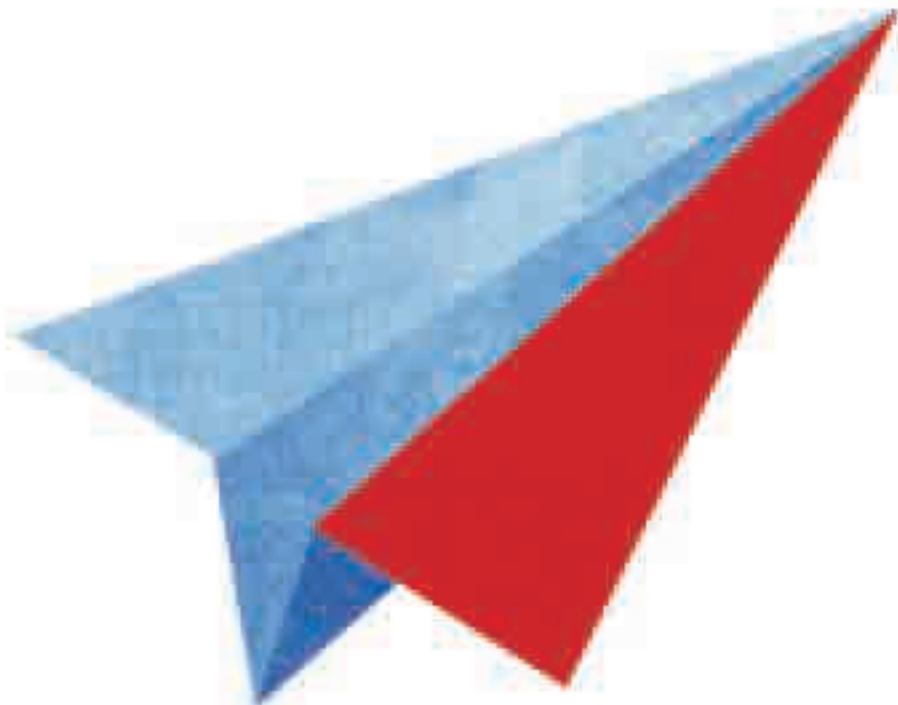


In House Magazine | Issue 40
January 2013

LANCO WORLD



Resurgence

A paradigm shift...



...Reposing faith & confidence in stakeholders

Lanco World
Corporate Communications Department
Plot # 397, Udyog Vihar, Phase III
Gurgaon - 122016, New Delhi Region, India.
www.lancogroup.com

This is for internal circulation only. The views expressed in this magazine are not necessarily those of the management. Edited by Sreenivas Veluri and published by Corporate Communications Department for and on behalf of Lanco Infratech Ltd.

Editorial Team:
Sreenivas Veluri (Editor in Chief)
T Vijay Kumar (Editor)
Janakiram Rao (Asst Editor)

Content Writer:
Vibha Upadhyay

Chief Designer:
V Praveen

New Year - New Focus

Editorial

Friends, the Year 2013 seems to have started on a very positive note. Resurgence is abounding in our sector, thanks to the proactive measures by the government. And Lanco as ever is in the forefront to gain the much desired lead. Our Chairman in his message has dwelt upon how a shift in our focus can ensure that we emerge as winners in this 'resurgence'. Communication always has to be our primary concern to realise all our goals. Our actions this year are going to be a key contributor to this.

As you flip through this issue of Lanco World, you will find a new and interesting section titled 'Young Minds' where six Lanconians from the Middle Management share their opinion on a specified topic given to them.

As always, we have been flooded with your thoughtful letters and useful inputs, which we have been featuring from time - to - time in our 'inbox' section. We value your suggestions and comments immensely and look forward to your continued participation in helping us improve the standards of Lanco World.

Wishing you all a very Happy and Prosperous New Year 2013.

- Sreenivas Veluri

Contents

04	Chairman's Message
06	In The News
16	Centre Stage
25	Life Online
26	Cross Section
28	Management Scope
29	Life In A Frame
30	Young Minds
35	Rapid Fire

Take the challenges Head-on

Dear Lanconians,

It is a time for fresh beginnings and a renewed enthusiasm as we step into the New Year. At this juncture, I would like to convey my best wishes to all Lanconians and their families, wishing that each day in this year brings with itself peace, prosperity and progress.

The year ahead will be a year of action for Lanconians. The prevailing challenges faced by the sector demand action. And hence it is incumbent upon us to take action rather than simply wait for favourable trends or hope for a suitable environment. We must make things happen, instead of letting things happen. Our actions this year are going to be a key contributor to this resurgence. As Diana Wentworth puts it aptly "It doesn't matter what you are thinking, or what fear you have, if you just do it! Action is the only thing that matters....I can see that at the end of my life, I am not going to look back and say, 'I wish I had taken more action'.

The year ahead is full of challenges, and while we plan to address these challenges it is my firm belief that our planning will only translate into reality by our own will power and the spirit of achievement at all levels in the organisation – because achievement is sum aggregate of individual efforts. Let me begin by describing the challenges that we are likely to confront this year, and then our action plan for the same.

Infrastructure companies, particularly power companies in India are facing a tough time raising funds in this environment. Non-availability of fuel, delays in payment by SEBs and regulatory bottlenecks have made the investors wary. Despite these hurdles, we are working hard to continuously explore the possibility to raise equity from all available sources.

Lanco has had a very strong relationship with all the domestic banks and Financial Institutions (FIs) and we have been successful in achieving financial closure of power projects involving an investment of around USD 9 billion (approx. Rs 50,000 Crore).

However, since power projects have come up at a phenomenal pace in last few years and developing power projects involves huge debt requirements, the Indian banks and FIs have almost reached the sectoral cap as per the lending norms of Reserve Bank of India and are therefore not in a position for debt funding.

In this backdrop, we have decided to look for alternative and cost effective sources of long term funds for our future projects. As Lanco imports substantial quantity of power project equipment from China, it was considered prudent to actively pursue Chinese institutions for funding. In the process, we got sanction of about USD 200 million from SINOSURE and China Development Bank (CDB). A Memorandum of Understanding with CDB will raise USD 2 billion debt, where CDB has agreed to commit upto USD 600 million of its own funds and help raise the balance through syndication.

Going forward, for our large capital intensive projects, we have plans to team up with Strategic Partners or Investors. This will help Lanco in growing its portfolio.

Throughout the last three years, Lanco has been in the forefront with significant contribution towards capacity addition in the nation's progress. We have built a diverse portfolio of plants based on indigenous coal, imported coal, gas, hydro as well as solar. While this showcases the breadth of our expertise, it has also exposed us to some of the most intriguing challenges that Indian power sector encountered in this very period like shortage of fuel and critical financial position of DISCOMs.

Lanco faced these challenges head on and evolved different strategies to resolve each one of them. Although, there is no single quick fix solution to all the problems and difficulties the power sector is facing at present, but the situation is far better today as compared to the earlier scenario, because there is an all-round awareness



“Our actions this year are going to be a key contributor to this resurgence”

and realisation amongst stakeholders across the sector. More importantly, there is this willingness and openness perceptible in the concerned authorities to acknowledge practical problems and adopt a pragmatic approach towards resolution of common and critical issues that impact the sector's growth. We have been in touch with the stakeholders and have made them aware of the challenges. Through the proactive intervention of trade bodies like Association of Power Producers (APP) and Confederation of Indian Industry (CII), the regulators and policy makers - including the PMO - have taken serious note of the situation and have started addressing the issues being faced by the power sector.

