers and elephants (elephants are awesome but that's a different conversation altogether). We've progressed towards an India that is modern, yet holds its culture with pride. And with this comes the unique blend of new and old, of experiences that blend old world charm with new age vibes, of modern technology and ancient mythology, of cutting edge fashion and traditional weavers and craftspeople." For Brand India to shine it's time to weave together various stories of our inherent diversity into a coherent narrative we can be proud of.



### THE TRANSFORMATION MINDSET

Aarti Shrivastava, co-founder & CFA of Pocket Aces, thinks brand India is like that mammoth old global company that is reinventing itself to behave like a nimble startup. "It is like that grandma who is becoming tech savvy, slowly becoming as aware as the millennials," she says. Not unnoticed is Indians' growing awareness of issues plaguing society and the planet. She says, "We're taking action against single use plastic, protecting our rivers, using more public transport and eating healthier. India is going to Mars, we are



going to the moon, we are promoting more women up the corporate ladder, and we are promoting same sex marriage." Therefore Shrivastava thinks "the startup positioning" would do wonders for Brand India. "The need of the hour is to continue this transformation and become even more nimble, even more aware and even bolder. It better, because that's the only way we can get ahead, stay ahead, clean up our country and retain the best brains," she concludes.

### THE PITCH FOR CELEBRATION

Prathap Suthan, MD & CCO, Bang In The Middle, writes his pitch for a New India that focuses on the philosophy of celebrating small joys.

Every campaign strives to either correct a problem or reinforce an existing perception for a specific audience. And in our case, we have multiple audiences. We have the majority who voted in the new Government, the pockets of saffron resistance, the unhappy industrialists, the forsaken farmers, the vigilante cowboys, the overt Hindutva bloc, the secular opposite, the liberals, the defence forces, the global leaderships, the besotted NRIs, the media motor-mouths, and the vast 1.3 billion people who have no idea what's going on. Plus, in this post 370 atmosphere, we have a current surface reality that's cautious, a middle layer of economic unrest and unemployment, and a bottom layer that's built on India's undeniable truth and potential. But despite all this, the optimists among us would like to celebrate our country. Our pride in our home will be independent of our leadership. Regardless of what our pet peeve is at the moment, India will always be work in progress. We will always have issues and problems and monsoons. But let's celebrate an India that's a composite of a billion shades. For me, India is its infinite promise. For you, India could be your fading farm. For someone else, India could be its holy rivers. For

yet someone else, India could be its democracy. Yet India is much larger. It can't be reduced to a line. We are urban and rural. Wild and tame. Cricket and kabaddi. Yoga and IT. Old and new. India and Bharat. The campaign that I'd suggest is something that works for everyone. A large umbrella of celebration. There is a mainline thought which can hold its own. It can get tele-scope and include smaller reasons, and then go social - customized to what one celebrates. The campaign line is Jai Jai Bharat. Jai Jai India. It can be a headline or a tag line or a slogan. Imbued as it is with a celebratory feel.



As we break it up, it works like this. Jai Jai Tarakki. Jai Jai Pragati. Jai Jai Unnati. Jai Jai Chandrayaan. Jai Jai Brahmos. Jai Jai 370. Jai Jai Diwali. Jai Jai Onam. Jai Jai Rosagolla. Jai Jai Jalebi. Jai Jai Gagan. Jai Jai Neha. Jai Jai Nusrat. Jai Jai Anyone. Jai Jai Anything. And close it with Jai Jai India. It's long-lasting, modular, flexible, can go macro or micro, be philosophical, be contemporary, and also give it a familiar (Jai Ho) Indian yet Hollywoodish celebratory energy. Everyone and everything is part of this new Indian brand story. A campaign that acknowledges and invites everyone to participate in celebrating an India that's all about Sab ka Vikaas, Sab ke Saath.

### THE NEED TO REMEMBER

"I don't think the need is to reconfigure, it's to remember. The most perfect pitch for this country lies in the preamble to our constitution. We've all been taught it in school and these words are the need of the hour. We the people of India, having solemnly resolved to constitute India into a sovereign socialist secular democratic republic and to secure to all its citizens justice, social, economic and political; liberty of thought, expression, belief, faith and worship; equality of status and of opportunity; and to promote among them all fraternity assuring the dignity of the individual and the unity and integrity of the nation."



