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For private circulation only

Brigade's upcoming Holiday Inn...



Jack Hou, Director, Legal and Corporate Counsel, Greater China, InterContinental Hotels Group Asia Pacific, and M.R. Jaishankar, CMD, Brigade Group, after signing the agreement.

Brigade has entered into an agreement with InterContinental Hotels Group (India) to manage its proposed Holiday Inn Hotel near Devanahalli International Airport, Bangalore.

...and Sheraton Mysore

Expanding its operations beyond Bangalore, Brigade has entered into an agreement with Starwood Asia Pacific Hotels & Resorts to manage its proposed hotel in Mysore. The hotel will run under the brand 'Sheraton' and will be known as Sheraton Mysore.

For more details turn to page 6

Brigade is 21!

Brigade Group commenced operations in 1986. This year we celebrated our 21st birthday: on 6 October, at the MLR Convention Centre in the Brigade Millennium enclave.

For more details turn to page 5

Brigade Group Scholarships

For details turn to page 5



Part of a clay mural by Yusuf Arakkal (from the Brigade collection)

Brigade IPO: a major milestone

In a company's history, transition from a private limited company to a public limited company is a most important event.

Brigade Enterprises Ltd has reached this milestone and set the path to a new trajectory by entering the capital market with an initial public offering. This was preceded by weeks of hard work and excitement. We look forward to the challenges of growth across all our domains.

The main objective of the issue is to fuel the future growth plans

of the Company by way of land acquisition and meeting construction and development costs in relation to our ongoing and forthcoming real estate and hospitality projects.

Brigade entered the capital market with its initial public offering of 16,624,720 equity shares (each of Rs 10) for cash through the 100% book building process. The issue comprised a green-shoe option of up to 2,493,708 shares. The shares are proposed to be listed on the BSE Ltd and the NSE of India Ltd.

The Global Co-ordinators and Book Running Lead Managers (GCBRLMs) to the issue are J.P. Morgan India Pvt. Ltd and Enam Securities Pvt. Ltd and the Book Running Lead Manager (BRLM) is ICICI Securities Ltd.

The bids/issue opened for subscriptions on 10 December and closed on 13 December. The price band fixed was Rs 351 to Rs 390 per share. The initial public offering was oversubscribed more than 13 times and the company issued shares at Rs 390 each.

Brigade bags CW Top Builder Award



Shri S.M. Krishna, Governor of Maharashtra, presents the Construction World Top Builder Award to Manjunath Prasad and Venugopal, who receive it on behalf of Brigade Enterprises Limited at ITC Grand Central, Mumbai.

Jaishankar honoured at ET ACETECH 2007 Awards



Bhaskar Das, Executive President, Times of India, presents the award to Jaishankar in Mumbai

M.R. Jaishankar, CMD, Brigade Group, was recognised as one among top 15 outstanding professionals in the field of construction in the country at The Economic Times ACETECH 2007 Awards function held at Sahara Star Hotel, Mumbai on 1 November 2007.

For more details turn to page 2

Rehan Poncha and Team Ashwa: state-wide Young Achievers 2007

The winners of the Young Achiever 2007 award, instituted by Rotary Bangalore Midtown and Brigade Group, were presented their awards at a function held at the MLR Convention Centre, J.P. Nagar, on 26 October.

For more details turn to page 5



EDITOR'S NOTE

The underlying theme of this issue of *Insight* seems to be milestones and beginnings.

Brigade Enterprises Limited has reached yet another milestone in its history: we are now a public limited company and look forward to the exciting challenges ahead.

Our calendar for the coming year centres around the subject of North Karnataka, a region rich in history and natural beauty. In continuation of a much appreciated recent "tradition", we have produced another gift CD of vintage Hindi film music; a pleasant trip down memory lane.

This issue also heralds another kind of beginning: the New Year.

*For last year's words
belong to last year's language.*

*And next year's words
await another voice.*

*And to make an end
is to make a beginning.*

—T.S. Eliot

We wish all of you the very best for 2008. May it bring you nothing but good fortune and good health.

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

Discover the wonders of North Karnataka

Art in its different forms—murals, sculptures, paintings, photography, heritage sites—have always been the theme of our calendars. This year, we explore North Karnataka...and discover its many marvels.

While South Karnataka is familiar territory to most, North Karnataka has been a bit of a mystery to the uninitiated. However, the treasures one finds here are truly awesome.

The pictures in the calendar were selected from the portfolios of photographers H. Satish, T.N.A.

Perumal, V. Nagaraja, Susheela Nair and Dr Manoj Sindagi.

Extensive texts provide valuable and interesting background information.

A few thoughts...



They say the number 13 is lucky for some. It was for Brigade Group! Our maiden public issue of equity shares was oversubscribed 13 times on 13 December, the closing date of our IPO. It's a satisfying oversubscription, especially since the final clearances and permissions were received only on 30 November. In just 13 days (!), the IPO was marketed, issue opened and closed.

It was an interesting, challenging and taxing process—involving interactions with the media, stock brokers and research analysts; road shows at Singapore, Hong Kong, London, New York, Boston, Mumbai, Ahmedabad, Baroda, Bangalore, Chennai, Chikmagalur, Mysore and Shimoga; and numerous one-to-one meetings with major national and international institutional investors and HNIs.

Overall, it was a great team effort involving investment bankers, legal counsels (national and international), registrars to the issue, bankers, ad agencies, friends, well-wishers and our Independent Directors, who helped in tough situations; and of course, the dedicated IPO core team at Brigade, supported by all Brigadiers. It was especially gratifying that the Staff Reservation Quota was oversubscribed, which is unusual. Three cheers to everyone!!!