A major welcome development is the debt

restructuring of DISCOMs initiated by the Union Ministry of Power, which is very crucial for reviving DISCOMs and facilitating prompt payments to power producers. With this, DISCOMs would be in a position to buy additional power, liquidity will return to the market and the IPPs could perform to their full potential.

were world-class, the response has been overwhelming. On the Retail side, Lanco Hills launched one of the largest mall of South India by the name of 'Mega Mall'. The news was flashed across all media and quite a buzz was created by the mall launch, refreshing the memories of the grand launch of Lanco Hills in July 2007.

The three keys focus on consolidation, maximize efforts and communication

Also, the customers are now inclined to understand the challenges pertaining to PPAs. We have several long and medium term PPAs, and we expect our existing PPAs to survive. We have recently revived the long term PPA for sale of 300 MW of power from Amarkantak to Madhya Pradesh through PTC. With this we have added one more assured revenue stream to our portfolio.

With a diverse portfolio of 9368 MW comprising operational and under-construction projects, as well as projects like Mahatamil, Himavat, Anpara II and Amarkantak III in the development pipeline, Lanco is well poised to garner the benefits of such emerging positives in the power sector. In the next twelve months, I am truly hopeful that the sector will revive. A year full of action and resurgence lies ahead for the power vertical as we strive to convert existing conditions into sustainable contractual provisions – both with respect to our current PPAs as well as future bidding, with our enhanced capacities.

I congratulate our EPC Division for its foray into the Transmission and Distribution contracts by bagging the first 765 kV double circuit transmission line order for 88 KMs. The progress in our projects at Koradi, Phata Byung and Akkaz is also going on at good pace. Although there has been a slowdown in EPC in the last year, I foresee the turnover gaining momentum from the first quarter of FY 13-14.

With the Hon'ble Supreme Court clearing legal hurdle, Lanco Hills grabbed the opportunity and re-launched series of products like Domina, modern condominiums, residential towers and high end villas, which were well appreciated and applauded by the market and resulted into brisk sales. As the products

Coming to our international operations, Griffin Coal has achieved a significant milestone in concluding negotiations for amending the Coal Supply Agreements with Griffin Power. Griffin Power is the largest customer for Griffin Coal and buys nearly 1.8 Mn Tonnes of coal annually. The net present values of these contracts are valued at AUD 150 Mn and this will significantly improve Griffin Coal's profitability. In addition, it will also expedite Griffin Power's plans to implement Bluewaters 3 and 4 power plants, which will result in additional opportunities for Griffin Coal.

Griffin Coal is poised to raise its production from the current 3.5 Million Tonnes per Annum (MTPA) to 5 MTPA from next year. It plans to do this by increasing productivity, and using better coal recovery methods. Griffin Coal is implementing an innovative container based coal handling transport solution to export the extra tonnage of 1.5 MTPA from Bunbury port. We have already identified Berth 5 of Bunbury port for this purpose.

On the Solar front, in the last three years, Indian Solar Industry has seen a substantial growth with installed capacity rising from almost zero to more than 1000 MW. This growth was propelled first by Gujarat Solar Policy 2009 and then by Jawaharlal Nehru National Solar Mission (JNNSM) Phase I. Over a very recent past, states of Madhya Pradesh and Odisha have also bid out close to 250 MW of capacity. The Industry is poised for another round of even stronger growth with further initiatives being announced under JNNSM Phase II and State solar policies of Tamil Nadu, Andhra Pradesh and Rajasthan.

JNNSM Phase II targets a capacity addition of 9 GW by 2017, which is nine times more than

Phase I target. The state of Tamil Nadu itself has an ambitious target of 3 GW Solar capacity addition by 2015. In first week of January, Tamil Nadu concluded first round of bidding, wherein various developers submitted bid of 500 MW against requirement of 1000 MW. Similarly, the states of Andhra Pradesh and Rajasthan are planning bids of 1000 MW and 200 MW respectively over the next two months. With all these initiatives, Lanco Solar is expected to perform well in the coming days.

For 2013, three keys come to my mind to address our challenges. The first and foremost key is focussing on consolidation of our portfolio. The second key is to maximize our efforts for stakeholder's satisfaction. The third and final key is proper communication down the line, internally as well as externally.

The year 2012 was eventful for Lanco, where our projects won various awards. While Lanco Babandh and Lanco Vidarbha won Gold Award 2012 for efforts in Corporate Social Responsibility (CSR), Lanco Amarkantak got a certificate of appreciation for its CSR efforts. Also, Lanco Kondapalli received "Energy Efficient Unit" National Award for Excellence in Energy Management and Lanco Tanjore secured Safety Star Award by the National Safety Council. Lanco Hills was adjudicated as the winner of the Prestigious 'CNBC AWAAZ Real Estate Awards' in the Luxury segment for the year 2012. These awards will remain as the memory and testimony of our achievements, and also the unstinted hard work and dedication of Lanconians in maintaining the standard of our performance.

Friends, the New Year, certainly will bring many challenges for us. We will be required to work by deepening and widening our strengths to address these challenges. This alone will ensure our resurgence. Friends, let's take pride in what we have achieved in the past and be resolute to make our organisation the most admired integrated infrastructure enterprise.

Finally, I thank all the Lanconians for the trust in their organization and sharing the vision for growth.

"Everyone has a will to win, but very few have the will to prepare to win" - Vince Lombardi.

I hope we all make preparations for winning and achieving our targets in this year.

L Madhusudhan Rao

Udupi becomes fully Operational

“Both units of the imported coal based Udupi thermal power project are in operation”

Unit 2 of Udupi thermal power plant successfully commenced commercial operations on 19 August 2012. The principal buyers of power have established 400 KV transmission line to evacuate power from the project. The Government of Karnataka dedicated the transmission line to the nation on 12 September 2012. With this, both units (2 x 600 MW) of the imported coal based thermal power project are in operation.

The 72 hours of parameter monitoring of Udupi Unit 2 ended at 11 hours on 01 September 2012. This process was witnessed by the officials of 5 Electricity Supply Companies of Karnataka (ESCOMS), Karnataka Power Transmission Corporation Limited (KPTCL) and NTPC.

Energy Minister visits Udupi Plant

“Honourable Energy Minister of Karnataka, Ms. Shobha Karandlaje visited Udupi Power Plant”

The Honourable Energy Minister, Government of Karnataka Ms. Shobha Karandlaje visited Udupi Power Plant along with Udupi District in-charge Minister for Ports & Muzrai Mr. K Srinivas Poojary and local MLA Mr. Lalaji Mendon. Other delegates who visited along with the Ministers are Udupi Deputy Commissioner Dr. M T Reju, I.A.S. and other senior officials from KPTCL and Mangalore ESCOM.

Ms. Shobha Karandlaje, Hon'ble Energy Minister of Karnataka in discussion with officials at Udupi Power Plant.



AKKAZ-Iraq progresses at a Brisk Pace

“The progress at AKKAZ project has been achieved with the co-operation and contribution of various stakeholders”

AKKAZ team celebrated its first anniversary on 07 September 2012, marking one year of notable progress achieved amidst challenging conditions. It may be recalled that the Iraq Ministry of Electricity (MoE) handed over the AKKAZ power project site to Lanco on 07 September 2011.

The project's overall % progress completed is about 80%. Major portion of Gas Turbine Units including stacks installation and Steel Tanks site fabrication for LDO, DM Water, Service Water & Fire Water are completed. 400 & 132 KV Switchyard erection works are under progress.

