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For private circulation only

Completed projects

BANGALORE



Brigade Paramount,
Old Madras Road

Brigade Harmony,
Whitefield

Brigade Vintage,
Basavanagudi

MYSORE

Brigade Habitat,
Lakshmipuram

Brigade Elite 1 & 2,
K.R.S. Road

Brigade Elegance,
Jayalakshmipuram



Brigade Point, Gokulam Main Rd
Office and retail space

Brigade Marketing Dept has a new address

The Marketing Department of Brigade Group shifted its office to 2nd Floor, Hulkul Brigade Centre, Lavelle Road, on 1 February.

Brigade implements ERP system



M.R. Jaishankar inaugurates the ERP system.

Brigade Group, in partnership with IBM Consulting, implemented the Enterprise Resource Planning (ERP) system which went live on 9 April. Among South Indian property developers, Brigade is one of the early players in implementing an ERP system—and the first to implement the SAP package.

For more details, turn to pg 3

Brigade Homestead 4 launched

The Brigade Homestead chain is growing longer! Brigade Homestead 4, at Jayanagar 8th Block, was launched on 9 April. M.R. Jaishankar, CMD, Brigade Group, and Vineet Verma, CEO, Brigade Hospitality, hosted the event. Scott Wink, VP—Professional Services, Intec and Rathi Dasgupta, MD, Intec-India were the Guests of Honour.

For more details on Brigade Homestead 4, turn to pg 6



Scott Wink officially launches Homestead 4. M.R. Jaishankar and Vineet Verma are at his side.

Brigade Metropolis grows from 36 to 40 acres!

We are pleased to announce that four acres of additional land at Brigade Metropolis, our integrated enclave on Whitefield Road, will now have a mall, multiplex and a star hotel—making the project grow in size from 36 acres to 40 acres.

For more details, turn to pg 5

An introductory 'Open House' at Columbia Asia Hospital, Brigade Gateway



The Columbia Asia Referral Hospital at Brigade Gateway will begin operations with an Open House, to be held between 10 and 17 May. Its purpose is to give people a chance to explore the high-end facilities in the hospital, gain information about the services being offered, attend seminars by eminent doctors and avail a free health check.

For more details, turn to pg 3

Brigade's proposed IT SEZ project approved

Having received approval from the SEZ Board, Brigade Enterprises will now proceed with its proposed IT SEZ project. The 25-acre plot is located at the IT/ITES/EPIP industrial area in Ganjimutt, Mangalore—strategically placed between Mangalore city and the airport.

The project has 2.1 mn sft of developable area. Since Mangalore is a Tier II city in Karnataka, Brigade plans to add commercial and hospitality facilities in the form of Brigade Homestead (its brand of serviced residences), food courts and a hotel to enhance the project.

Brigade to co-develop IT Park in Kochi

Brigade has won 5 acres of land in the processing area of Kochi's InfoPark SEZ. The built-up area of the property is likely to be 4-5 lakh sft of IT space. Brigade would co-develop the IT space along with InfoPark, Kochi.

Helipads—no more a luxury

As Bangalore grows in population and traffic, helipads will move from being a luxury to being practical. Helicopter services, along with functional helipads, have a bright future in the real estate industry.

Brigade Group, having thought one step ahead, will have a helipad in its upcoming North Star office facility at the 40-acre Brigade Gateway enclave in Malleswaram-Rajajinagar. Brigade will also have a helipad in its upcoming office facility—Summit, set in the 40-acre Brigade Metropolis enclave in Whitefield.

A moment of pride: Brigade listed on NSE



L to R: M.R. Jaishankar (CMD, Brigade Group) at the dias, Amit Ramchandani (Asst VP, ICICI Securities), N.G.N. Puranic (VP, Enam Financial Consultants), Chitra Ramakrishna (Dy MD, NSE of India), Anil Kumar (VP—Strategic Alliances & Business Development and Company Secretary, Brigade Group) and Chandresh Chedda (Analyst, JP Morgan India) seated on stage.

M.R. Jaishankar rings the "bell", marking the Company's entry into the Public Sector, as N.G.N. Puranic (left), Anil Kumar and Nirupa Shankar watch.



EDITOR'S NOTE

Ugadi has come again—a herald of spring, a time of freshness and hope. Robert Browning described the season as a time when you feel "God's in his heaven, All's right with the world!" and Lord Alfred Tennyson wrote of the effect spring has on his dissatisfactions, making "regret become an April violet" that "buds and blossoms like the rest".

We enter this much loved new season with fresh initiatives, ideas and spirit. To give you a very brief picture: our staff strength is growing by the day; we are now ERP equipped; our new SEZ projects in Mangalore and Kochi promise to be challenging and interesting; our Brigade Homestead chain is growing; and our range of commercial and residential projects are in various stages of conceptualisation, creation and completion. There is a great deal happening at Brigade, which we will share with you through our website...and forthcoming issues of *Brigade Insight*.

Anywhere you go in Bangalore these days, the inevitable subject of conversation seems to be traffic jams. We thought it was about time to address the subject in *Brigade Insight*. Turn to Page 10 and learn why this is really nothing very new!

We look forward to hearing from you.

A few thoughts...



Though the year 2008 started off well for the economy, the 'subprime' crisis in the United States and the short-term liquidity crisis (due to the Reliance Power stock issue) knocked the bottom out of the Indian Stock Market. This resulted in the sudden drop of Sensex by 30 per cent, as if to confirm the reality of globalisation and interdependence of the economies. The old adage—'If America catches cold, the whole world sneezes'—appears to still be true.