Being a listed company will increase our responsibilities multifold. What we say and do is under public gaze and open to question. It will be a great challenge to achieve quarter on quarter growth, due to the very nature of the property development industry. It will be my personal endeavour—and that of all Brigadiers—to work diligently to meet the expectations of investors who have reposed confidence in us, and other stakeholders like customers, associates and staff.

Have real estate prices peaked? While one cannot expect the 40%-50% jumps seen during 2005-06, an average appreciation of around 15% per

annum appears quite feasible. The real estate market in the country in general, and Bangalore in particular, is overall healthy, with the forces of demand and supply finding a good equilibrium. As long as the Indian economy continues to maintain the current GDP growth rate of 8+%, the real estate sector will continue to grow. Just look towards China to know what effect sustained double digit growth rates over a 25-year period will have on the economy of a country and the prosperity of its citizens.

Infrastructural deficiencies and bottlenecks are the biggest concern of international and national investors and corporates. This will impede our country's ability to sustain growth, and good growth rates, year on year. While Indian entrepreneurs are capable of dreaming big and realising their dreams, they face bureaucratic hurdles, lack of vision and more particularly, insufficient planning and co-ordinated efforts by different governmental agencies. But for the quid-pro-conditionalities for the release for JNNURM (Jawaharlal Nehru National Urban Renewal Mission) funds, many civic authorities would not have been able to make the few improvements currently seen in urban infrastructure.

The coming year will be very important, nationally and internationally, as major political changes are expected in India and USA. One hopes 2008 will usher in good cheer for one and all. Here's wishing all readers Season's Greetings and the very best in the New Year!

—M.R. Jaishankar,
CMD, Brigade Group

Contd from Pg 1...

... Jaishankar honoured at The Economic Times ACETECH 2007 Awards

The function, termed "The Leaders of Indian Infrastructure and Construction", felicitated architects and real estate developers for their immense contribution to the field of construction and environment-friendly architecture.



The ET ACETECH 2007 trophy

Jaishankar was appreciated for his

professional ethics, achievements and rare contribution in the field of construction and environment friendly architecture.

To quote from the citation awarded to him, "Your achievement for being the pioneer in incorporating eco-friendly measures like rainwater harvesting and recycling systems—not to forget the 'integrated enclave' concept in Bangalore—with the corporate philosophy 'for a better quality of life', has entitled you for this honour."

21 songs... timeless music

On the occasion of our 21st anniversary (and in continuation of a tradition that began just last year), Brigade presents "21 Songs", a music CD with 21 vintage Hindi film songs. Handpicked by M.R. Jaishankar, these unforgettable tunes and lyrics reflect moments of happiness, romance, pathos and celebration of life represented in Hindi films over the past years.

And just as the songs of today become the sweet memories of tomorrow, Brigade looks forward to a long and memorable relationship with its customers and associates...one that ages well with time.

...brought to you by: **Brigade Enterprises**

A TV film...



Brigade Enterprises has produced its first ever television commercial—a 30 second film covering the different domains where Brigade is present.

The film ends with the tag-line “Building Landmarks!”—a perfect reflection of the Company's vision: *innovation, quality and trust*.

The TV film compares Brigade's projects to beautifully orchestrated musical masterpieces.

Alongside are five frames from the TV film:

1. The conductor and the orchestra.
2. The conductor wearing the Brigade helmet.
3. Buildings with conductor in the foreground.
4. Blueprints are music scores!
5. Musical notes float away before they morph into the Brigade Logo.

...and a Corporate Film

Brigade has released its latest corporate film. At a little over 5 minutes, the new film takes the viewer on a guided tour of its projects: from enclaves and apartments to clubs, serviced residences and hill resorts; and from self-managed projects to those that have international partners...



Our Director Dr Kasturirangan receives Von Karman Award

Dr K. Kasturirangan, an Independent Director of Brigade Enterprises Ltd and former Chairman of ISRO, was awarded the 2007 Theodore Von Karman Award of the International Academy of Astronautics (IAA), Paris. The award was presented on 23 September in Hyderabad, at the 58th International Astronautical Congress organised by International Astronautical Federation, IAA and International Institute of Space Law.



Dr Kasturirangan has made an immense contribution to the space programme, including the development of launch vehicles; satellite technology; in the areas of remote sensing; and through communications and education that have benefited the society.

The Von Karman Award, the highest distinction of the IAA, given annually to recognise outstanding lifetime achievements in any branch of science, was instituted in 1987—in memory of Dr Theodore Von Karman, aerospace scientist and founder and first president of IAA.

Dr Kasturirangan is a Member of Parliament (Rajya Sabha) and the Director, National Institute of Advanced Studies, Bangalore, apart from being on many advisory boards.

Source: TOI, DH News Service

Presenting Brigade to the Public

Lifescapes by Brigade

Officescapes Hotelscapes

Retailscapes Townscapes

BRIGADE ENTERPRISES

For a better quality of life.

www.brigadegroup.com

We released a new series of IPO advertisements, which appeared in some of the leading newspapers and magazines of the country. The theme, as you can see here, was the range of domains in which Brigade has a presence. Hoardings, at several high-visibility spots in Bangalore city and also in several cities in India, reflected the theme of the advertisements.



Your courtyard apartment.

Elegant homes in a gracious setting.

At Brigade Courtyard, open spaces like a central courtyard and private terraces become an integral part of modern apartment living.

Open spaces both in and out

Apartment wings will surround a green central courtyard—leading into a pedestrian avenue.

Just four apartments to a floor

Featuring 2- and 3-bedroom luxury apartments, each wing at Brigade Courtyard will have four

levels. With only four apartments to a floor. *Your new home will also feature:* A multi-level clubhouse; top-covered stilt parking; water features; landscaping and a children's play area.