This progress at AKKAZ project has been achieved with the co-operation and contribution of various stakeholders including MOE, GE, Sub-contractors, Suppliers, Service Providers, etc. Lanco takes this opportunity to sincerely thank all its stakeholders who are working on this project and providing their valuable support.

Gas Turbine Generator with Stack at Akkaz power project site at Iraq

Rare achievement by Lanco Engineers

“Such a major on-site repair work on generator rotor has been carried out in India for the first time”

During September and October 2012, a major on-site repair work was carried out on the generator rotor of Unit 1 at the Anpara thermal power plant. This is the first time that such a major on-site repair work on generator rotor is carried out in India.

Unit 1 of Anpara tripped on 24 July 2012 due to the occurrence of earth fault in the generator rotor. After several tests, the fault was located inside the rotor under the slot wedges. A team of engineers from Lanco EPC and O&M were assigned to carry out the repair work. Alstom India was also engaged to provide the expertise needed for this activity. The team successfully completed the repair work within seven days.

Unit 1 has been synchronised on 04 October 2012 and is under trouble-free operations since then.

Engineers carrying out repair work at Anpara Power Plant.



Water Conservation at Tanjore Lauded

Lanco Tanjore's best practices in water conservation, which include the use of air cooled condensers in steam turbines and reuse & recycle of water through reverse osmosis, was acknowledged and endorsed by the famous water technology magazine, Water Digest.

Reduction in Power Consumption

Lanco Tanjore achieved a reduction of auxiliary power consumption by 5 MWH per day by introducing variable frequency drive for the boiler feed pump from August 2012. The increase in revenue on account of this works out to be ₹60 lakhs per annum.

Safety Star Award for Tanjore

“The National Safety Award has proved beyond doubt that LTPCL is now recognised for the admirable visionary approach in Health, Safety and Environment

Lanco Tanjore Power Company Limited (LTPCL) received 'Safety Star Award' from the National Safety Council (NSC), Tamil Nadu chapter. The award has been conferred to LTPCL in appreciation of the commitment and efforts in promoting safety, health and environment. Mr. Kiranbhai Padia, Executive Director and Mr. Kathir Kamanathan, Vice President (Finance) of LTPCL received the award on 25 September 2012 from Mr. S T Chellapandian, Honourable Labour Minister,

and Mr. Mohan Pyare, I.A.S., Principal Secretary to Department of Labour and Employment, Government of Tamil Nadu and Mr. V R Srinivasan, Secretary, NSC.

The National Safety Award has proved beyond doubt that LTPCL is now recognised for the admirable visionary approach in Health, Safety and Environment.



Left to right: Mr. Kiranbhai Padia, Executive Director and Mr. Kathir Kamanathan, Vice President (Finance) of Lanco Tanjore receiving the award from Mr. S T Chellapandian, Honourable Labour Minister and Mr. Mohan Pyare, I.A.S., Principal Secretary to Department of Labour and Employment, Government of Tamil Nadu, and Mr. V R Srinivasan, Secretary, NSC.

EPC gets Golden Trophy for Amarkantak

LITL EPC has bagged the Sarva Shreshtha Suraksha Puraskar (Golden Trophy) from National Safety Council of India (NSCI) on 07 November 2012 for its outstanding safety performance while executing construction works at Lanco Amarkantak Power Project Unit 3 & 4.

This award by NSCI recognises construction establishments for their consistent and meritorious Occupational Safety and Health (OSH) performance and implementing effective OSH management systems, practices



& procedures for developing and strengthening effective Client – Contractor – Subcontractor chain for achieving high standards of OSH.

On this occasion Vice Chairman, Mr. G Bhaskara Rao congratulated the HSE team and urged all Lanconians for their continued support in making Lanco, a world class safe organisation.

Left to right: Mr. Kodikunnil Suresh, Hon'ble Minister of State for Labour & Employment, Govt. of India, Mr. V B Sant, Director General, National Safety Council, Mr. Lalit Tiwari, Vice President & Head Corporate-HSE and Mr. C K Thakur, COO - EPC (Thermal), Lanco Infratech.

Unit 3 & 4 of Amarkantak on Fast Track

Construction work at Amarkantak Unit 3 & 4 is on fast track. Concreting work of 2,11,388 cubic meters was completed on 15 November 2012. Power house building and switchyard erection works have been completed along with the track hopper and chimney civil works. Erection work in the

Electrostatic Precipitator (ESP) is progressing well with major portion of the work being completed. In Unit 3, HIP (High/Intermediate Pressure) and LP (Low Pressure) rotors has been installed and more than 50 per cent of pressure parts erection has been completed. Bunker mill structure building work and the

erection of Induced Draft (ID), Primary Air (PA) and Forced Draft (FD) fan have also been completed. In Unit 4, pre-assembly work is under progress and the ID, PA and FD fan erection is being carried out.

Babandh wins Gold Award for CSR

Lanco Babandh wins Gold Award for significant efforts in Corporate Social Responsibility from Greentech Foundation.



Work under progress at Koradi

Construction work is progressing smoothly at the 1980 MW (3 X 660 MW) Koradi thermal power plant, where Lanco EPC Division is executing the Balance of Plant works for Mahagenco. List of completed works include: the foundation, tripod columns, pedestals, basin slab, raker column and three manual lifts. Work is under progress in lift number 4 and 5. Jump form erection has also been completed.

Kondapalli wins CII Energy Efficient Unit Award



Left to right: Dr. Naushad Forbes, Chairman, Energy Efficiency Council & Energy Efficiency Summit 2012, Mr. V N N Venu Gopal, PSM, Genting Lanco, Mr. D S Rao, AGM (Operations), Lanco Kondapalli, Dr. Ajay Mathur, Director General, BEE, Mr. L S Ganapati, Chairman, National Award for Excellence in Energy Management 2012 and Mr. Ch. Anka Rao, Senior Manager (Operations), Genting Lanco.



Lanco Kondapalli Power Limited received 'Energy Efficient Unit' award from CII at the 13th National Award for Excellence in Energy Management 2012 held at Hyderabad on 22 – 23 August 2012. The objective of this CII award

is to recognise and award "Excellence" in Energy Management and instil a sense of competition. It also motivates power plants to achieve excellence and establish futurity by pinpointing Carbon Emission Reduction initiatives focused on energy conservation.

Lanco signs MoU with China Development Bank

MoU signed for USD 2 billion debt for two power projects: Anpara Phase II and Himavat

Lanco Infratech Limited (LITL), has entered into a Memorandum of Understanding (MoU) with the China Development Bank (CDB), a bank owned by the Govt. of Peoples Republic of China, to arrange USD 2 billion debt for two power projects i.e., Anpara Phase II and Himavat, each having capacity of 2x660 MW with supercritical boiler technology.

Out of the total amount of USD 2 billion required to be raised, USD 600 million will be contributed by CDB, who shall further syndicate the balance from Chinese banks and FIs.

Mr. K Raja Gopal, CEO – Lanco Power Limited signed the MoU on behalf of Lanco and Mr. Zheng Zhijie, Governor CDB signed on behalf of CDB.

Apart from the above, CDB has already sanctioned USD 200 million Buyers' Credit for Amarkantak 3 & 4 as well as Babandh and Vidarbha power projects being developed by Lanco. CDB is the largest Chinese development banking institution and one of the leading international banks with total assets exceeding USD 1.1 trillion (Sept 2012).