Unfortunately, realty stocks were one of the worst hit and Brigade Enterprises' stocks were no exception. Only sustained, good performance can change the perception of the industry. Although the Indian economy is doing well by and large, and a growth rate of 7+ per cent may still be possible during 2008, its inherent strength is under question.

High economic growth results in higher inflation. Although some amount of inflation is acceptable, there is no consensus among economists on the acceptable percentage. In an election year, inflation is a touchy subject. Isn't moderate inflation better than stagflation?

In the law of averages, details get hidden. While the general inflation may be 7 per cent, in certain sectors like construction industry, it is much more. The recent unprecedented 50-60 per cent jump in steel prices was a shocker. So also the salary jumps in the sector, which has overtaken the rates of software industry (this might make more students opt for civil engineering field, instead of the fancied computer science). All this is making the developer community think of

introducing an escalation clause in the agreements, with a formula linked to the wholesale price index of the RBI. Otherwise, it will be impossible to absorb the cost increases during a typical 18-36 months' project period, that too after giving hefty discounts for pre-launch and introductory bookings.

Election fever in Karnataka is on a high! *Kannadigas* certainly deserve a single-party government and a better deal. The negative effect of the coalition government is there for all to see. Bangalore is losing its pre-eminent status as the best city in the country. One should pray that a single party will come to power in assembly elections in May. (But God helps those who help themselves). It is important that citizens should exercise their franchise by voting for the right party/candidate.

Brigade has posted fairly good results for the year ended 31 March 2008. We will be launching a few medium-sized projects in the months ahead, and are gearing up to launch a few large projects in Bangalore, Mysore and Mangalore. It is high time the master plan for the International Airport Planning Area is released by the government. Otherwise, it will lead to unplanned growth and unauthorised structures. No point in 'locking the stables after the horses have bolted'.

—M.R. Jaishankar,
CMD, Brigade Group

We value your Feedback!

Spare just a few minutes to take part in the "Brigade Insight Feedback Survey". Answer 5 simple questions on our website:

www.brigadegroup.com

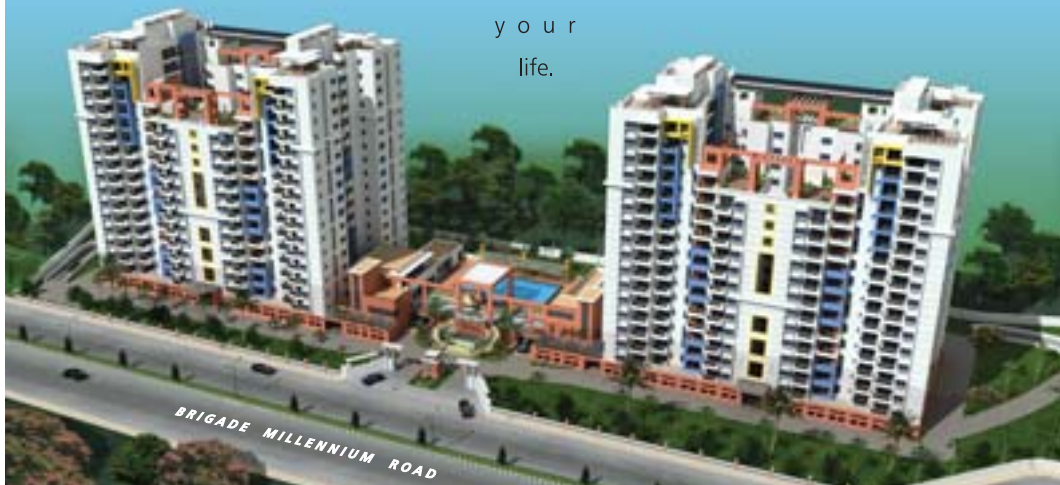


A get-together to celebrate Brigade's IPO @ Taj West End, on 22 January 2008

Good times start here

The clubhouse @ Brigade PalmSprings.

Nestled between the apartment towers, with landscaped gardens on two sides. Includes a full-fledged gym, indoor games, a party area and swimming pool. A nice place to enrich, expand and enliven your life.



Brigade Palmsprings, J.P. Nagar. All 3-bedroom luxury apartments.

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... 'Open House' at Columbia Asia

Set within the 40-acre lifestyle enclave at Malleswaram-Rajajinagar, the super-specialty Columbia Asia Referral Hospital promises to provide quality health care to people in and around North and West Bangalore.

The Open House will give people a chance to visit facilities—like operation theatres; CATH lab; ultrasound, MRI and CT scan rooms; and the ICU—that cannot be accessed during the normal functioning of the hospital.

Columbia Asia Referral Hospital is geared to take care of "difficult and relatively unusual diseases that cannot be treated easily elsewhere". The hospital offers patients high-end health facilities and a range of specialist and emergency services.

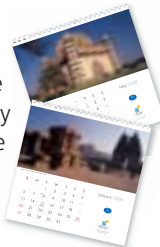
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...Brigade implements ERP

With this implementation, we are now better equipped to monitor and manage projects across multiple locations and prevent duplication of data across departments. The ERP system allows us seamless integration, effective management reporting systems and analysis of operations and affords us the ability to respond to shareholders and customers with appropriate information in the shortest time. It also makes all information between departments accessible and real-time.