Rahul Mathew, NATIONAL CREATIVE DIRECTOR, DDB MUDRA GROUP

### A NEW ACROPHONY

Vitasp Hodhwala, co-founder & CCO, Underdog, writes an honest pitch note for Brand India that focuses on winning back the trust of citizens.

Look around, do you think Brand India today needs anything at all by way of reinvention? Isn't it an all-time high? On the face of it, most citizens have never felt happier, more patriotic, or more confident in their skin.

But look a little closer. What do you sense?

Why do an equal number of our citizens feel they like they do not belong anymore? Like they are adrift trying to make sense of this New India which has no place or time for old world values. Where liberal thought and human rights are seen as bad words replaced by a uniquely fake construct called urban-naxal!

The truth is in this age of heart-breaking polarisation the idea of Brand India is based on who you choose to speak to. For the sense of a shared value that binds our nation has completely gone amiss.

I think India urgently needs a positive campaign that addresses this disgusting undercurrent of alienation so many of her citizens today

suffer from; who go by the labels of minority, liberal, activist, or worse, urban-naxal.

And my campaign thought would rest on giving our citizens the new acrophony, as creatively as possible. Through songs, images, posters and memes, we will rewrite the A to Z of it all.

A for Accepting  
B for Broadminded  
C for Civil Liberties  
D for Dissent  
E for Empathy  
H for Human rights  
I for Inclusiveness  
Q for Questioning spirit  
S for Secularism  
T for Tolerance  
... and on and on it goes.  
Brand India needs to be rejuvenated in soul and spirit through the restoration of words to their original meaning.  
Reclaim the terms. Reclaim the Ideas.  
Shift the needle from Muscular Nationalism to Sensitive Patriotism.



**SWAMIJI, TELL ME ABOUT INDIA'S NEXT 50 YEARS**

**EXTREMELY BRIGHT! BUT, I SEE YOU WILL HAVE MANY SLEEPLESS NIGHTS, UNLESS YOU USE TORTOISE MOSQUITO COILS**

**Celebrate freedom from mosquitoes use TORTOISE MOSQUITO COIL**

## A SHOWCASE OF PRINT ADS FROM THE PAST

# this week that year

A display of print ads from the pre-Instagram and hashtag era that focused on celebrating freedom with humour and a dash of hope.

**Freedom at midnight**

Bira Yamaha gives you the freedom to rejoice. Because when India is celebrating 50 years of independence, you should not be left in the dust.

**50 YEARS OF INDEPENDENCE**

**BIRLA YAMAHA**

**A YASH BIRLA GROUP COMPANY**

**Hamare Wale Rang!**

asian paints

The Point of India. For over 50 years.

**Freedom TO SMILE**

**The new Khadi movement**

50 years ago that propelled the self-reliance that propelled our nation towards independence. Today, the Khadi movement is back with a renewed vigour. With technology that congers space. Superior products. Enduring quality. For the past 50 years Godrej has been part of the movement. From designing India's first car of outstanding quality to growing technology for India's space and satellite programmes. From having developed the first soap made from vegetable oils becoming the world's largest manufacturer of vegetable protein meals. Godrej continues to believe in uplifting the social responsibilities of business. Godrej's commitment to social responsibility is the key to our century year leading. Commitment to the past. A movement driven by global perspective with an eye to the future. **A hundred years into the future.**

**Godrej**

SOURCE: TIMES ARCHIVES

We've thought of 50 memorable ways to celebrate the golden jubilee of India's freedom.

Mercedes-Benz India Ltd. is proud of the increasing orders for the made in India B-Class. Our trust in India as a base for world class quality has been reinforced by the number of Mercedes-Benz cars being exported from our facility here.

Today Mercedes-Benz India Ltd. is proud of the increasing orders for the made in India B-Class. Our trust in India as a base for world class quality has been reinforced by the number of Mercedes-Benz cars being exported from our facility here.