Director – Corporate HR bags HR Leadership Award

Mr. Deepak Bharara, Director – Corporate HR bagged the prestigious HR Leadership Award at the 7th Employer Branding Awards (Regional Round).

The grand award ceremony was held on 14 December 2012 at New Delhi. The award was given in recognition for his contribution to HR.



Left to right: Mr. Avinash Vashistha, Chairman & Geography Managing Director, Accenture, India., Mr. Deepak Bharara, Director – Corporate HR, LITL and Mr. Rajesh Kumar, Head of Marketing, Indian Sub-continent, SAP India Pvt. Ltd.

Solar CEO Heads FICCI Solar Energy Task Force



Mr. V Saibaba, CEO of Lanco Solar, has now become the Chairman of FICCI Solar Energy Task Force. The Task Force has 34 leading members from all the dimensions of the value chain in the solar industry including manufacturers, project developers, system integrators, EPC companies, financial institutions and service providers.

Developments at 76 MW Phata Byung

The 76 MW Phata Byung hydroelectric project is progressing well. Dam concreting has been entirely completed and 85 per cent of the total 9.3 km of the Head Race Tunnel has been excavated in the difficult geological terrain of the Himalayas. The lining of the same stretch has also started. Power house cavern excavation has been completed and draft tube liner has also been laid.

Greentech Gold Award for Vidarbha

Lanco Vidarbha has bagged the prestigious Greentech Gold Award for outstanding contribution in Corporate Social Responsibility. The award was given at the 13th Annual Greentech Environment & CSR Conference on 30 October 2012 at Novotel Hotel, Hyderabad.





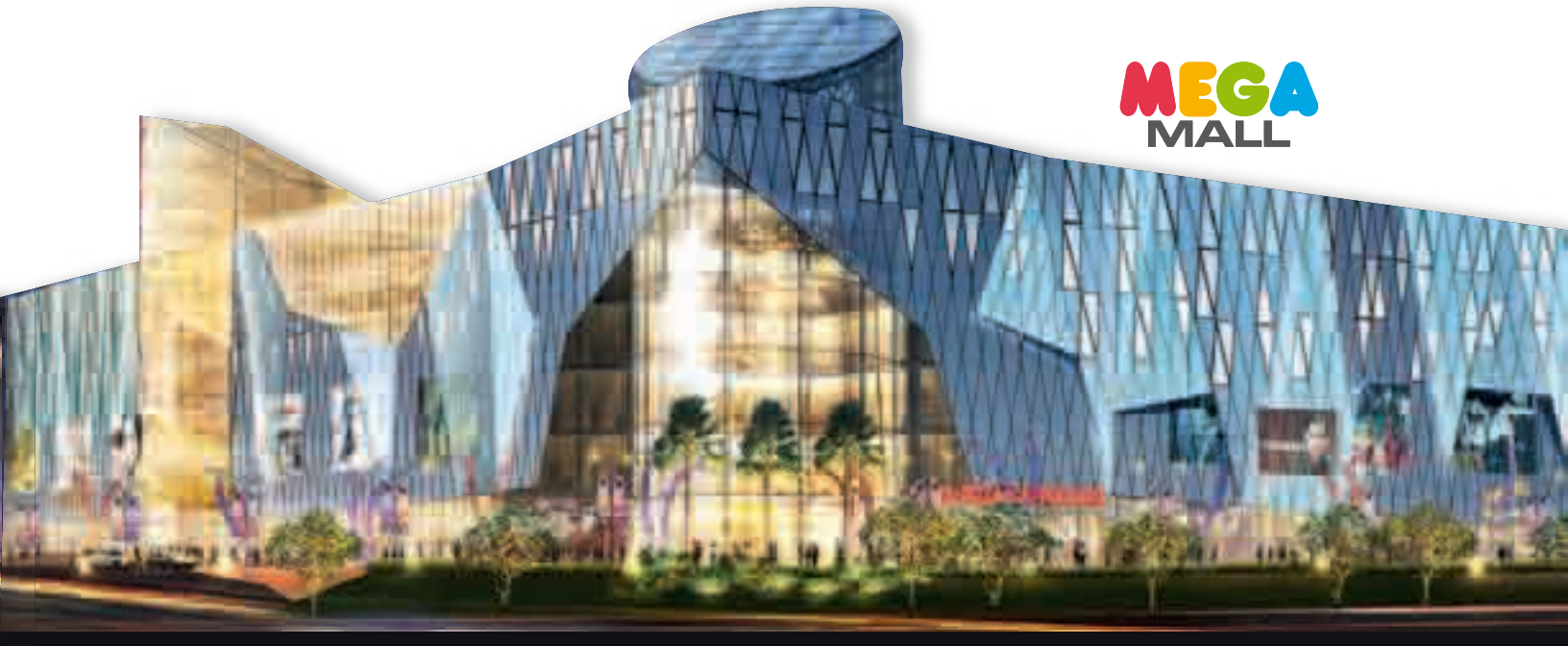
Lanco Hills wins Real Estate Award 2012

Lanco Hills adds yet another feather in its cap. Its project in Hyderabad was adjudicated as winner of the Prestigious CNBC AWAAZ Real Estate Awards in the Luxury segment for the year 2012, by CNBC Awaaz. The Award function was presided over by Mr. Ajay Maken, Hon'ble Union Minister for Housing and Urban Poverty Alleviation on 22 December 2012. The Award was received by Mr. S Pochendar, CEO of Lanco Hills Technology Park Pvt. Ltd.

Mega Mall - Another Land Mark from Lanco Hills

Lanco Hills, one of the world's largest mixed development projects announced the launch of most awaited, Mega Mall on 28 November 2012. Planned with in depth research and benchmarked with the best in the world, the Mall will bring a completely new experience for the people of twin cities. Unlike most of the other malls in the country that are skewed towards only one format, the Lanco Hills Mega Mall will be a destination mall which will serve to all demographics and tastes with widest range of options in every sphere like shopping, movies, gaming, entertainment, food and even events. The concept of the mall is in line with the promise of Lanco Hills to offer everything under one roof from luxury homes to office spaces to shopping and entertainment zones.

MEGA
MALL



Best Stall at CREDAI Show

Lanco Hills stall was adjudged the best designed stall at the CREDAI (Confederation of Real Estate Developers' Association of India) Hyderabad property show held in Hyderabad between 02 to 04 November 2012. This was the first ever mega property show by the CREDAI in Hyderabad. The show was inaugurated by Mr. N Kiran Kumar Reddy, Honourable Chief Minister of Andhra Pradesh in the presence of large gathering of CREDAI senior leadership team, developers, bureaucrats and industry members. More than 150 developers participated in the show which received close to 70,000 visitors.



Lanco Hills at CREDAI



Club Zeus opens at Lanco Hills

Club Zeus, India's largest residential club house, is operational at Lanco Hills from October 2012. The residential club has various facilities including: health club, yoga, aerobics, carom, squash court, racquetball court, table tennis, air hockey, banquet hall and cards room.

T&D Bags First External 765 KV Order

“The Transmission & Distribution Wing of Lanco has bagged the first external 765 KV double circuit transmission line order from JTCL”

The Transmission & Distribution Wing of Lanco has bagged the first 765 KV double circuit transmission line order from M/s Jabalpur Transmission Company Limited (JTCL, Sterlite). The agreement was signed on 25 October 2012. This is the first transmission line construction order placed by a private company (JTCL, Sterlite) and also the largest single value order worth ₹170 Crore. The project involves the herculean task of construction of 88 kms transmission line in a time span of 15 months.