Feedback on Calendar and Music CD

The Brigade calendar has been a tradition dating back awhile. A more recent tradition is the music CD we give out every year. We are happy to share with you a few of our customers' and recipients' feedback on our Calendar and CD.



"Your choice of old Hindi film songs is commendable and I would like to confess, they are my favourites too. The little book detailing the lyrics makes it all the more enjoyable. True to Brigade's punch line, it adds to 'a better quality of life'."

—M.N. Sharma, Vibgyor Colour & Décor Specialist

"Many thanks for Brigade Insight, Calendar 2008 and the music CD, with the compilation of some beautiful songs commemorating 21 years of Brigade's presence in the industry. Congratulations to the entire Brigade Team on achieving such great heights."

—Anuj Puri, Chairman & Country Head, Jones Lang LaSalle

"Your calendar is very informative and I have already shortlisted three places where I would like to take my family during the year. The music CD is exquisite. Both my wife and I are fond of old Hindi songs and this collection is one of the best we've heard."

—Raja Natesan, Sr Consultant, Executive Access (India) Pvt. Ltd

"...while Brigade Insight continues to be informative and interesting, the Brigade calendar has been an integral part of my desk for a few years now. The music CD is a fabulous collection; great choice and superb mix, to say the least! It has definitely enriched my music collection."

—Madan Manjeshwar, Finance & HR Manager, DOMASCO, Doha (Qatar)



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We are one of Bangalore's leading property developers, with a uniquely diverse multi-domain portfolio that covers a wide range of residential, commercial and hospitality projects.

We are looking for people who share in our vision to be a world-class organisation, believe in our values, match our commitment to quality and respect our timelines.



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Engineers—Contracts / Customer Care / Electrical / Environmental / Modifications / Plumbing / Projects / Quality Control / Quantity Survey / Structural Glazing

COMMERCIAL

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Dy General Manager—Finance

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Manager—Investor Relations / Legal / Purchase

Business Analyst • **Officer**—Legal

Executive—Marketing / Purchase

Liaison Officer • **Horticulturist** • **Secretary**

For the Company Personal Data Form and job descriptions, please visit: brigadegroup.com

PROJECTS AT: BANGALORE | CHENNAI | CHIKMAGALUR | HYDERABAD | KOCHI | MANGALORE | MYSORE

UNSUNG, Bill Clinton and IIM!

A few months ago, Brigade was one of the main sponsors of an unusual book. *Unsung*, with text by Anita Pratap and photographs by Mahesh Bhat, chronicled the stories of several men and women in different parts of India. What did these individuals have in common? They were ordinary people who achieved extraordinary things.

The book and its stories reached Bill Clinton in the USA, who responded with a letter of appreciation to the authors, saying *Unsung* was a "...beautiful way to document such inspiring stories".

And now, stories from *Unsung* will be used as case studies for courses (like leadership, change management and team work) in the Dept of Organisational Behaviour and Human Resources at IIM-Bangalore.



A surprise that touched down!

Chikmagalur hill station, which had been nurturing hopes of a train service, was in for a pleasant surprise on 22 April, when the first two-seater aircraft landed on its newly built airstrip in the city outskirts.

The test landing at the Gowdahalli Village airstrip—where the 300-metre runway and a hanger have been built for light-weight aircrafts—was part of the district administration's pact with Carolla Aviation. Official flights would start after the elections; and so will a flying club—saving travel time for busy techies and boosting the city's tourism.

An international interest: A German aircraft company is interested in starting an aircraft manufacturing unit in the district.

—Source: Times News Network



Brigade Cup '08

The Brigade Cup '08, conducted at the Chikmagalur Golf Club (CGC) on 19 and 20 April, saw 162 golfers from across the state participating in the 2-day event.

Anand Srinivasan (Bangalore Golf Club) won the **Brigade Cup (Open) Tournament** with Anil Kumar K. (Jayachamaraja Wodeyar Golf Club) as the runner-up. While Mahesh Shivanand (KGA, Bangalore) won the **Brigade Cup (Handicap) Par Competition Tournament**, Dr Ananth Krishan (Bangalore Golf Club) won the runner-up award.

The CGC took the opportunity to inaugurate its Club House Annex and the G.B. Chandrashekar Memorial Hall. They were inaugurated by Sri Ambarish, Member of Parliament and M.R. Jaishankar, CMD, Brigade Group, respectively.



Anand Srinivasan receiving the prize from M.R. Jaishankar



Brigade Courtyard in North Bangalore

...where every luxury apartment has at least one private terrace.

At Brigade Courtyard, the apartment wings enclose a large, green central courtyard.

Located in the well-planned HMT Township, it is close to schools, shopping centres and hospitals.

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Brigade Gateway

Malleswaram-Rajajinagar

North Star, the office tower, is now 23 storeys high.

The residential wings that are coming up.

In favour of "elegant density"



A Gateway promenade with residential blocks across the lake

Urban activist and writer Jane Jacobs (1916-2006) suggested a revolutionary idea in 1961: that dense, mixed-use neighbourhoods are the key to the health and survival of a city. She believed that density provides critical mass; means good stores and services; encourages street life and activity (which, in turn, facilitate safety). Her ideas inspired generations of urban planners in cities across the world. Los Angeles (LA) is just one example...

LA is the quintessential symbol of urban sprawl; where life is, quite literally, driven by the automobile. To quote an article in *The Economist* (29 March-4 April), "Rare are neighbourhoods where basic needs can be met without hopping into a car or bus that, estate agents tout the few where they can as *walkable*".