As a special gesture of our appreciation befitting this historic occasion, we are pleased to make available 50 B-Class petrol cars at attractive terms. These cars are being sold on a first come first serve basis only. To know more about this once in a lifetime opportunity kindly contact your nearest Mercedes-Benz representative today.

Because it is going to be a long while before we can celebrate an occasion of such significance.



# To Future-proof Creativity That Works

Words of caution and wisdom for the ad industry from CXOs across categories. **By Amit Bapna**

**F**ernando Machado, the global CMO of Burger King said recently in an interview with Brand Equity, "The problems start when agencies don't deliver great creative that is proven to drive business and brand results. When agencies act bureaucratically or fail to understand what drives the business for the brands they work for. So, if I were on the agency side, I would put an unblinking focus on doing great creative work. Big ideas that drive the business, make clients happy, and attract more businesses." Sounds super easy when the superstar CMO Machado puts it like this, but great 'creative' work that drives business (like in the case of Burger King) is increasingly harder to come by. Given the mounting pressures on business, rapidly changing media landscape, and evolutionary leaps in consumption habits, the ad agency's job has never been tougher; deliver creative

work that appeals to consumers to not hit Skip after two seconds, and at the same time pleases CFOs. Expectations, for starters - the client and the agency. So we thought it best to ask the end-users of the ad agencies' output about what do they want their agency partners to do more of to demonstrate their future-readiness.



**"DON'T LET THE AD OVERSHADOW THE PRODUCT BEING ADVERTISED"** says Sanjiv Kapoor, chief commercial officer, Vistara

Encourage "out of the box" ideas and campaigns that don't cost a bomb. Think of what would appeal to global audiences and capture attention anywhere in the world. Hire creative people! Take disruptive approaches! But very importantly, people must remember which product the ad was for, after the ad is over! Don't let the ad overshadow the product being advertised. The state of creative business is no different here from elsewhere in the world. One barrier to making "stunning" and "attention grabbing" ads is the production cost associated with them. In a country where costs and budgets need to be closely managed given the associated lower unit revenues. However not all ads need to be expensive to be effective. Some of the most creative and effective ads were made on shoestring budgets.

**"PUT THE BRAND IDEA FIRST AND THE CREATIVE EXECUTION LATER"** Says Vipul Prakash, chief operating officer of MakeMyTrip

Please put the brand idea first and not the creative execution. With media fragmentation and the reality of multiple agencies working on the brand, a successful campaign will be one where every execution is tightly woven around a single brand idea. This is easier said than done because creatives (and clients) do have a tendency to get carried away by a good creative execution which is not in sync with the central idea and leaves the consumer amused but confused. Understand your client's business and the specific opportunity/problem that is being addressed. I feel that the agencies are progressing well on this and showing strong appreciation of business challenges faced by their clients while strategizing and executing campaigns. This is showing in the effectiveness of creative output.



To future-proof creativity that works...

- Build 360 platform capabilities for all your creative resources instead of depending on specialized resources for every platform/media vehicle. Only then will great and consistent creative work evolve.
- Attract and retain the best talent at junior and mid-level. This is one area where I think agencies need to focus on. Excellent creative minds, once a norm in the advertising industry, are becoming scarce.

**WALKING THE TIGHTROPE OF BUILDING EQUITY AND BUILDING THE BUSINESS**

Rajesh Ramakrishnan, MD, Perfetti Van Melle, India, shares his woes and wish list

Creative and media houses need to be in tune with the changing mindsets and viewing habits of today's consumers. It is always a delicate balance that one is trying to walk between building brand equity and building the business through creative communication. Some brands are able to consistently build their brand equity by clearly articulating the role that their brand plays in the life of the consumer - and this also helps build the business.



To future-proof creativity that works...

- Be nimble, be able to turn things around faster especially for tactical campaigns
- Be able to leverage technology more effectively and with more finesse to create outstanding ads.
- Pay as much attention to copy and grammar as they do to the creatives. Too many ads have typos, poor grammar, and often flowery language. Need to be much tighter, more direct, and more honest.
- Digital and mainline (non-digital) arms of ad agencies need to be more tightly integrated. They should be one team.