An idyllic neighbourhood

Located in North Bangalore, on the HMT Main Road, Brigade Courtyard is well connected to schools, hospitals and our upcoming Orion Mall and Multiplex at Brigade Gateway.

BRIGADE COURTYARD, HMT MAIN ROAD

Ph: 4180 8800, 97400 13022/27 | sms: Brigade Courtyard to 56767 | enquiry@brigadegroup.com

brigadegroup.com

Construction in progress



The residential blocks coming up at Brigade Metropolis, Whitefield Road. Construction is also in progress at Brigade Gateway, Malleswaram-Rajajinagar.

ISO 14001 and OHSAS 18001 awareness programme



An awareness programme on ISO 14001 and OHSAS 18001 in progress at Brigade Gateway site, on 16 October.

6 million safe man-hours at Brigade Metropolis



Roshin Mathew, COO, Projects, speaking at the function.

Team Brigade Metropolis has achieved 6 million safe, accident-free man-hours at site. At the 6th Safety Awards distribution, held at the Brigade Metropolis site on 18 September, 177 safety performers were recognised with awards and certificates.



Just two of several exhibitions Brigade participated in recently.



Brigade at exhibitions

Team Brigade bags ICICI Trophy !

Brigade beat Sobha Developers at the 8th Corporate CrickEight Tournament, on Saturday, 15 December, held at NRA Turf Grounds, Bangalore.



Manjunath Prasad, Brigade Enterprises Ltd, receiving the trophy from T.V. Mohandas Pai, Director, HR, Infosys.

Dinesh Dubey was declared the *Player of the Tournament* for scoring 117 runs in 5 matches. Vivek was declared *Man of the Match* (3 wickets and 27 runs in the finals).

Around 32 teams participated in the tournament, including Wipro, HP, Infosys, ICICI, Prestige, MetLife, Ernst & Young, Kotak Mahindra, RMZ, KPMG and more.



Corporate CrickEight Tournament, organised by Bangalore Sports Club, is managed by the International Cricket School of Excellence (ICSOE) to provide senior executives the opportunity to participate and enjoy the game in a friendly and competitive atmosphere.



Brigadiers go on excursion

Brigadiers enjoying themselves at the Wonder la amusement park, on 13 October.

Andromeda @ Brigade Gateway

MALLESWARAM-RAJAJINAGAR

- Close to the city centre, just 5 km from CBD
- 3- & 4-bedroom apartments (2020 sft – 3310 sft)
- Life enriching facilities at Brigade Gateway: office tower; club; mall & multiplex; 5-star hotel; multi-specialty hospital; The Brigade School; man-made lake

Two premium projects



in Bangalore

- Set in the heart of Bangalore, just 6 km from CBD
- Just 49 residences, with 3- & 4-bedrooms (3150 sft – 4500 sft)
- Private terraces, balconies and sit-outs
- Multi-level clubhouse
- An exclusive community

Brigade Petunia Premium Residences

JAYANAGAR-BANASHANKARI

brigadegroup.com



Jaishankar and Githa Shankar light the lamp. Also seen (l to r): M.R. Gurumurthy, Director; Chief Guest Dr Samuel Paul (Chairman, Public Affairs Centre, Bangalore) and P.M. Thampi, Director.

Contd from Pg 1...

BRIGADE is 21!

Spirits were high as the curtains rose to an invocation song in the 500-seater, air-conditioned auditorium. Projection screens, set up outside the auditorium, ensured those who did not find space in the packed auditorium did not miss the events taking place on the stage.

Jaishankar addressed the gathering, reminiscing about the years that lent support to Brigade's growth and progress, and spoke with satisfaction and pride about Team Brigade. The Chief Guest, Dr Samuel Paul, spoke about the importance of corporate social responsibility, and giving back to the society from which one has benefited. He commended Brigade



for having exercised this responsibility meaningfully over the years. Members of the Board of Directors then addressed the gathering, expressing their pride in the organisation.

The entertainment followed...

A host of well rehearsed and imaginatively presented events kept the audience riveted to their seats. Skits, dances, songs, musical plays and hilarious mimes by Brigadiers across projects and domains enthralled the audience. The MC of the evening provided much merriment with his quick witted jokes, riddles and activities for the audience. It all ended on a touching note, when the team gathered on stage and presented their CMD with a memento.

Dinner at the Banquet Hall was yet another space and time for entertainment and enjoyment, with Brigadiers, and their families, celebrating the milestone together.

In all, the event was a grand success, creating memories and a sense of pride and accomplishment.

Contd from Pg 1...

...Rehan Poncha and Team Ashwa: state-wide Young Achievers 2007

Chief Guest Rajeev Chandrasekhar (Member of Parliament; Chairman & CEO, Jupiter Capitals Pvt. Ltd) presented trophies and citations to joint-winners Rehan Poncha and Team Ashwa. M.R. Jaishankar, CMD, Brigade Group, then presented cheques to the winners who shared the Rs 100,000 prize.

An established swimmer, Rehan Poncha has a series of impressive national and international



The young achievers with Chief Guest and Award Committee

records, including being the only swimmer to hold three All-time Best Indian Performance records since 1997.

Sharing the award with Rehan Poncha was Team Ashwa, a team of young students from R.V. College of Engineering who designed and fabricated India's first race car prototype and won two awards in their debut race in the

FSAE event at Australia.

A special mention award, each of Rs 15,000, was given to Veena Basavarajaiah, Umesh B.N. and H.G. Chaitra who are outstanding achievers in the respective fields of dance, environmental awareness and music.