But things are changing; and so dramatically that it has been compared to rewriting the DNA code. Last summer, zoning codes in the city were changed to permit apartments to be built in and around downtown LA. This March, the city council rejected a plan to build houses on the city's frontier. The message was simple: the city has to grow upwards, not outwards. Other cities in the US are following suit.

The phrases that define today's urban planning and thinking—like *zero commute housing*, *neighbourhood ecosystems*, *social capital* and *elegant density*—may have been created to describe life at **Brigade Metropolis** and **Brigade Gateway**: two very vibrant neighbourhoods-in-the-making at Bangalore.

A display of kitchen-and-wardrobe options at Brigade Gateway



An apartment becomes a 'home' when the interiors are chosen by the owner. To make it easier for our customers to begin this process, we have set up a display of six different interior options at "M" or LYNX Block, in Brigade Gateway. Six different apartments each feature the kitchen interiors, bathroom under-counter cabinets and wardrobes of a different company. Customers can choose between: Nolte Homestudio (German), Signature Kitchens (Malaysian), Trident Interwood (Indian), Design Concepts (Indian), Jindal Arc (Indian) and Impressions (Indian). The range starts from Rs 3.25 lakh and goes up to Rs 6.5 lakh. A similar display will shortly be available at Brigade Metropolis, our 40-acre integrated enclave.

When you live at **Brigade Gateway**,

all this will be within walking distance:



1200+ luxury apartments • A man-made lake, fringed by a tree-lined promenade • **Orion Mall**, the first lifestyle mall with a range of stores, restaurants and 11-screen PVR multiplex • **Galaxy Club** • **The Brigade School** • **North Star**, a 30-storey office and software facility with a helipad and observation deck • **Sheraton Bangalore Hotel**, with rooms, restaurants and business and conference facilities • **Columbia Asia Hospital**, a 200-bed referral hospital.

Brigade Gateway, the 40-acre lifestyle enclave in Malleswaram-Rajajinagar, North Bangalore. Spaciously laid out residential and commercial zones. Multiple gates to the enclave, with exclusive entry/exits for the residential section. All this, for a better quality of life.

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Brigade Metropolis

Mahadevapura, Whitefield Road

Commercial section.

The upcoming residential towers.

The many gardens of Metropolis !



A reflexology path

One of the chief features of a Reflexology garden is a path or walkway designed to stimulate specific points on the feet, for a healing effect on specific parts of the body or for improved general health. As per reflexology beliefs, this must be done barefoot for any effect. When such paths are interwoven into a larger garden environment, the benefits are not only to physical health, but to the eyes and mind as well.

A reflexology garden is just one of the many features that make up the imaginatively designed landscapes at Brigade

Metropolis. Reminiscent of a garden complex, rather than a residential enclave, the "beautiful outdoors" at the enclave will also include a maze garden, skate park, jogging path, tennis and basketball courts, bandstand, fragrant garden, amphitheatre, barbecue area, dance plaza, floral walk and central water features.

Team Metropolis celebrates National Safety Week



National Safety Week was celebrated at Brigade Metropolis site from 9-15 March. On the closing day, awards were distributed to the Best Safety Followers to motivate everyone to follow safety procedures.

Contd from pg 1...

...Brigade Metropolis grows from 36 to 40 acres !

When construction began at Brigade Metropolis, the apartment blocks, clubs, landscaping and a 2-tower office and software facility covered just 36 acres. The upcoming mall, multiplex and hotel will make the project further integrated, providing many more facilities to its residents, office-goers and neighbouring community.



All this spread around the residential towers in Brigade Metropolis, our 40-acre integrated enclave on Whitefield Road. It also features luxury apartments, offices and software facility, shopping centre and a club. The Brigade School will be set up nearby.

What more could you want?

Brigade Metropolis

WHITEFIELD ROAD

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Corp. office: 4137 9200 | Fax: 4137 9320 | enquiry@brigadegroup.com | brigadegroup.com

Lucknow '76 at MLR Convention Centre



The MLR Convention Centre, on 13 February, hosted a play *Lucknow '76*, produced by Black Coffee Productions and directed by Abhishek Majumdar.

The play was about two historically significant times which, though 100 years apart, were very similar—and changed the face of Indian democracy. Queen Victoria became the Empress of India in 1876 and put an end to the rule of the East India Company; Indira Gandhi declared emergency in India in 1976. The play talked about the lives of the common people who lived in these two times and about the impact of dictatorship.

With its increasing popularity amongst both corporates and individuals, the MLR Convention Centre has successfully established itself as a preferred venue for a wide range of functions.



A new home for Hospitality

We are pleased to announce that Brigade Hospitality Services Private Limited has shifted its Corporate Headquarters on 21 January.



The Woodrose club has been busy hosting various events—to excellent response from its members—these past few months. Events like *Dances of India*, the *Children's Christmas Party*, *Makara Sankranti*, *Republic Day* and a *Bar-be-cue Night* added to the fun at The Woodrose. Other specially noteworthy events are elaborated below:



To celebrate the conclusion of the Tennis and Billiards Tournaments and the Cricket Tournament, The Woodrose hosted **Gala Dinners** on 28 January and 29 February respectively. **Holi** festivities featured *thandai*, special *gujia*, songs and lots of fun-moments—followed by a typical, sumptuous Holi lunch.