To future-proof creativity that works...

- Think of the big idea first, which is agnostic of the medium.
- Have a sense of purpose and yet be able to help build business.
- Understand and tailor the communication keeping in mind the shifting viewing pattern.

**"NOT ENOUGH TIME IS SPENT ON BUILDING LONG LASTING CREATIVE IDEAS,"** says Shoumyan Biswas, ex-CMO & head of Loyalty and Monetisation, Flipkart



We live in a data age. Availability of data has created intelligent algorithms that lead to faster and often instant conclusion about the effectiveness of a creative output. The result is a higher demand for instant gratification of short term results and a lower desire to push the envelope of doing great and bold creative work.

The fact that this is also a more uncertain world, where every part of the business model gets constantly challenged and innovated upon, adds to the greater need for an immediate ROI.

Lastly, early stage organisations depend heavily on capital infusion which in turn rewards recent business performance in greater multiples.

These factors lead both marketers and agencies to focus far too much time on measurement of short-term metrics and not enough time on building long lasting creative ideas. This is an opportunity - an inflection-point in the marriage between creativity and business results. Like advertising flourished in the era of cable television in the 90s, the internet age will soon create room for a more

connected, agile and versatile creative solution. Creative partners need to embrace the new world.

To future-proof creativity that works...

Build a team that has the ability to find the balance between data and intuition backed decisions. A team that can create more personalized and more integrated multi-channel solutions than a one size fits all approach. Empower people and talent who have the courage to take big, bold creative bets.



A special round up of how agencies celebrated their positions in the Brand Equity - Agency Reckoner 2018-19 list. **Team BE**

**THE SPIRIT OF SPORTSMANSHIP**  
Last year, when Ogilvy took the top spot in the Brand Equity - Agency Reckoner (digital marketing agencies list) Dentsu Webchurney sent a cake to the firm to congratulate the team. A sign of good sportsmanship that's sometimes in short-supply in the ad

industry. This year Ogilvy returned the sweet gesture with icing on the cake that read, "What a fantastic year you've had. So much great work and so many accolades to recognize and celebrate a wonderful team!" The agency took back the No1 spot from Ogilvy in BE's Agency Reckoner this year.

**Letters to archive for posterity**

In 2018, after a long run at the top of the table, Dentsu Webchurney fell to second place. At the time co-founder Sidharth Rao sent a letter to all employees with the subject line "That awkward moment". Here's the letter reprinted with Rao's permission, and slightly edited for punctuation, sentence case and clarity.



"Hey All,

The ET Brand Equity rankings are out today. It's one of those rarest of rare moments we aren't Number 1 but Number 2. Ever since these rankings started in 2009 (the Digital Marketing Agencies list), we have dominated the table all but one time. Considering our performance at Goafest, Kyoorius and overall business, I had begun to think we will make it happen this year again. So in some way, it's a good reminder that we aren't "entitled".

Going forward, our bar is higher than ever (remember it's Ogilvy not Ogilvy One anymore) and I am aware of the wonderful effort all of you are putting in this year and that leaves me with no doubt we will be back.

Cheers  
Sidharth"



Last week, after the special edition of the Brand Equity Agency Reckoner 2018-19 came out and gave a lot of people cause to cheer, Rao sent another email to his troops.

"Subject: Re: That awkward moment  
Was grinning ear to ear digging out this email from last year... we knew we would win this back, didn't we?  
So proud of all of you. Can't say this enough!  
Zordara Taliyaan!  
Sidharth"

Meanwhile at Ogilvy, that's the No1 ad agency in the Brand Equity Agency Reckoner 2018-19 list, the celebration was topped with a letter, too. We managed to lay our hands on the email through an employee, and the note is reprinted here with permission. Read the email sent by Ogilvy Group's global chief creative officer, Piyyush Pandey to his team of hundreds after the agency topped the rankings.