Griffin Contributes to Port Terminal

Fremantle Ports signed a commercial agreement with the Australia-based Mineral Resources Ltd (MRL) in May 2011, to export iron ore annually through Kwinana Bulk Terminal (KBT). Since then, the terminal has undergone a AUD 44 million upgrade of its export infrastructure, with MRL providing most of the funding. Griffin Coal also contributed to the cost of the upgrading as part of an agreement reached last year to export up to 750,000 tonnes of coal annually for four years.

Just 10 months after the project was approved, the KBT upgrade works were sufficiently completed to allow the commissioning phase to commence. With a new, improved stockpile stacking and loading facility, Griffin Coal can now load ships at 1000 tph to meet the contractual arrangements both with the Port and customers.



State Dignitary visits Griffin

“Pleased to see that Griffin Coal’s Collie operations are on track.”

State Oppositions Leader (Western Australia) Mr. Mark McGowan stated he was pleased to see that Griffin Coal’s Collie operations are “on track”. The company appeared to be “going well”, Mr. Mc Gowan said after visiting Griffin Coal with Collie-Preston MLA, Mr. Mick Murray. They met Griffin Coal Vice President Operations, Mr. Aaron Maurer and Lanco Director, Mr. Raj Selvendra during the visit.

Mr. Maurer said “positive engagement across all levels of the company’s workforce was paying dividends and the result he remained most proud of was Griffin Coal’s safety performance”. He also said he was very pleased to see everyone genuinely looking out for each other and reporting potential hazards.

He added that across the company “there is a real sense of urgency and belief, combined with recognition that we can achieve our goals through continued support and engagement with the entire workforce, community, suppliers and customers”.



Left to Right : Mr. Mick Murray, MLA, Member of Collie-Preston, Mr. Aaron Maurer, Vice President (Operations), Griffin Coal, Mr. Mark McGowan, State Opposition Leader, Western Australia and Mr. Raj Selvendra, Lanco Director.

Extraction completed at Hebe Seam

After almost 60 years of mining, the 11 metre or 33 foot, Hebe seam is almost complete.

This large seam has been the backbone of the Collie coalfield since 1953 and for more than 57 years, Griffin Coal mined it both by underground and open-cut methods. The discovery of the seam in 1952 was front-page news and set in place huge investments in the power industry in Collie with the development of the Muja Power station. Premier Coal began mining the seam on its lease in 1998 and finished mining the last of this massive seam in September 2012. During the last 60 years (1953 – 2012), millions of tonnes of coal have been mined.

The massive seam is unique in the Collie coal basin and has supported the development of the state's largest single power station, Muja, since the first unit was installed in 1966.

Mr. Aaron Maurer of Griffin Coal said: "The Joint Boundary Mining Agreement between Griffin Coal and Premier Coal has enabled us to maximise recovery of the resource but the relationship with Premier Coal flows a lot further than that. Premier Coal has always been available to help Griffin in emergency situations."

While the Hebe seam may have finished, both Premier Coal and Griffin Coal have identified and continue to develop additional resources to sustain future production.



The Griffin Festival of the Arts and Crafts 2012



The Griffin Festival of the Arts and Crafts has been an important artistic and creative community event since its inception as Griffin Week in 1989. It provides a focal point for the Collie arts and cultural community and enables them to showcase and be recognised for their talents.

The Arts and Crafts Exhibition ran for nine days and included comprehensive displays from each of the local primary schools and the Collie Senior High School. During these days, four workshops were held on Spanish Dancing, Polymer Clay, Dynamics in Music and First Time Felting.

This year, 1,105 people visited the Exhibition and AUD 1,543 was raised for three charities from the entry fees. Running alongside the Arts and Crafts Exhibition were the Literary Awards. Prize winners received a certificate and a gift voucher, which were presented at an awards night by special guest Mr. Mick Murray, MLA, Member for Collie-Preston.





CENTRE STAGE

Corporate Social Responsibility

– A shift from Shareholders to Stakeholders

Corporate Social Responsibility (CSR) continues to evolve today, playing a significant role in overall corporate governance worldwide. As it evolves, or rather expands, the focus has shifted from Corporate Philanthropy to the entire gamut of the workplace, marketplace, community and environmental issues, apart from adopting the norms of accountability, transparency and sustainable development.

Definition and Trends

There are multiple definitions of CSR guided by various philosophies, approaches and perspectives. The most accepted definitions, however, are:

"Corporate Social Responsibility is the commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large." – World Business Council for Sustainable Development (WBCSD).

"CSR is about how companies manage the business processes to produce an overall positive impact on society." – Mr. Mallen Baker, UK Strategic Advisor on CSR.

Triple bottom-line (social, environmental and ethical) and 3 Ps (People, Planet and Profit) are the present focus of CSR. Responsible business with a clear focus on corporate governance, environmental protection and development of people, both at the workplace and in society, are the focus areas in today's CSR arena.

NEED-BASED ACTIVITIES

We at the Foundation always consider the relevance of our activities and programmes to the community and the end user. Each activity proposed and presented by the team is thoroughly discussed.

Our activities and programmes are aimed not at a particular social or interest group, but we work towards the development of the communities and society at large.

Community and other stakeholder feedback are very important to the Foundation, in improving our activities and reach. We use both formal and informal feedback mechanisms to constantly improve our activities and programmes and even make mid-course corrections to enhance the relevance and reach.

L Rajagopal,

Member of Parliament
and

Chairman, Lanco Foundation



CSR activities at Lanco began more than a decade ago with the initiation of our work with the differently abled. The Lanco Institute of General Humanitarian Trust (LIGHT), now the Lanco Foundation, was established in the year 2000 to steer the CSR work of the Lanco Group. Lanco has gone a long way in streamlining its CSR approach and activities over the years. The journey of Lanco CSR could be broadly divided into three phases, since they are distinctive processes in the Lanco journey so far.

2000-01 to 2006-07: Phase 1

The Launch and Roll-out

During this phase, initiated six activities for the benefit of neighbourhood communities and the society at large. These include: Distribution of more than 10,000 aids and appliances for people with loco-motor disability free of cost; Support nearly 130 families of Kondapalli wooden toy-making artisans in terms of training, promotion of the craft and family insurance; Drilling more than 900 bore wells to provide drinking water to needy communities; Lanco Voluntary Blood Donation; Establishing four Artificial Limb Fitting Centres (ALFCs) in four states for the benefit of the physically challenged; and Establishing a livelihood training centre at Vijayawada in partnership with Aid et Action, a France-based international NGO.

Phase 1 was ably led by the Board of Trustees and a committed team of the Corporate Communications Department, which indeed paved the way to take the organisation to the next level.

2007-08 to 2009-10: Phase 2

Transition to Planned Development Approach

This phase witnessed more professionalism, a programmatic approach, piloting of several new initiatives and partnership development. A small professional team was sourced to steer the CSR independently with the guidance of the Board of Trustees during this phase. KPMG was hired in 2008 to assist Lanco in drafting a CSR policy in consultation with all internal stakeholders. Several

new programmes were initiated and partnerships have been entered into with the British Council, Chennai; International Organisation for Migration (IOM) a UN-like Geneva-based international body; Starkey Hearing Foundation, USA; National Academy of Construction, Hyderabad; Indo-American Cancer Institute and Research Centre, Hyderabad; Caritas India, New Delhi and Employment Guarantee & Marketing Mission, Government of Andhra Pradesh.