The New Year Eve Bash organised on 31 December 2007 was a huge hit among members. RJ Prithvi (94.3 FM—Radio One) compered, while DJ Jiten filled the evening with lively music.

Fun games for couples were organised by Dr Manjari, Mrs Jyoti and team to celebrate **Valentine's Day** on February 14. Participants and organisers had a wonderful time. Winners walked away with smiles and some nice prizes by which to remember the evening!

Swimcraft conducted a much-enjoyed **Summer Swim Coaching Camp** between 1 April and 25 April.

A total of 13 teams (including 2 women's teams and 4 boys' teams) participated in the **Brigade Millennium Cup 2008**, organised by the Cricket Co-ordination Committee. The Millennium Women's team emerged as winners.

The **Badminton, Snooker/Billiards and Tennis Tournaments** held in 2007-08 culminated in a grand Prize Distribution ceremony on 1 February. Chief Guest C.V. Renganathan, former Ambassador to China, distributed prizes to: Abhai (*The Woodrose Rolling Trophies for Snooker/Billiards*), Anand Chinnaswamy & Ronnie Sehgal (*Tennis—Men's Doubles*) and Ronnie Sehgal, once again, for the *Men's Singles*.

Brigade Homestead Guests' comments

"Having made Homestead 'our home' in India for 2+ years, I wish to thank all members of the staff—especially those who have been with us through the duration: Janaardhan, Leela, Shama and other housekeepers. In a way, you have been like a family for us here. We appreciate your kindness and helpfulness."

— Mrs and Mr Adam Barker, *World Space*.

"We would like to thank Housekeeping, Reception and Security for the wonderful Indian hospitality. We enjoyed our stay in Bangalore so much. Thank you for the excellent service you provided and for taking care of us—strangers in a strange land."

—The Sinclair family.

*At Brigade Homestead,
we love listening to
your pillow-talk!!*



Check into Brigade Homestead 4 at Jayanagar 8th Block, the new venture from Brigade Hospitality. Located in a prime residential locality, yet within easy reach to all the commercial hubs, Brigade Homestead 4 comprises 28 residences that offer first-class, fully-furnished serviced accommodation, of which 13 are single apartments with extra-wide beds. Taking personalised service and comfort to a whole new level, Brigade Homestead 4 features:

CHOICE OF PILLOWS—WITH COMFORT COTTON, RICH RECRON OR GRACIOUS GOOSE DOWN FILLINGS • EXTRA-WIDE BEDS • EXCLUSIVE CAFE COFFEE DAY LOUNGE • FULLY EQUIPPED KITCHEN WITH CUTLERY AND CROCKERY • BROADBAND INTERNET ACCESS • GYM

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The Essence of Hospitality

Brigade Hospitality Services Pvt. Ltd released the first issue of its newsletter, *Brigade Essence*, in February.

"Brigade Hospitality is on the threshold of quantum growth, with our committed initiatives in the hospitality domain. We hope that the pages of *Brigade Essence* will enable us to keep you updated



on the developments and happenings at Brigade Hospitality", says Vineet Verma, CEO, Brigade Hospitality, in his editorial in the inaugural issue.



In the last little while...

Activities in the school between January and March

School events

CBSE-Std 10 Board Exams: Our second batch of Std 10—comprising 29 students—appeared for their Board Exams on 3 March.

The school witnessed three important events on 31 March: the Academic Prize Distribution, School Magazine Release and the Investiture Ceremony. All the three events were presided over by the School Principal, Meera Rao.



Hoyala—Best House in Academics, Best House of the Year

At the **Academic Prize Distribution**, the Class toppers in each subject were awarded medals and certificates for their proficiency. Std 7B emerged 'Best Class



Arunabh Bhattacharjee (Std 11)—Best Student in Academics



Kumaresh Krishnan (Std 7A)—Best All-rounder

of the Year'. Another memorable event was the **release of the school magazine, The Soaring Seagull**, by the Principal. More on that in the article below.

The **Investiture Ceremony** saw our young school leaders solemnly take the oath of office and assume the responsibilities and duties that came with their new positions.

Celebrations at the School

Republic Day was celebrated with both spirit and seriousness. Mrs Sudhakar delivered an inspiring speech on our Motherland at the ceremony. Githa Shankar, our Chairperson, distributed prizes for different Mind Space Activities (MSA). Winners included: **Chalukya**—Best House in MSA and **Kumaresh Krishnan** (Std 7A)—Best Student in MSA.

Awards won outside our School

ACT Talent Search—Maths: **Varun Jaisimha** (Std 7B) became the School Topper in Maths.

Malancha Awards 2007 (Jan): **Manasi Gupta** (Std 6B) won first prize in Dance Competition.

Music Competition conducted by **Viveka Yoga Institute** (Feb): **Pooja Ganesh** (Std 7A) won first prize in the Junior category and **Aadith Moorthy** (Std 6A) won first prize in the Sub-junior category.

Asset Examination: Out of the 462 students who appeared for the ASSET Examination 2007 from our school, 22 students received "Outstanding" certificates, 80 received "Distinguished" and 11 received "Creditable".

Bantam Weight Competition (held at Mandya, Mysore): **Jai Jagdish**, PT Instructor of our school, won a bronze medal.

International Informatics Olympiad 2007 (organised by the Dept of Youth Services and

Sports and the Karnataka Olympic Association): **Kumaresh Krishnan** (Std 7A) won the first rank in the state and **Siddharth Pandey** (also Std 7A) won the second rank.