Saalumarada Thimmakka, of the tree-planting fame, made a surprise appearance at the event. She was honoured before an appreciative audience that gave her a standing ovation.

The 120 applications that came in under categories like sports, arts and fine arts, literature, community service, research and academics and others, were evaluated by the committee. Eighteen shortlisted applicants were interviewed by the jury at The Woodrose, on 13 October.

For more information on the Young Achiever Award, please visit: youngachiever.in



Rotary Bangalore Midtown & Brigade Group
Young Achiever 2007

The Brigade Group Scholarships



Scholarship winners Aditya and Indrajit flanked by senior Brigadiers—B.C. Suresh, Jagan Mohan, Roshin Mathew and Srinivasa Reddy

Brigade Group has instituted scholarships for the 7th and 8th semester Civil Engineering students of R.V. College of Engineering, Bangalore, effective from the current academic year.

Based on the aggregate percentage from 1st to 6th semesters, 100% and 50% waiver of the tuition fees, as fixed by the Government for CET Quota, shall be given to the 1st and 2nd place awardees (with respective caps of Rs 30,000 and Rs 15,000). The winners of the scholarships also have an option to undergo a 1-year internship at one of Brigade's projects.

In its inaugural year, Aditya P. Pai and Indrajit Basu have won the scholarships, for securing 1st and 2nd places respectively.

BRIGADE SOLITAIRE, NEAR LALITHA MAHAL PALACE



Your home. Your Solitaire.

Brigade now brings you another luxury apartment complex offering 2- and 3- bedroom apartments. You will have the following life-enriching features: roof-top swimming pool and party area, gym, indoor games room, multi-purpose hall, children's play area, central courtyard and basement car park.

Brigade Solitaire is located near Lalitha Mahal Palace, in a pretty neighbourhood surrounded by Mysore's well known landmarks. These include the Golf Links, Sports Club, SDM College, Chamundi Hills and Karanji Lake. Brigade Solitaire is just a kilometre away from the Ring Road.

Come, select your very own Solitaire today!

Mysore Branch Office: +91-821-251 1239 Mob: 98804 05252 Fax: +91-821-425 2239
sms: Brigade Mys to 56767 mysore@brigadegroup.com brigadegroup.com



Homestead's expanding portfolio

In addition to our upcoming serviced residences facility **Homestead 3**, at Koramangala (which will be run by Accor, the European leader in hotels and tourism and will be known as Mercure Homestead Residences), we have one more upcoming Homestead facility at Jayanagar 8th block—**Homestead 4**.

Due to commence operations shortly and located in a prime residential area, Homestead 4 will feature 28 serviced residences, and is specially

designed for people who are looking for medium to long-term stays. It will feature 13 single residences with extra-wide twin-beds. It will follow the standards of excellence set by our other Homestead facilities in Bangalore, including our own brand of personalised service.

Café Coffee Day, the well-known coffee brand (with an outlet in Homestead 2), will open their very first *Coffee Lounge* in Homestead 4.

Memberships



Multi-cuisine Restaurant | Bar | Spa and Therapy Centre | Conference Hall | Boardroom | 26 Guest Rooms
Gym | Swimming Pool | Indoor Games | Library
Open-air Stage | Terrace Gardens

membership@woodroseclub.com

Brigade Millennium Campus, J.P. Nagar 7th Phase,
Bangalore 560 078 Ph: 4199 5999 Fax: 4130 1313

"I think The Woodrose is One of the finest clubs around, and probably the most modern in its design. I was so impressed with the warmth of the staff in the restaurant and hairdressing section. The library, the walkways, the gym, the pool, the elevation...everything is cool. I would love to shoot a film here, as I think it is visually so different and interesting."

—Ramesh Aravind
Kannada actor and director

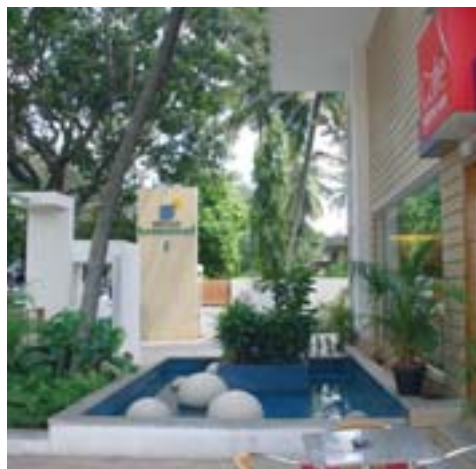


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... Sheraton Mysore

Expected to be operational by 2010 and with approximately 220 keys, the hotel will feature around 15,000 sft space—for meeting areas, all-day dining outlet, specialty restaurant

and bar, lobby, lounge and pub. The project also includes recreational facilities like gym, swimming pool, spa and adequate parking space.



Come home to Homestead

Serviced residences across Bangalore.

LAVELLE ROAD | CAMBRIDGE ROAD | INDIRANAGAR
JAYANAGAR | KORAMANGALA

- Studio, 1-, 2-, 3-bedroom and penthouse apartments
- Centrally located • Fully furnished • Air-conditioned bedrooms

Fully equipped kitchen | Crockery and cutlery | Broadband Internet access
Electronic safe lockers | Gym | Billiards room | Swimming pool

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Corp. offices: Penthouse, 135, Brigade Towers, Brigade Road,
Bangalore 560 025 Ph: +91-80-4043 8000 / 98804 05244
enquiry@homesteadbangalore.com homesteadbangalore.com



Happenings

At MLR CC

Members of the Brigade Millennium Campus have always been very energetic and fully involved in arranging events:



Pt Ganapati Bhat in performance

from the heart warming concert by Pt Ganapati Bhat (famous Kannada vocalist and disciple of the Late Pt Basavaraju Rajguru and Pt C.R. Vyas) on 27 October, to the moments of pride on Kannada Rajyotsava Day.