The planning process for long-term and medium-term programmes were also initiated during this phase. Notable milestones in this direction were the Decennial Perspective Plans for a Home for destitute children, drinking water, eye care and disability. The first 5-year Business Plan and the first Annual Business Plan were developed during this phase.

Significantly, LIGHT was rechristened Lanco Foundation.

2010-11 to 2012-13: Phase 3

Structured output-based approach

This three-year phase can be characterised as the phase of focus, consolidation and measurement of programme outputs.

During this period, Lanco Foundation intends to cover activities and programmes in all four major and internationally accepted domains – Workplace, Marketplace, Community and Environment. During this period, Lanco Foundation structured all planned programmes with clear objectives, targets, unit and per capita costs, timelines, outputs and processes. It has also defined the target villages and area of operation, with clear monitoring and reporting systems to measure the progress on a monthly basis.

The Foundation has engaged its full-time employees at the field level to manage and coordinate the programme implementation in consultation with and guidance of plant level officials. All employees have been inducted and trained to deliver all planned programmes. By mid-August 2010 the Foundation had relocated to Gurgaon, leading to the creation of a new team altogether at the Head Office. Despite several shortcomings, Lanco Foundation has achieved more than 90% targets by the team going the extra mile and exhibiting steadfast commitment to the cause.



t Lanco

During this period, the Foundation's work earned Lanco the prestigious Golden Peacock Award 2012.

Our Current Work

The Foundation presently works in 14 geographic locations covering 12 Indian

cover nearly 10,000 women and children in 48 camps conducted every year. The special drive of awareness sessions cover more than 12,000 beneficiaries to address the issue of preventive healthcare.

Safe Drinking Water is another key

ENDEAVOUR TO DO MORE



As a member of the Foundation, it gives me immense satisfaction and happiness to see the growth and reach of our aid to the needy.

Our programmes generated great appreciation from the beneficiaries as well as public and also received many awards and recognition.

We will endeavour to help more people by channelising our resources in a better way.

My appreciation to all Lanconians for their support to the Foundation team in realising the objectives by enriching the lives of the under privileged.

Suresh Chukkapalli
Managing Trustee



states, spread across Himachal Pradesh in the north to Tamil Nadu in the south, a near pan-India presence. With more than 200 employees dedicated to the Foundation's work, Lanco today directly reaches out to 350,000-plus people and creates access to its services for about 500,000. The current programmes are spread across six broad sectors, contributing to the achievement of all Millennium Development Goals (MDGs). The programmes and their reach are illustrated.

Education

The Foundation currently covers six different programmes under this sector with a focus on contributing to the quality of education via School Scholarships (1,832), Professional Scholarships (231), School Kit Distribution (29,400), School Health Check-up (12,650), School Solar Energy (25 schools) with Computer and TV Package and School Eye Health (5,357). This intervention in the Education sector will help more than 50,000 students during 2012-13.

Health

The Foundation currently operates 17 Lanco Mobile Health Services (LMHS) Units across 13 locations directly covering a population of more than 200,000. The Special Health Camps

intervention in the health sector aimed at preventing water-borne diseases among the poorer communities. The Foundation has established 36 Reverse Osmosis water plants and is serving more than 65,000 people by providing safe drinking water free of cost. The Foundation plans to expand this service to another 15 locations by the end of this financial year.

Disability

Presently, the Foundation manages five ALFCs in five states, directly covering more than 6,000 differently-abled persons by providing artificial aids and appliances through centre based and community outreach activities. These ALFCs also conduct screening and distribution camps in other plant locations where Lanco operates. Besides providing artificial aids and appliances, services such as school awareness, scholarships, and employability training are also extended to differently-abled persons. World Disability Day is celebrated every year in all ALFC locations.

Community Development

Under this programme, Elders' Day is celebrated on the 16th of December every year across 11 locations covering 7,000 elders. During the day-long celebrations, awareness

PROFESSIONAL APPROACH TO CSR

Today, CSR has not only become a buzz word in the corporate circles, but also guided by several international best practices and approaches. Corporate governance and sustainable development are the key words fast moving around the world to make business houses more responsible.

We at Lanco are no exception to these trends, particularly because we are an Indian multinational company today. We are also guided by the National Voluntary Guidelines, which are critical in its approach and high on expectations from the business houses. We came a long way in taking forward our CSR to meet certain standards and expectations; National level CSR Golden Peacock Award for Lanco is an example. Nevertheless, I personally feel Lanco Foundation is still a toddler. The team at the Foundation are doing their best, but this is not sufficient, as CSR is the responsibility of every Lanconian and not just the Foundation.

R S Sharat, Director, Lanco Foundation

and cultural programmes are conducted and gifts such as woollen blankets, sweaters and shawls are provided to all participants.

Support to Kondapalli toy-making artisans continues to be one of the activities that draw the attention of the Foundation. Besides continuing the promotional activities, the Foundation provides a revolving fund to help artisans increase the production of toys. Kondapalli toys are today attracting several corporates, who include this craft in their list of gift items.

Environment

Environment cuts across all theories and approaches of CSR worldwide and Lanco cannot afford to overlook this area. Awareness programmes for school children and communities, tree plantation and village green awards are the main components of Lanco's environmental interventions. Lanco contributed to the plantation of more than 10 million saplings and created awareness among school children in 100-plus schools.

Sports and Culture

Through this programme, Lanco encourages budding sports persons and supports sports activities in several locations. Olympic players Saina Nehwal and Satti Geeta were among those supported and encouraged by Lanco. State and National athletic competitions, football, badminton, tennis and boat races are some of the events supported by Lanco in recent times. Three times Guinness Book record holder Shri Ghazal Srinivas has received all support from Lanco for his performance and achievements with the theme 'Gandheya Margam'.

Humanitarian Support

There are several examples where Lanco liberally supported patients with chronic illness, reaching out to victims of natural calamities such as the recent cloud burst in Uttarakhand, victims of fire accidents such as the one in Kumbakonam, special education support to bright and merit students and so on... the list is endless. This shows the human face of a corporate and being humane at heart is in the DNA of Lanco's top management and promoters.

Home for the Aged

There is yet another human face reflected in the form of a Home for the aged, financially supported solely by the promoters of Lanco. Estimated to cost more than ₹10 crore, the project is being developed over a sprawling five acres of land at Amarappa Naidu Kandrika in Nellore district of Andhra Pradesh, the ancestral village of the Lanco promoters. This large

project, slated to begin operations in early 2014, will have state-of-the-art facilities such as centralised kitchen, prayer hall, meditation centre, clinic, vocational centre, as well as library and recreation rooms. The Home will cater to the needs of around 200 elders in the first phase and will run on the concept of "The elderly need love, not just shelter and food".

CSR Drivers at Lanco

In Lanco, CSR is driven by the top management and the Board of Trustees. The Lanco Foundation is considered as good as a Business vertical. The performance is reviewed every month by the management on par with other business verticals. The Board meets at least five to six times in a year and steers the agenda of the Foundation. It is heartening to note that out of 23 Board meetings held between mid-2007 and mid-2012, the Chairman of the Foundation, who is also the Founder-Chairman of Lanco and a sitting Member of Parliament, was absent only on one occasion, that too because of a pressing last-minute engagement. This is the level of commitment demonstrated by the top Management and the Board of Trustees, which inspires the Foundation's team to strive hard and aim for excellence.