Multiple Intelligence Xplored (held at Inventore Academy in March): 25 students participated and 23 of them were winners in various competitions conducted at the event.

NISO Cash Awards were won by 9 students for their commendable performance in the competition. Prize winners were:

Swasthi Visnavi	(Std 1A)
Abhinandini V.	(Std 2B)
Apoorva M.K.	(Std 3B)
Neeharika Arunkumar	(Std 4B)
Aadith Moorthy	(Std 6A)
Anirudh Rajiv Joshi	(Std 7C)
Meenakshi Mahesh	(Std 8A)
Radhika Nandan	(Std 9A)

Another batch graduates!



The MLR Convention Centre was the venue of our Graduation Ceremony on 12 February, at which we honoured and bid a fond farewell to our second batch of graduating students. Noted environmental activist and film maker, **Suresh Hebalikar**, was our Chief Guest. Prizes were awarded to: **Bhavana Kayyar** (Best Out-going Student of the Year), **Aakansha J.** (Class topper in English and Science), **Raksha Sharma** (Class topper in Social Science) and **Shreyas Deshmukh** (Class topper in Mathematics). The students of Std 9 later hosted a warm, fun-filled party for the graduating class.

Focus on CHINA at our Pre-school Annual Day



The Annual Day of the pre-primary section was held on 30 January at the MLR Convention Centre. Githa Shankar, Chairperson, Brigade Foundation, was the Chief Guest at an evening that focused on China—the theme of the year. The theme was dramatically showcased by the talented and extremely enthusiastic Nursery students. The programme began with a welcome song and ended with a Chinese farewell song. In between, a variety of events—a display of the China Wall, a martial arts performance and a 'Glimpse of China through Marco Polo's eyes'—left the audience mesmerised.

The Soaring Seagull



The Seagull flies high!

The second issue of our school magazine, *The Soaring Seagull*, was released on 31 March, at a function presided over by our Principal, Meera Rao. The initiative and talent of students is evident in every aspect of the magazine—writing, illustration, photo selection and design. The end product is proud testimony to weeks of successful organisation, compilation and planning. *The Soaring Seagull* is, to quote Mrs Rao, "the result of the unflagging efforts of the editorial board..." with enthusiastic inputs from students of all ages, and the staff members. The editorial team concludes their introduction with the words, "We sincerely hope that this year's magazine provides you a pleasant and enjoyable reading experience." It certainly does!

Meet the Bangalore City Police Commissioner



An IPS officer of the 1976 batch, 55-year-old N. Achuta Rao, IPS, has held several important positions during his 30-year career. This is the first time he is serving in the Bangalore city police—as the Commissioner of Police. “However, not working in the city earlier is not a constraint as I know the problems of Bangalore as a citizen and as a policeman,” he has said.

On 22 April, Brigade Group’s Corporate Communication team of Mathew Abraham, Dy General Manager and Josy Kuriakose, Dy Manager, met with N. Achuta Rao for an informal interview for *Brigade Insight*, excerpts of which are reproduced below.

What, according to you, are the advantages of Bangalore?

Bangalore has got all the infrastructural facilities, whether for investment or educational purpose or medical angle...that’s a great advantage!

Is there anything unique to Bangalore? The problems that only Bangalore has, compared to other cities?

Bangalore has developed rather too fast for the infrastructure to catch up...and a host of other issues.

There are reports that Bangalore has become a hotspot for terrorists. Is that an exaggeration or a reality?

It is neither! Well, it is like any other city which is prospering and which has got international recognition...it can be a target of any terrorist group.

Is there any unique technique or any unique innovative method in traffic management that we plan to implement from the learnings of other cities?

Traffic management is not concerned with only police. When it comes to regulation, traffic flow depends on many factors like availability of roads, number of vehicles, various aspects of the road structure, parking facilities, traffic sense of the road users. The police is only one of the factors. There are agencies like the city corporation, BES-COM, BMTC, Metro Rail, BWSSB. There are certain agencies that are at a

higher level, trying to coordinate...like the chief secretary, home secretary, and national secretary of development and planning.

Is it difficult for policemen to be friendly and at the same time, enforce the law?

It is not difficult. It is just an attitude...we associate policemen with an old outlook where they need to be burly, with moustache, imposing... The requirement has changed and over a period of time his job has become so wide ranging; people have also changed, they just need to be convinced; so we need not be imposing anymore.

One more concern is the safety of the elderly and crime against the people in general.

Actually there is no problem. In a population of, say, 75-80 lakh, crime would be proportionate to that population. The types of crime have been changing. In a high-density population, there would be all varieties of crime. But unless a particular type of crime—for instance, against either women or the elderly is taking place—it need not raise much concern. Luckily, in quite a few instances, police have been able to detect and take preventive measures. And most of them have been cases like a relative committing a murder or a servant attacking an elderly person, not an operation by a particular gang or group, but by a known person.



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Rₓ for high inflation rate: invest in residential property

The decline in the purchasing power of the rupee increases the value of a property as you need more money to buy the same property. So, if we buy a property, we gain from the inflation of real estate prices. Further, the rental value of the property increases with inflation. The value of rent received usually keeps pace with inflation. The scenario is even more attractive to people who finance their property purchase with home loans. For the debt on a property will remain fixed while inflation increases the value of the property and rental values. Although interest rates do tend to rise with inflation, increasing borrowing costs, there is a time lag for interest rate increases. So, you may have rental incomes increasing while loan payments remain constant during the lag period.