At Augusta Club

On 11 and 12 September, Augusta Club hosted a conference conducted by Oracle, the IT giant. The venue was appreciated by participants. Augusta Club is becoming popular with the corporate world for smaller conferences and get-togethers.

For party hall reservations, call: 4024 2222
enquiry@augustaclub.in augustaclub.in

Come to The Woodrose on December 31st !



On 31 December, The Woodrose will bid a fond adieu to what had been a wonderful year. The New Year, and the many delights that will come with it, will be welcomed

with a party that will extend across the restaurant dance floor, the front lawn, the swimming pool deck and the terrace garden. The event will be open to members as well as guests. Sale of tickets for the evening commenced on 8 December, at the following rates:

Members: Couple—Rs 1,200; Single—Rs 900

Guests: Couple—Rs 1,800; Single—Rs 1,200

Children: Rs 250

For bookings, contact: 4199 5999

Namdhari's Fresh at The Woodrose



Vineet Verma @ Namdhari's

Namdhari's Fresh, the well known retail food chain which specialises in fresh and organic vegetables, opened its outlet at The Woodrose on 22 September.

Vineet Verma, CEO, Brigade Hospitality Services Pvt. Ltd, inaugurated the outlet. Uday Singh, CMD, Namdhari Seeds Pvt. Ltd, was also present.

The opening of the outlet, which had been long awaited, was well attended by enthusiastic members who are happy with the new value-addition to the club.

Brigade Foundation



"CHINA, OF COURSE!"

The Brigade School celebrated the finale to its year-long cultural awareness programme with two theatrical productions on 28 and 29 November. The theme this year—featured in a range of student projects at the school over the last few months—was our neighbour, China.

The first day saw the presentation of a show titled "Dreams"—performed entirely by students of Stds 1-4. The programme comprised three very interesting skits, interlaced with songs and dances. The *Doll Dance* and the *Dragon Dance* enthralled the audience.

The shows beautifully conveyed the message of preservation and conservation of nature and animals.

The cultural extravaganza on the second day was presented by the students of Stds 5-10. The play was an adaptation of *The King of Masks*—a Chinese film directed by Wu Tian Ming. The play addressed a relevant theme across both China and India: that of the need for equal status for the girl child. The excellent story was brought to vivid life through sterling performances by the entire cast; not to mention outstanding singing and dancing. Prakash Belawadi, journalist, writer and theatre personality, was the Chief Guest.

The colourful, artistically designed props were greatly appreciated—and even more so when it was discovered that they had been designed and produced entirely in-house!



There's more to education than just academics...

The laurels our students won...

International Informatics Olympiad: Of our 109 students who participated in the event held in the school campus on 23 August, 26 secured medals (9 gold, 10 silver and 7 bronze). *Kumaresh Krishnan* and *Siddharth S. Pandey (Std 7 A)* have qualified for the second level.

The Grand Youth Conference "Renaissance": Organised by the Rotary International on 30 Oct, the event gave our Std 9 students an opportunity to meet the former President Dr A.P.J. Abdul Kalam—an experience they will treasure forever.

International SIP Abacus and Mental Arithmetic Competition: *Manav Gupta (Std 2 B)* attended the 7th SIP Competition held in Colombo on 2 December and secured the position of the first runner up in his level. Manav's outstanding performance has made him the 'first', of all Indian contestants who attended the event, to achieve this honour. (The child who stood first was from UAE.)



Manav Gupta

ISKCON Heritage Fest, 2007 organised an Instrumental Music Competition in July. *Kumaresh Krishnan (Std 7 A)* won a consolation prize.

I-Cube Science Fest, 2007: Organised by Deeksha Centre for Learning in August, the event brought laurels to the School through its winners—*Theja Ram Pingali (Std 9 A)*, *Vishruth R. (Std 9 B)* and *Pratheek M. (Std 10)*.

The Brigade School won 3rd place in the **Kannada Dramatics Competition** (Juniors) organised by Concern India Foundation—on the topic 'Water Crisis and Water Management, Bangalore 2016'; and a Rolling Trophy in the **Interschool Quiz Competition on Environment**, organised in August by Brigade Hospitality.



School events

The Inter-house Competitions: Various events were held for individuals and groups between September and November: in categories across arts, performing arts and mind space activities in English, Hindi and Sanskrit. The events gave students valuable experiences in stage management, creating props for theatre, creative writing, debate and the like.



Nirupama Annadanam (Std 7 A) was declared the Best Student for the second consecutive year in arts and performing arts—and received a trophy from Prakash Belawadi.



The Best House Trophy for the cultural competition was bagged by Vijaynagar House.

The Annual Sports Meet for Stds 4-11 was held on 31 August, where the tenacity and grit of the children were tested to the maximum. Prominent sportsperson Reeth Abraham was the Chief Guest.

Winners: *Sanjana Mada (Std 10)*—Best Sports Person; *Hoysala House*—Best House in Sports.

Celebrations at the school...

On **Teacher's Day**, students of Stds 10 and 11 donned the roles of teachers, attending to and teaching those of Stds 1-9. *Raksha Sharma (Std 10)* was adjudged the best "Student Teacher". Students also conducted a quiz for the teachers, taking them through intellectual gymnastics.

Annual Staff Day: On 7 September, Githa Shankar, Chairperson, organised an exciting trip to Wonder la, the adventure park. An enjoyable time was had by all staff!