The Challenges

There are some challenges that CSR faces today. To begin with, there is no universally accepted definition of CSR; the bar is raised and the goal post is shifted often, making it difficult to measure success against an agreed benchmark. The second major constraint is the scope; there continues to be dichotomy between Corporate Responsibility (CR) and CSR. Thirdly, even the National Voluntary Guidelines issued by the Ministry of Corporate Affairs, Govt, which include areas such as Business Ethics, Transparency, Accountability, Sustainability, Employee Wellbeing, Human Rights, etc., makes it difficult for Foundations to address such issues.

On the operational front, the challenges essentially are: location-specific issues differ from universal social issues and, therefore, the present approach cannot address both issues, the expectations of the project-affected people are higher and beyond statutory deliverables, making it difficult to address larger community issues and it requires a high level of coordination between SPV-delivered Rehabilitation and Resettlement and CSR activities and Foundation-delivered CSR activities. The challenge is also to keep

operational costs at the bare minimum, while adhering to the corporate approach.

The Strengths

The CSR at Lanco is privileged to have its strengths from four quarters within our establishment. Firstly, the genuine commitment of the top management and the time and resources invested in this direction are the best examples. Secondly, the support CSR receives from all other departments of the company makes it possible to sail smoothly even in troubled waters. Thirdly, the support of SPVs and Plant Heads particularly is a strength that is garnered at the service delivery environment. Last but not least, the professional team, which has a rich experience in the social sector across geographies and various social issues.

Further, the strong network of contacts in the social sector, both within and outside the country, and the understanding and knowledge of the sector is also a big strength of Lanco CSR.

The Way Forward

The CSR at Lanco has travelled a long way, reaching several critical and important milestones; we have constantly and intentionally moved our own goal posts and successfully reached them. But there is still much room to reach higher levels of achievement and new milestones. Moving forward, Lanco Foundation need to target the following seven areas:

- 1 Global Reporting Initiative Sustainability Reporting of Lanco Group.
- 2 Partnership building through sustainable approaches.
- 3 Designing programmes considering cross-cutting issues, particularly gender, community participation and inclusive growth.
- 4 Expanding the programme to strengthen the missing component of livelihoods and income generation.
- 5 Measurement of success from the current output level to outcome-and-impact level.
- 6 Direct programme reach to more than 500,000 people.
- 7 Automation of systems for improved efficiency and effective monitoring.

We need to gear ourselves to meet the statutory requirements and excel in our overall endeavours. We are confident about moving to the next level... the future is bright for CSR in India.

WE LEARNED BY DOING

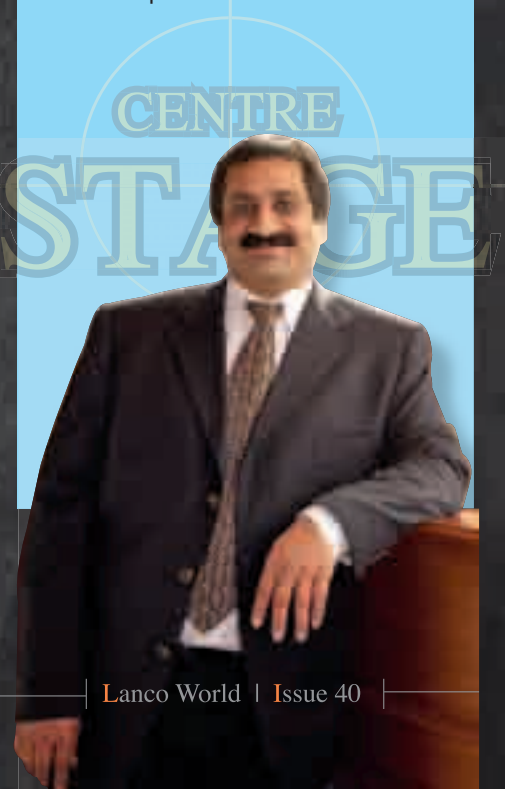
Few might be aware that I was managing the activities of Lanco Foundation until mid-2007. I have personally overseen the process of setting up the Artificial Limb Fitting Centres (ALFCs) in Vijayawada, Kumbakonam, Udupi and Korba and developed lot of insight into the social development activities.

I am indeed very glad today to see the Foundation is reaching out to hundreds & thousands of people with its pan India presence and expanded activities in all the core social sectors. I am confident that the Foundation will cross more milestones by further raising the bar, which it set for itself.

V Sreenivas

Director

Corporate Communications



K Cafe

A Blend of
Knowledge,
Conversations
and Coffee.

*It is believed that
when you put coffee
and people together,
brilliant ideas are
brewed.*



The EPC Knowledge Management (KM) Team is promoting the monthly Knowledge Cafes or what are commonly known as K-Cafés at EPC. The K-Café is a means of getting people together through an open invitation wherein an experienced speaker (internal or external) presents, discusses and shares his or her knowledge on a technical or business subject. For listeners, K-Café is the place where they walk in, pull up a chair and tune into an engaging three to four hours of knowledge-sharing session delivered by an expert. The premise of the K-Café is to introduce a new way of sharing wherein an internal or external expert can share his or her knowledge, ideas or even experience.

But why would people want to hear about anything outside their domain?

People today realise the dynamic nature of businesses and working. It is critical to keep abreast of not only what happens in your respective domains but also to share and learn about what is happening in related domains, what are the new and improved methodologies, why we succeed in some areas only and where could we possibly improve.

Thereby, K-Café provides an informal platform to learn from experts across different domains, besides external speakers from related industries.

How it all began...

The KM team observed that there were many islands of knowledge within the thermal, hydro, infrastructure and construction divisions and as many willing domain experts who wanted to share their experience on various topics. There were also interested listeners who wished to hear and learn from multi-discipline experts but there was no opportunity to do so.

The KM Team therefore worked towards creating a bridge to facilitate meaningful and interactive sessions between the speaker and the audiences. After identifying the speaker and fixing the K-Café date, the KM Team supports the session with the logistics, awareness and reminder promotions of the event.

K-Café is a concept borrowed from globally-renowned Knowledge Management expert and independent consultant, Mr. David Gurteen. The KM Team simply amended his concept to suit the interest areas of our industry.

K-Cafés so Far

Over the last three months, the KM Team has organised two K-Cafes and a K-Day. A K-Day is a daylong K-Café wherein an external speaker (an industry specialist) is invited for a talk on a technical or business subject.

As for the response at the K-Café, in each of the sessions so far, we've always had to pull chairs from other training halls because we always exceed the maximum number of expected participants! People have responded enthusiastically to hear and learn from both internal and external speakers.



Closing the Loop

After the K-Café, the KM Team creates a Wiki page on the KM Portal with a brief about the K-Café, uploads the presentation that was delivered as well as the photographs and/or video of the event. The Wiki link is circulated to everyone in EPC so even those not present for the K-Café can benefit from it. This helps to keep the conversation going as users have the option to comment or ask questions to the speaker via Wiki.



The following K-Cafés have been organised till date:

7 August 2012

K-Café on Analysis & Design of Steel Chimneys
Speaker: Mr Varun Tyagi
Sr Engineer, Koradi Thermal Power, LITL

7 September 2012

K-Day on Critical Valves in the Power Plant
Speaker: Mr S Giridhar
Velan Valves Pvt Ltd

17 October 2012

K-Café on Metro Projects
Speaker: Mr Alok Tiwari
ED, Business Development, LITL

20 November 2012

K-Café on Hydro Projects
Speaker: Mr BK Sharda
Head, EPC Hydro, LITL



Mr. S Giridhar, Velan Valves Pvt. Ltd., demonstrating types of Critical Valves

Future Plans

During a recent KM Champions (KM Champions are nominated Knowledge Management representatives across all sites, departments and functions who are expected to advocate and support knowledge management and also play the role of knowledge agents) Day on 31 October 2012, they were briefed on how a K-Café could be conducted. One can witness the KM Champions, especially the ones nominated at sites, taking the initiative to organize K-Cafés to enable free flow of knowledge and learning over a hot cup of coffee.