—Source: Times of India, 29 March

Signal-free elevated corridor on Rajkumar Road



An elevated corridor is being proposed from Rajajinagar entrance to Yeshwantapur Junction. The BBMP has provided Rs 15 cr to build this signal-free elevated corridor of 3.2 km on the existing Rajkumar Road.

The construction of this elevated structure would make this stretch bi-directional—instead of its current one-way status. Other proposed elevated corridors are from Sirsi Circle to Kengeri, and Minerva Circle to Hudson Circle, along J.C. Road. The BBMP also plans to build underpasses at 46 intersections and pedestrian subways at 36 locations.

—Source: The Hindu, 29 March

Revision of building bylaws

The Bruhat Bangalore Mahanagara Palike (BBMP) has started the process of revising the building bylaws of 2003 to ensure they comply with the provisions of Bangalore Development Authority's (BDA) Masterplan 2015.

Sources in the BBMP's Town Planning Department said there was a need to revise the building bylaws now as the Masterplan has relaxed restrictions on setback, coverage, FAR and height of a building.

According to the Joint Director (Town Planning) B.M. Tirakanagowda, the committee would require at least three months to discuss and modify the rules.

—Source: Deccan Herald, 13 March

New developments on the real estate landscape

By 2010, it is estimated that 60.7 mn sft of IT/ITES specific commercial office space is expected to come up through SEZs in India. Of the total number of SEZs in the pipeline, 60% belong to the IT/ITES category. Hyderabad is expected to lead among the top 7 cities with about 30% (approx. 25 mn sft) of the total expected supply. This combined with 6 mn sft in Bangalore and 9 mn sft in Chennai will ensure South India retains its edge over other regions.

Development of this kind and at this pace is an indication of the emergence of an entirely new landscape in the Indian real estate market in the near future. The rationale behind India's SEZ policy is to provide export driven inclusive growth, overcoming the acute infrastructure shortage that the Indian industry faces today.

—Excerpted from Credai NCR Real Estate News, March 2008

South Bangalore's amenities good for residents

South Bangalore has become the hotspot for both investors and home-buyers. This spurt in realty was fuelled by a series of infrastructure developments that came up in this once-quiet locality. The lifestyle trends in these parts, largely due to a vast population of young IT employees, encouraged the spurt in malls, restaurants, shopping centres, hospitals,

educational institutions with international campuses, parks and amusement centres. The widening of Hosur Road, the ORR, the elevated expressway and other infrastructure developments have made connectivity easier and faster.

—Source: Times Property, 29 March

Finance

Tax exemption for income from Realty MFs

The government will exempt from tax the income generated by mutual funds (MFs) which float schemes that aim to invest mainly in the stocks of realty firms. The dividend income of unit holders who buy these products to reap the gains of a realty boom will also be tax-free.

Real estate MFs are expected to be close-ended, the units of which will be listed on the exchanges. Such funds invest in both listed and unlisted securities of realty firms. They offer an opportunity to investors to take an exposure to a sector with reasonably attractive capital gains and steady dividend income.

While real estate MFs will stand to gain due to favourable tax treatment, Real Estate Investment Trusts (REITs) that directly buy and sell property, including apartments and shopping malls, could be denied such benefits, a senior revenue department official said.

—Source: Economic Times, 31 March

Housing Loan Schemes

Indicative Equated Monthly Installment for every Rs 1 lakh of loan*

Period up to (in years)	5	10	15	20
Floating Rate of Interest	10.25%	10.25%	10.25%	10.25%
EMI	2138	1336	1090	982
Fixed Rate of Interest	13.25%	13.25%	13.25%	13.25%
EMI	2289	1508	1282	1190

As on 30 April 2008

* Conditions apply

• Loan amounts that can be availed depend on the housing finance institution • Loan amount limit depends on the income of the applicant • Security of the loan is the first mortgage of the property to be financed • Loans can be availed from leading financial institutions • Interest rates and EMIs are subject to change without notice, check with the financial institutions for prevailing interest rates • Calculations are based on loan amount of up to Rs 10 lakh • Processing fee will be 0.25% to 0.5% of loan amount + 5% service tax + Education Cess

Factual information contained in this newsletter is subject to reconfirmation where relevant. E. & O.E.



... but no tax benefits for REITs

Ahead of this year's budget, the capital market regulator had told the government to consider granting tax benefits to REITs on the lines of local mutual funds to encourage wider investor participation. Sebi had recommended extending a similar tax treatment to REITs. However, it appears that the revenue department has turned down the proposal.

(REITs are investment vehicles registered under the Indian Trusts Act. They are managed by professional real estate investment management companies and invest in properties. They also own and manage properties. An investor can buy units in an REIT just as he does in a mutual fund and earn a dividend income on the unit or shares of an REIT).

—Source: Economic Times, 31 March

Budget Highlights: 2008-09

INCOME TAX:

- Threshold limit on exemption increased for—**Individuals:** from Rs 1.1 to 1.5 lakh; **Women:** from Rs 1.49 to 1.8 lakh; **Senior citizens:** from Rs 1.95 to 2.25 lakh.
- Additional deduction of Rs 15,000 u/s 80D towards medical insurance premiums of parents and Rs 20,000 for parents (senior citizens).
- Dividend received from subsidiaries by parent company will get benefit of set-off of dividend tax paid. No double tax on dividends.
- Short-term capital gain enhanced from 10% to 15%.
- Reverse mortgage will not amount on transfer of property and is therefore not taxable.
- Customs duty on project imports slashed from 7.5 to 5%.