Kannada Rajyotsava was celebrated with much fervour and spirit. Programmes were organised by Bhavani Sampangi. The entire assembly proceedings were in Kannada, followed by an enchanting lyrical song, *Nityosava*. The stage displayed charts of great personalities and also had a Karnataka flag. Mahesh gave a zealous speech, explaining the significance of the colours in the flag.

Our Chairperson gave away prizes for the cultural competitions on **Children's Day**—and this was followed by a throw-ball match between teachers and the Student Council members—teachers won the match, 2-0!

...and fun times outside.

Excursions: To give the students a break from the normal routine, The Brigade School organised excursions for the students of Stds 7-10 to Kuntibette, Wayanad, Neliampathi Estate and Sharavathi Valley respectively.

A few expeditions, embodying the spirit of exploration, were also organised specially for the students of Stds 1-4 to Muthurayanabette, Volcano Hill, Emerald Isle Resort and Antharagange Hill respectively.



THE
BRIGADE
SCHOOL

Careers with The Brigade School

If you are looking for a fulfilling job in a stimulating atmosphere in your neighbourhood, get in touch with us.

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email: enquiry@brigadeschools.org

“In Columbia Asia, the patient gets the treatment and then pays; not vice-versa. And there are no queues: people are seated, people are escorted...it's a different feeling!”

INTERVIEW

Dr Nandakumar Jairam is Chairman of the Columbia Asia Hospital, India, and a consultant surgeon there. He is also a consultant surgeon at St Philomena's Hospital; Vice-President, Ostomates India; and Founder Trustee, Krishna Charitable Trust. Trained in laparoscopic surgery in US and India, he has held other positions like: Chairman, Health Institute of Quality, CII; Medical Director, Mallya Hospital; and Prof. and Head of Department—Surgery, St John's Medical College and Hospital.

On 17 December, Viswa Pratap Desu (Sr General Manager—Marketing) and Mathew Abraham (Sr Manager—Corp. Communications), of Brigade Enterprises Ltd, met with Dr Jairam for an informal interview for *Brigade Insight*. Excerpts of their conversation are reproduced below.

We would like to know a little about Columbia Asia Hospital.

Columbia Asia is an international company—currently with operations and developments in Malaysia and Vietnam. And it was about three years ago that Columbia Asia decided to come to India. We have facilities opening in Delhi and Kolkata, and are expanding to the other metros and Class A cities.

How many branches of Columbia Asia hospitals do we have in Bangalore?

We have Columbia Asia's first in India at Hebbal. The second is coming up in the Brigade Gateway project; the third and fourth are in the east and south of Bangalore—and expected to be operational in about a year's time or so.

There have been reports on association with the new international airport...

Yes...we have signed an agreement with BIAL to provide medical care for the people in the airport terminal, for the passengers...and for mass disaster management.

How different will Columbia Asia at Gateway be from other hospitals?

It is double the size of our other hospitals—with 200+ beds and unique departments for emergency medicine. But we reduce the number of days a patient will have to spend in the

hospital, so that we can provide medical care at competitive costs. We also provide “evidence based” medicine—information collated from throughout the world to decide the method of investigation and treatment. From day one, we are almost paperless. We have a seamless electronic mechanism. We also keep the local situation in view...

In Columbia Asia, the patient gets the treatment and then pays; not vice-versa. And there are no queues: people are seated, people are escorted...it's a different feeling! All rooms will have natural light—hospital interiors are painted in vibrant colours—to prevent adding depression to already depressed patients. We have international stan-

dards of air-conditioning in our operating rooms—all this will help bring down hospital infection rates.

What are the key areas of specialisation Columbia Asia will have?

Like any hospital, we will have internal medicine, general surgery, orthopaedics, neurology and pediatric surgery (and plastic surgery in Hebbal). Apart from state-of-the-art diagnostic facilities, at Brigade Gateway we have emergency medicine (to provide care at patients' doorsteps, treating them from the time they report sick rather than wait till they come to the hospital), neurosciences, trauma, high-risk pregnancies, transplants, gastro-intestinal surgery, minimal invasive surgery, interventional cardiology, endocrinology, bariatric surgery (for obesity and overweight) and neo-natal care.



(L-R) Mathew Abraham, Viswa Pratap Desu and Dr Nandakumar Jairam.

Columbia Asia Hospital @ Brigade Gateway



Is the “integrated enclave” concept the reason for choosing Brigade Gateway?

Enclaves are an emerging concept, because people today have the ability to choose and live well; they look at cleanliness in the environment, infrastructure...it is the way of the future and we are one of the lucky few to have found such a location in North Bangalore. And Gateway is in the heart of the city—a feature which is more precious than gold. While South Bangalore has a lot of hospitals, North Bangalore is medically under-served.

Have you already recruited or is the process in progress?

Our recruitments commenced soon after the foundation was laid, and I feel proud to say that the team that I have gathered is unique. People are relocating from the USA, UK and the best institutions in this country to serve our people.

How large a patient base will there be at Gateway?

Ideally we look at people within half an hour of driving distance from the hospital. But with Gateway, we think really far and wide. While we are committed to treating the middle class, we are open to people from anywhere in the globe. Our priority is the Indian population.

“At Columbia Asia, we have people relocating directly from the United States, United Kingdom and the best institutions in this country to serve our people.”

For the full text of the interview, please visit: brigadegroup.com



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Widening of seven roads on priority basis

The BBMP has taken up seven roads in Phase 1—Race Course, Seshadri, Palace, Bellary, Hosur, Hosur-Lashkar and Kasturba Roads—on a priority basis, and is optimistic about completing work on widening of Bellary and Race Course Roads during March and April. They've been taken up on a priority basis as these two roads connect the new international airport and the proposed expressway.