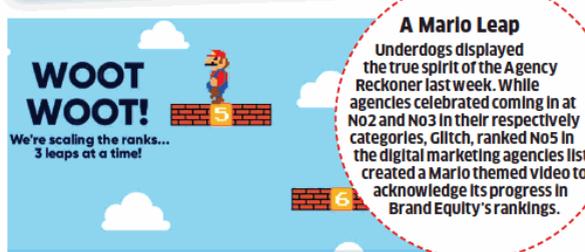
"Subject: Salute! Salute! Salute!

To each one of you and to all the support staff, which includes the people who give us coffee in the middle of the night and the security who looks after us 24 hours. It is yet again a proud moment for each one of us and for our families, who support us while we are busy doing our work. It is our sincerity towards our work and towards our clients that has made it possible over the last sixteen years (I think that's the number of years that the reckoner has come out.)

Let's keep the good work going, let's keep believing in our work and let's keep chasing passion.

We had given a number of names to The Economic Times, but they published an edited version because of their own editorial constraints. But in my heart there is no constraint, each one of you is a rockstar. Keep rocking. Your names are engraved in my heart.

Cheers,  
Piyyush"



# CEO As A Brand!

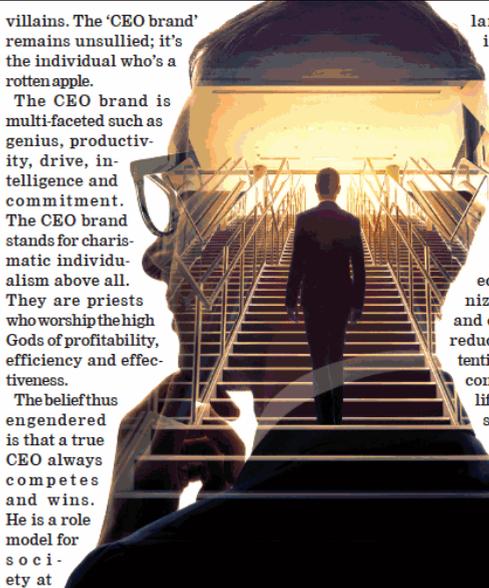
The Chief Executive Officer is modern society's most compelling, conflicted, charismatic and famous figures, writes Shubhranshu Singh. Here's a view on the highest offering of corporate marketing

**BY INVITATION**

The Chief Executive Officer is modern society's most compelling, conflicted, charismatic and famous figures. CEOs are fabulously powerful but their power is also fragile and precariously placed.

CEOs represent an exclusive, highly qualified, well-networked, influential and prosperous class of people. They stand as our greatest prophets and our most industrious action heroes. Beyond just running companies and making profits, they're positioned as the primary producers of global prosperity. Fame follows power and one is not surprised at the veneration.

Moreover, it is not as if blame doesn't come to them. In fact, that's a telling thing too. The blame inevitably comes to CEOs as individuals. These occasional scapegoats and 'fall guys' perish from memory but the systemic correction rarely happens. Be it the BP oil spill in the Gulf of Mexico in 2010, HP's chairperson authorizing spying on its Board members, Volkswagen emissions scandal of 2015, Barclay's Libor manipulation, Exxon Mobil's climate controversy of 2016 - we see this pattern repeated time and again. These stories offer a counter-narrative, where these fallen heroes are declared



villains. The 'CEO brand' remains unsullied; it's the individual who's a rotten apple. The CEO brand is multi-faceted such as genius, productivity, drive, intelligence and commitment. The CEO brand stands for charismatic individualism above all. They are priests who worship the high Gods of profitability, efficiency and effectiveness. The belief thus engendered is that a true CEO always competes and wins. He is a role model for society at

large. One who is not just to be admired but actively emulated. This is the commercial redux of our transactional society - winning is the end objective. Every aspect of economic, organizational, social and cultural life is reduced to an existential and financial contest. The good life, belongs to the successful. As an executive, one is well positioned

to earn money and power and make ones dreams come true. All that is required is that one ruthlessly play the game to win. The CEO brand is the poster icon of this gospel. In an age of immersive, 'always-on' media it's not seen as abnormal to glorify 'winners'. It is hugely amplified via corporate-funded and friendly media coverage.