SERVICE TAX and SALES TAX

- Threshold limit for exemption for small service providers increased from Rs 8 to 10 lakh.
- Proposed Central Sales Tax to be reduced to 2% from April 2008.
- Service Tax rate for works contractors who opted for composition scheme increased from 2 to 4% w.e.f. 01.03.2008.



CHANDRANATH ACHARYA / RESOURCE

“I think I’ll walk”

Random reflections on traffic jams

A man is desperately late for a meeting and stuck in a traffic jam. “Can’t we go a bit faster,” he pleads. “Sure we can,” says the driver, “but then what will we do about the car?”

—A joke doing the rounds



We’re heading for a great big worldwide traffic jam
With only red lights, green lights, yellow lights
To be our guiding hand.
We’re heading for a great big worldwide traffic jam
With all the hoots and the toots
And the traffic brutes
To fill our loving land.

—Traffic Jam, a song by British pop group Sailor



A timeless problem, getting worse

Complaints about traffic and traffic jams are not limited to our times. Rome in the first century B.C. is described* as a modern cosmopolitan city: “There were shopping malls and bars and a lively cultural scene with theatre and sport... The affluent led a busy social round of dinner parties and gossip, and they owned country homes to which they could retreat from the pressures of urban living... Everyone complained about the traffic.”

Cars, buses, autorickshaws, motorcycles and scooters are becoming more and more basic to our existence. In such a scenario, how can exhaust fumes, horns, frayed nerves, road rage, bumper-to-bumper traffic—and traffic jams—but keep pace with our “progress”?

But we’re better off than...

Traffic jams are a phenomenon the world over. If you think it is bad in Bangalore, pity the:

- Bangkok traffic police whose “traffic kit” now includes an umbilical-cord clamp: because hundreds of women over the

past few years have been forced to give birth in cars. (Royal Thai Traffic Police are trained in basic midwifery.)

- Agra college students who wrote their annual exam in a bus inching along through a humongous traffic jam. (The college principal had the exam papers and answer scripts delivered to them by motorcycle riders.) Or Dubai school students who are in traffic for almost as long as they are in school.

- Commuters who “have to go” when stuck in a traffic jam. Fortunately for them, the Kaneko Sangyo Company of Japan has developed a portable, curtained toilet that can be used in a car. Kyodo News quotes a company official, “The com-mode will come in handy during major disasters such as earthquakes or when you are caught in a traffic jam.”

What would they think?

“An alien from space visiting a modern city could be forgiven for believing that cars are its “real” inhabitants. Seen from the air at night, cars dominate urban landscape, their roving headlamps creating ribbons of light. During day, cars are more apparent than people, “resting” bumper to bumper on city streets. Aliens may conclude that the city was largely designed for the benefit of cars, having the use of roads and motorways much wider than pavements on which people are confined.”

—The Gaia Atlas of Cities by Herbert Girard

Which city has the worst traffic?

The competition is tough! Beijing, Bangkok, Cairo, Calcutta, Los Angeles, Sao Paula and Shanghai compete neck-to-neck for the dubious honour. *Time* magazine votes for Bangkok, bestowing on it the title of “The Capital of Gridlock”.

A catalogue of consequences

In today’s context, the oxymoron of oxymorons seems to be “rush hour”. What millions of us really do is spend hours in traffic jams. It’s costing us millions in productive time lost and the problem is only getting worse.

“The streets and markets are full of laden carts without count...and in many streets you come upon so many of them that you have to wait for them to pass, or else have to go another way.”

—Domingo Paes (a Portuguese visitor to Hampi between 1520-1522)

The losses caused by traffic jams have human and environmental consequences too. On the human side, this ranges from road accidents to medical emergencies to rage-related crimes. Not to mention the innumerable negative consequences that unanticipated delay brings in its wake. The environmental consequences need little elaboration: they cover everything from the air pollution in our streets to global warming.

Cars are everywhere

Our existence is increasingly bound up with the motor car. Car sales in India are growing by about 20% annually (the global figure is 3%). According to a survey by Invest India Market Solutions, as many as 12.8 million Indian households can be potential buyers for entry-level cars in the years to come, 1.6 million of them in 2008 alone.

Vehicle loans and the Nano are to be lauded as a democratising development. At the same time, they will further feed our highways, streets and lanes. Forecasts place annual production by 2015 at four+ million vehicles, with the domestic market accounting for over three million of this number.

A cause for celebration?

Can traffic jams have an upside? The President of Afghanistan, Hamid Karzai, believes traffic jams are a sign of prosperity. The Texas Transportation Institute supports this idea with a study which concludes with the idea that “the flip side of bad traffic congestion is that it’s usually accompanied by economic prosperity.”

We leave you with that consoling thought.

No traffic lights.
No traffic jams.
In fact, no traffic.

Brigade Gateway
Malleswaram-Rajajinagar

*CICERO: *The Life and Times of Rome’s Greatest Politician*, by Anthony Everitt. Random House.

See pg 4



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Brigade Enterprises Ltd, Hulikul Brigade Centre, 82, Lavelle Rd, Bangalore 560 001

Ph: +91-80-4137 9200 Fax: +91-80-4137 9320

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sms: Brigade to 56767 enquiry@brigadegroup.com

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