Around 90% and 70% of work has been completed on Race Course and Bellary Roads respectively.

Even as the road-widening programme on four major roads is under way, the BBMP identified 35 more roads to be widened under the transferable development rights (TDR) scheme.

—Excerpted from TOI, 20 Dec

Robust growth for office space in Bangalore

Though the start of this year's 3rd quarter saw a relatively low demand compared to the previous one, by the end of the quarter, the absorption level had considerably improved—with increase in demand for SEZs. The IT/ITES sector continues to drive the demand, followed by banking, financial institutions and engineering sector.

Availability of space in the Central Business District (CBD) has increased due to the expansion/consolidation of a few corporate tenants who have relocated to the suburban micro market. Around 4 lakh sft of new and second-hand space has been infused in the market.



The suburban and peripheral areas continue to be favorite destinations for corporates keen for large spaces, primarily due to availability of large Grade A office spaces at comparable rates, and on favorable leasing terms.

The expected supply level over the next quarter will meet the demand as a result of expanding corporates; and the rental and capital values are expected to remain stable.

A number of projects are in various stages of planning and execution: the upcoming international airport and the ongoing land acquisition for the Peripheral Ring Road (PRR), which will connect satellite townships to the arterial road in Bangalore. This, together with the upcoming metro rail, will enable commuters to travel in and out of major commercial hubs in the city. All these are expected to make the city lucrative for corporates in various sectors.

—Source: Economic Times, 10 Oct

Integrated Townships

The buzzword in the infrastructure and construction industry



Convenience, affordability and lifestyle have become the priorities of a customer—a trend that has played a pivotal role in the development of integrated townships that offer its residents the promise of a quality lifestyle, tailored to suit every budget.

Townships cost more than individual buildings, yet they are an important segment—a concept that is here to stay. This has bought in the FDIs, with more foreign industries investing in such projects. Townships offer a congestion-free environment in today's cities.

Designed as gated communities, townships feature offices and campuses (educational and health related) alongside residential complexes; not to mention well-maintained lawns, parks and open spaces, tree-lined avenues, clubs, malls and other public utility areas as per the State bye-laws. They also have fully functional services such as captive power plants, centralised gas piping, adequate water and electric supply, and underground sewage and drainage systems.

The Government should decide to have at least one township in every municipality as administration of such townships become easier.

A predominantly western concept, townships will suit Indian sensibilities if they are planned, keeping in mind the Indian psyche and living habits. Since developers would need a large number of customers, they have to cater to all sections of the society—not just an IT or biotech sector. The challenge is whether developers would be able to style this into something Indian—deliver the western class with an Indian touch.

—Source: Economic Times, 10 Oct

Preferred real estate destinations

According to *Real Estate: Growth and New Destinations*—a survey of 48 Indian cities by Ernst and Young—Delhi ranks first, followed by Greater Mumbai, Chennai, Bangalore and Hyderabad.

The survey's good news: mega infrastructure initiatives by the Karnataka government (like the new international airport, metro rail and BMRDA's proposed mega townships) would improve Bangalore's economic competitiveness significantly.

Surveys confirm Mysore's position as the best bet for real estate investment. Mysore's benefits also include excellent educational institutions, higher job opportunities in the IT sector, proximity to Bangalore and its reputation as one of the top five tourist spots in India.

—Source: The Hindu

Finance



New CVS to aid property owners

Under the Capital Value based assessment System (CVS), the guidance value fixed by the government as per the Karnataka Stamp Act would be considered the base for calculating the estimated capital value of properties—for both vacant sites and buildings.

The CVS would benefit the property owners who would otherwise end up paying heavy property tax under the ARV system following the enactment of the Karnataka Rent Act 1999, which enabled the authorities to levy tax up to 1.66 per cent of the actual capital value of the properties. It was for this reason the CVS system was introduced. Benefit of depreciation of building value while calculating tax is also given under the CVS.

The new Karnataka Rent Act, 1999 (which came into force from 2001) was enacted following a verdict of the Supreme Court that local authorities cannot revise tax structure without amending the 1961 Act. But the Government decided against collecting tax under the ARV system as per the new Rent Act to avoid tax burden on the people—hence the new system based on estimated capital value of property was evolved.

The BBMP can impose a maximum of 1 per cent tax on residential and a maximum of 2 per cent for non-residential properties under the CVS. The CMCs that were included to the BBMP jurisdiction were collect-

ing property tax between 0.3-0.5 per cent. Now, those paying less than 0.5 per cent will now have to pay 0.1-0.2 per cent more tax than the previous year.

—Source: Deccan Herald, 25 Oct

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	10.5%	10.5%	10.5%	10.5%
EMI	2150	1350	1106	999
Fixed Rate of Interest	13.75%	13.75%	13.75%	13.75%
EMI	2314	1537	1315	1225

As on 21 December 2007

* 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 • Administrative fee will be 0.25% of loan amount + 12.24% service tax

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

The Story of Heggodu

This is a place where the films of Ray and Resnais are casually discussed. Where experimental theatre is an ongoing exercise. Where some of the most sparkling intellects of the country come to listen and be heard. It is a cultural mecca. And it is located not in a fashionable corner of Europe or mid-Manhattan, but in a small village in rural Karnataka...

The world becomes part of one small village

Surrounded by arecanut plantations, Heggodu is a small village near the town of Sagar in Shimoga, Karnataka. Its quiet rural setting belies its enormous significance: Heggodu commands respect as a cultural centre almost without parallel.

Heggodu is the home of NINASAM, a local initiative originally started as a rural drama troupe. Moving under the momentum of inspired enthusiasm—notably that of a local arecanut farmer, the late K.V. Subbanna—NINASAM soon took on a much wider, enriching and all-encompassing dimension.