'You are the CEO of your life' or 'Our country needs a CEO' - these types of declarations drives the belief that CEOs are the sources of the secret wisdom of not only how to survive, but to thrive in an exceedingly complex modern world. Never mind if you can't be an actual CEO, still strive to be the 'CEO' of your own life.

Hagiographies of CEOs have become a special sub-genre, explaining the inner working of their minds and promising a life worth billions for just Rs 499/- Neutron Jack Welch, Lee Iacocca, Chainsaw Al Dunlap, Carly Fiorina, Lou Gerstner, Jamie Dimon, A.G. Lafley, Paul Polman. The list is longer than the

Fortune 500. I list professional managers and not 'entrepreneur-CEOs' or inheritors. This is because the modern capitalist system is ultimately a managed process. Hence a professional turning into Caesar is of greater consequence.

**THE FAILURE TO CRITICIZE, QUESTION AND OVERTURN LEADS TO SOCIAL, MORAL AND ECONOMIC BANKRUPTCY.**

**Why does it matter?**  
An obsession with 'being like a CEO' reduces us to a society of market calculations where success is valued regardless of the costs. It deludes us to worship a singularly powerful executive and makes us enthralled with the very people and values that reduce us to

inconsequentiality. The failure to criticize, question and overturn leads to social, moral and economic bankruptcy. Profit becomes the commanding force and everything is forever on a treadmill. Every good cause is expected to yield a financial return to the giver, worded movingly as 'Doing well by doing good'. The

smallest act of civic mindedness is also a commemoration for PR.

The CEOs we need as brand icons are those who win a reputation for compassion and sustainable development. We should realize that this form of glorification of executive power is a market directed activity. The conviction that only business-style leadership is necessary for solving organisational, social and economic problems is dangerous. A CEO showcased as the embodiment of the strong, capable and forward-thinking leader is not just operational branding but is ideological.

Capitalism is endangered. It is plagued by corruption, humiliation, disaster, economic calamities and financial instability. Our planet and society is existentially threatened by ecological unsustainability, environmental degradation, unemployment and poverty. It needs all of us - not just a band of faux super heroes - to join the battle.

The world cannot afford the CEO brand. The capitalist world must return to the goodness of managerial commodity.

The author is global brand head for Royal Enfield. Views expressed are personal.





# THE MUSEUM TRAIL

A series on journeys to brand and marketing museums around the world to learn how companies tell their stories. This week we check what's under the hood at the Mercedes-Benz Museum. By Delshad Irani

Mercedes-Benz Museum

OPENED June, 2006

WHERE? Stuttgart, Germany

VISITORS 830,000 (IN 2018)

(Over 10 million people (as of July 2019) have visited the museum since it opened.)



## The building



The unique and futuristic design of the imposing building draws almost as much awe as the cars housed within. Designed by UNStudio van Berkel & Bos in Amsterdam, the design takes its inspiration from the double helix of the DNA spiral. The old museum was set up in the Daimler plant (with 18,000 workers), where visitors had to board special buses and pass through checkpoints to reach the museum.

## Who visits?

Car enthusiasts and tourists from across the world. Over 12% of visitors are Chinese nationals on holiday with a two-point agenda for their Germany tour - castles and cars, museum insiders tell Brand Equity. (The Porsche museum, too, is located in Stuttgart. So is one of the biggest outlet malls for high-end designer brands.) Almost 60% of visitors are from more than 190 countries. In 2016, just 7 countries, Papua New Guinea and Botswana among them, were missing on the museum visitors' origins list. Today, the museum has received visitors from every recognized country on the planet including North Korea, according to Friederike Valet, head of museum communications. Valet who has managed and curated exhibitions at other museums including Frankfurt's museum of communication says the biggest difference she finds is that at brand museums funding is rarely challenge.