Heggodu and NINASAM may represent the essence of globalisation at its most positive and inspiring. NINASAM has brought many different people and worlds together through uncommonly common interests. It has engaged a rural audience in complex, unfamiliar ideas and dialogues—with seemingly effortless ease. To quote Sudhanva Deshpande, “NINASAM is the portal from where Heggodu has surfed the world.” And through which the world has discovered Heggodu.

How it began...

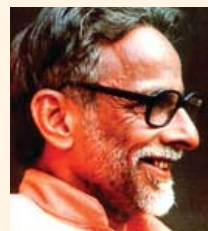
The roots of what would one day grow into NINASAM can be traced back to Subbanna's father's days. Local farmers would get together to discuss events of the day and exchange ideas and views. Later, they began to produce plays. In 1949, this informal group became NINASAM (short for Nilakanteshwara Natya Seva Samgha), a small dramatic arts society—with Subbanna's father as its first president.

...and what it has become

Today, NINASAM has its own theatre school, film society, publishing house and 500-seat theatre. It publishes books and periodicals. It hosts the much awaited “Culture Camps”. It has earned a loyal audience comprising people who live in its own backyard...and those who journey to Heggodu from across the world.

Enlarging the focus: More theatre. And films.

Subbanna was fascinated by theatre. After his graduation from Mysore University, he led NINASAM as a local rural drama troupe. From productions related to the Hindu epics, NINASAM soon moved on to Kannada translations of works by Shakespeare, Moliere and Brecht and the plays of Kannada writers.



K.V. Subbanna (1932 – 2005)

“Subbanna was not just a theatre person. *Avanonduru*. (He was a town).”
—U.R. Ananthamurthy, eminent writer and thinker

In 1967, after attending a film appreciation course in Pune, Subbanna started screening film classics and holding film festivals at Heggodu. He began a rural film society—NINASAM *Chitrasamaja*—through which he organised film appreciation courses in collaboration with the Film Institute, Pune. This brought the cinema of Ray, Kurosawa, Fellini, Bergman, Eisenstein and Goddard to the village; seminars and discussions covered everything from film history to film theory.

The NINASAM Theatre Institute was set up in 1980. Apart from its regular faculty from the National School of Drama in Delhi, its visiting directors include G. Shankar Pillai, Chandrashekhara Kambar, K.N. Panickar, Kanhailal, Rustom Bharucha, Fritz Benevitz, John Martin and S. Raghunandan. It now offers a 10-month-long diploma course to about 20 trainees every year. The institute also organises courses, workshops and study tours.

A rural theatre training repertory troupe—NINASAM *Tirugata*—was started in 1985 and presents three major productions every year, performed in Heggodu (at its theatre: *Shivarama Karantha Rangamandira*), all major towns across the state and Delhi, Bombay, Pune and Hyderabad. During the first 11 years of its existence, *Tirugata* travelled about 82,000 km, staging 1546 performances at 172 places (mostly rural) for an audience of about 11 lakh.

Heggodu's Think-Tanks: 10-day 'Culture Camps'

The now-famous NINASAM Culture Camps were started to initiate reflection and discussion on different themes. These seminar-discussions are



Shivarama Karantha Rangamandira, Heggodu

followed by film screenings and experimental theatre, dance and music performances. NINASAM's 10-day camps draw leading thinkers from India (speakers have included Ashish Nandy, Shiv Visvanathan, U.R. Ananthamurthy, Girish Kasaravalli, Bhaskar Chandavarkar and Sadanand Menon) and enrolments numbering over 500 people—from a cross-section of backgrounds. People from different parts of rural and small-town Karnataka have been active participants in discussions on everything from post-colonial literature to activism in arts.

Bringing great writing to more people

In 1958, Subbanna started a publishing house, *Akshara Prakashana*, to publish original and translated works in Kannada. It has published some very important works of fiction and non-fiction in Kannada literature. In 1963, he launched a tri-monthly journal, *Sakshi*, under the leadership of the Kannada poet Gopalakrishna Adiga. NINASAM's quarterly house journal was started in 1987. Its contents cover NINASAM's activities, special articles, dramatic texts and lectures presented at the NINASAM Culture Camps.

"I am an arecanut farmer from this village"

Subbanna has received many recognitions and awards for his vision, its realisation and the effect this has had on people near and far. Most notable among these is the Magsaysay Award which he received in 1991.

To Subbanna, NINASAM has always been about sharing his curiosity with the community. “I am an arecanut farmer from this village. But I am interested in finding out about the paddy farmer from the neighbouring village”, he once said. Subbanna died in 2005. But his dream is being carried forward by his son, writer K.V. Akshara, and the countless many who have been touched and inspired by the delight that Heggodu has given and all that it represents.

Seeing is believing

A former student of the National School of Drama, Atul Tiwari was accompanying a homesick classmate, Akshara, back to his “native village”. Akshara had spoken proudly and often of the theatre and drama school his father K.V. Subbanna had founded in the village. Atul was not expecting much.

They took a bullock cart from Sagar to Heggodu. In the course of idle conversation, Atul asked the cart driver to name the last two movies he had seen. “*Modern Times* by Charlie Chaplin and *Hiroshima-Mon Amour* by Alain Resnais”, said the cart driver. In response to Atul's stunned expression, Akshara explained that his father had been screening such films for years and also ran a film appreciation course.

That evening, Atul was part of an audience of 500, watching *Rashomon* and *Pathar Panchali* while listening to them “para-dubbed”, on the spot, into Kannada. He couldn't believe what he was seeing...

—Team Brigade Insight



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