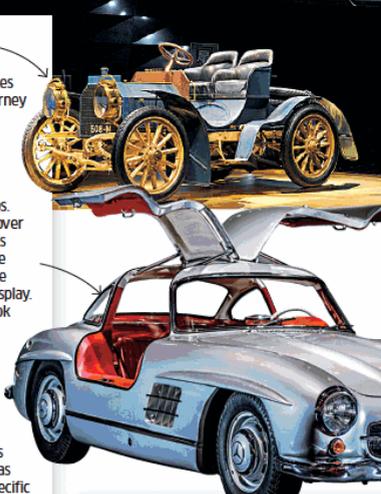


**What draws people to the museum?**  
Cars is the short answer. The museum has become a must-visit on tourists' itineraries. 160 Vehicles, 1,500 exhibits presented on nine levels.

OVER 50 MUSEUM EVENTS ARE HELD PER YEAR, AND APPROX. 125 CUSTOMER EVENTS ANNUALLY.

## The Legend Tour

Seven Legend galleries take visitors on a journey through automotive and world history right up to the present day. Rooms are connected by 80-metre-long ramps. Each ramp takes a cover leaf-shaped course as it sweeps down to the vehicles that form the focal point of each display. While visitors can look down at the vehicles of each period on the right-hand side, a chronological display on the left, featuring large images and exhibits, illustrates key events in corporate history as seen against their specific world-historical backdrop - revolutions, liberation movements, wars including the Cold ones, economic highs and lows, historic moments in sport, science and entertainment



**The Legend-Area 7: Silver Arrows - Races & Records**  
A banked curve with racing and record-breaking cars from the entire motorsport history of the brand.



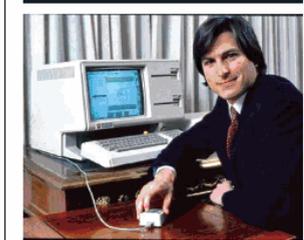
## Building an experience capital for older and new generations of customers

Apart from the collection of cars dating back to the earliest inventions in 1886, the museum itself has become a destination for curated experiences for interest-based communities. The museum hosts various events like cinema nights, plays, music and dance concerts, dance workshops and parties like salsa evenings (600 couples attended in 2018), DIY design experiences for all ages and 'Cars & Coffee' for classic car owners and collectors, among others. A few years ago, the brand even opened up the classic car event to owners of other car brands.



**The kinder's joy:** Children are particularly drawn to the Formula 1 cars exhibit and the day-to-day helpers - firefighting, police, emergency services and waste disposal vehicles. The Unimog range is another favourite. Kids can climb in and look around the true replica of the 1974 World Cup team bus and the waste collection vehicle. Besides the fast drive in the simulators are always a hit with little and big kids.

## SIDE TAKE



## The 6 most expensive products Apple has ever sold

Apple has always been known for its steep prices. From phones to computers, tablets to cases, if it's coming from Apple, it will probably be one of the priciest options available. This reputation for being expensive has spawned a nickname that has become popular with critics of the company: "Apple tax." The thinking went that customers were willing to pay more to have the famous Apple logo adorn their products. Recently, however, Apple seems



- Apple LISA (1985) - \$9,995
- Twentieth Anniversary Macintosh (1997) - \$7,499
- Macintosh Portable (1989) - \$7,300
- Apple LaserWriter (1985) - \$6,995
- Apple Watch Edition (2015) - \$17,000
- Souped-up Mac Pro (2013) - \$20,934.45

Source: Business Insider

Continued from Page 1

# The Defining Moments That Built 'Brand India'

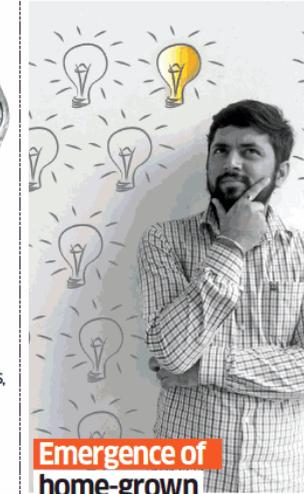


**The Modi-ism movement**  
The big marketing moment in the recent times, for Harish Bijoor, brand strategy specialist has been "the beginning of Modi-ism backed by PM Narendra Modi's firm belief in the tenets of marketing." For a start the BJP as a political party adopted every tenet to success and the Government of India then embraced marketing deeply, as per Bijoor; "It is not only important to do things, but it is also important to showcase what is done and communicate it and PM Modi has really spurred the marketing moment for Brand India. The credit for the image of Brand India today needs to be given to PM Modi for sure."



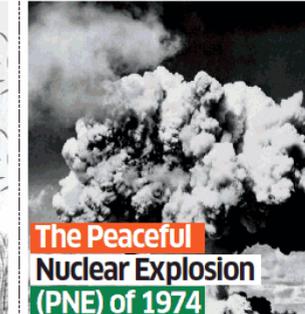
## Asian Games held in New Delhi in 1982

After the inaugural 1951 Games, India played host again in 1982 and away from the on-field competitions where India did well, the triumph was the impeccable hosting of a multi-disciplinary international sporting event," says Bharat Bambawale, founder, BBA. India delivered a brand experience at a level we had never done before on various fronts, he says, which included "impressive infrastructure built, events hosted all around the country, spectacular opening and closing ceremonies and world-class TV coverage - and the very popular mascot Appu, a baby elephant." The marketing legacies of the 1982 Asian Games, according to Bambawale are: 1) Colour TV came to India, and with it a new age of commercial entertainment for Brand India. 2) Our national confidence in doing things at scale, with the eyes of the world upon us, took a huge leap forward.



## Emergence of home-grown start-ups

The most impactful moment for 'Brand India' was the emergence of homegrown start-ups, says Anupam Bokey, VP - marketing, RP Sanjiv Goenka Group (FMCG), making India one of the most flourishing start-up economies the world over. "With the country's focus on empowering its own people through initiatives like Make in India, Digital India and Startup India, we are seeing world-class Indian startups build big brands and in turn put India on the global map," says Bokey.



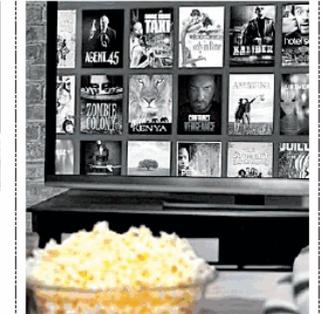
## The Peaceful Nuclear Explosion (PNE) of 1974

For Dr Mukund Rajan, chairman - ECube Investment Advisors, and former Brand Custodian of Tata Group, a defining moment in the journey of 'Brand India' was the Peaceful Nuclear Explosion (PNE) of 1974. His reasons: "At the height of the Cold War, it showcased multiple Indian capabilities to an astonished world, including the scientific and technological achievements of the Indian atomic energy establishment. It also positioned India's defence capabilities as a powerful counter to the might of neighbouring nuclear power China, with whom India fought and lost a border conflict in 1962." The PNE foreshadowed much of the subsequent sophisticated satellite launch capability of the Indian Space Research Organization, incubated within the Department of Atomic Energy and proved, as much to Indians as to the rest of the world, that India has some of the finest minds in the world, capable of extraordinary feats, and was a global power in its own right, says Rajan.



## The Global Indian CEO

Indian CEOs like Sundar Pichai, Indra Nooyi, Ajay Banga, Satya Nadella, among others, being appointed to lead the world's biggest companies" is the big moment for Kranti Gada, COO, Shemaroo Entertainment. All first generation NRIs, with education and up-bringing that has been truly Indian. "Historically, Indians in the West were typically stereotyped as either the IT professional or someone who runs an Indian store or motel, but the success of these personalities has made the world see us as capable of being visionaries and leaders. This is a big win for Brand India," says Gada. This Independence Day, she wishes to see more Indians take the baton forward.



## Launch of OTT Platforms

While tough to pick a single defining moment since Independence that shaped 'Brand India' for Manan Mehta, Sr. VP - Marketing and Merchandising, Yash Raj Films, he believes the launch of OTT platforms has helped the world to see a data-dark market in a very new light. "A country of billion-plus population consolidated its position as being the nerve centre of the world's biggest and leading Internet, telecom, entertainment, media and technology companies. It has led to the journey of democratised access of mass consumed content like Indian movies and cricket and changed how entire 'Bharat' entertained itself," says Mehta.