The KM Team will continue to organise K-Cafés at the head office and intends to train as many people as possible who wish to begin a similar knowledge-sharing initiative for their divisions.



Home for the Aged



The need to provide love, care and shelter to the elderly is increasing day by day in India due to higher life expectancy, nuclear families, work-related migration, poverty and emerging new lifestyles. This is particularly true in rural areas, where facilities are hardly available to take care of the elderly.



Keeping this in view, the promoters of Lanco Group have decided to build a home for the aged with all facilities to accommodate more than 200 persons and provide all the necessary love, care and compassion for the elderly. A Bhoomi Puja was performed on 4 August 2012 to build a 200-bedded home for the aged at Amarappa Naidu Kandrika village in Nellore district of Andhra Pradesh, the ancestral village of the Lagadapati family. With all amenities such as shared rooms, kitchen and dining halls, library, meditation centre, prayer hall, vocational centre, clinic, security, etc., required to enable the elderly to live with dignity and comfort, the Home is being built at a sprawling campus on more than five acres of land.

Three building blocks, each one with Ground + 3 levels, have been planned to

accommodate nearly 200 residents, including couples. Presently, work is underway on two blocks – Block A and Block B. The entire project cost (estimated at around ₹10 crores) will be met by the promoters of Lanco Group: Mr. L. Rajagopal, Mr. L. Madhusudhan Rao, Mr. L. Sridhar and Mr. G. Bhaskara Rao. Being executed through the Lanco Foundation, the project is expected to be completed and formally launched by early 2014.

The promoters are providing direct leadership in taking forward this philanthropic project. Mr. Rajagopal, the Founder Chairman, Mr. Madhusudhan Rao, Executive Chairman and Mr. Bhaskara Rao, Executive Vice Chairman, LITL and Trustees of Lanco Foundation personally visit the site to oversee the project.

Lanco Annual Voluntary Blood Donation Camp

The Founder Chairman of Lanco Group, Mr. L. Rajagopal has first initiated the Voluntary Blood Donation Camp to promote employee voluntarism among the staff at Lanco. For nearly a decade, it became a practice in Lanco to organise a Voluntary Blood Donation Camp exclusively for Lanco Group employees on the eve of Gandhi Jayanthi on 2 October every year.

The Camp has been receiving overwhelming support from Lanconians across India. The Lanco Voluntary Blood Donation Camp 2012 was no exception to this support, despite the fact that the external climate is challenging. This shows the solidarity expressed by Lanconians to the Group and a human cause.

The Blood Donation Camp was organised in 25 locations during September-October 2012. After due medical screening processes, 1,409 Lanconians donated blood, which is 24% of the total staff strength in these locations. This number is 5% more than last year's donors in terms of donors against total staff. Though Gurgaon, Angul and Koradi recorded more than 100 donors, the actual credit goes to Rajnandgaon, where 87 out of 103 staff actually donated blood after due screening; a remarkable 84% donors. Koradi with 68%, Visakhapatnam with 67% and Sikkim with 60% follow thereafter.

Executive Chairman, Mr. L. Madhusudhan Rao, launched the first camp at Gurgaon on 25 September 2012, by volunteering first to donate blood for the 2012 Lanco Voluntary Blood Donation Camp. Mr. G. Bhaskara Rao, Executive Vice Chairman, LITL felicitated the Red Cross team that conducted the camp at Lanco Corporate Office.



What will the Top Tech Trends be in 2013?

Nothing happens overnight; the trends in 2013 will surely be an outgrowth of what has happened last year. But a few markets may see an inflection point in 2013:



Cheap tablets – most people still think of tablets as expensive premium Apple toys. But these things are going to be \$19.95 soon, cheaper than a hardcover book. This has some implications: Every kid in every school can have one or more than one. They'll be widespread in Africa, Asia, South America, even in places without landlines. Many folks may skip smartphones completely and move directly to small tablets. You can own multiple tablets, optimized for different purposes (same as how you own multiple hardcover books today). This will bring in changes in education, health care, retail and restaurant experiences, automobiles, etc. as we stop thinking of these things as expensive computers and start thinking of them as replacements for paper.

Wearable computing – a revamped iPod Nano, the Pebble watch project, and/or other things like them will make this the year you'll finally see people checking a watch or a necklace regularly for messages from their friends vs. whipping out their phone and turning it on constantly.



TV – this may be wishful thinking, but something significant could finally happen in the living room in 2013. It could be the long-awaited Apple iTV, or it could be Tivo getting acquired by Apple or Google or Microsoft. The ideal TV experience is a single box that lets you both record and download any content you want at any time via a single interface. We'll take at least a step towards that this year. An upgraded Apple TV box plus a true iTV with built in DVR functionality, a revamped interface and set of services, and an app store are truly the things to bet upon.



Mobile payments – as NFC becomes more widespread, and services like Square and Paypal roll out, 2013 might finally be the year where walking into a store and paying with your phone or just by giving your name becomes common and not just an early adopter experience in a few markets.

(sourced from www.quora.com)

A section where five Lanco officials share their candid views on relevant facets of general management

CROSS

Kiranbhai Padia
ED, LTPCL

Evani Sudhakar
Head GMA & Ethics Counsellor, LITL

1. One tip for time management
2. One signal that tells you there is a problem
3. One technique for handling anger
4. One good thing about the new generation
5. One way you use for resolving conflicts
6. One thing that clinches a deal
7. One thing you want to improve in yourself on professional front
8. How do your colleagues define you
9. What's your stress buster idea
10. What motivates you at work

1. Planning Precisely and Executing Exactly
2. A change in body language
3. Deep breath with a feel of great Universe
4. Easily adapting new technology
5. Open hearted discussion
6. Mutual trust for Win-Win situation
7. Soft skill
8. Balanced and Matured
9. Meditation
10. Trust and respect of my team

1. Differentiate between Spending and Investing
2. Frequent Variations either in Responses or Resource Utilisation or Process Efficiency or Control Systems
3. Hearing out with Patience
4. Independent with high Adrenalin levels
5. EGO Management
6. Providing a Future
7. Presenting/Authoring a series of booklets on Business Essentials
8. WALKS the TALK
9. Holidaying with Family
10. Developing People



SECTION

SL Batta

Director-Legal, LITL

1. Set deadlines before commencing work
2. When you hear evasive answers
3. Take a timeout, things may not be so outrageous thereafter
4. Willingness to challenge established practices
5. Consensus
6. Tenacity
7. Acclimatized with new legal environment
8. Vibrant and approachable
9. Siesta
10. Optimal level of performance

RB Srinagesh

Wholetime Director, HPPL

1. Act immediately
2. If someone is postponing / avoiding response
3. Change the topic for the moment
4. They are very open
5. Discuss with the person directly and avoid communicating through e-mails
6. Win-Win formula
7. Increase the frequency of interaction with all levels
8. Dependable and Result oriented
9. Focus on solution, Read a book or have a conversation with a youngster
10. Team performance/ success

VV Rao

Project Director, LITL-EPC

1. Wake up early, Be punctual & Respect others time also
2. Silence without reason & Body language of people in / around the problem
3. Speak nil or minimum while angry
4. Smart and more clear about what they want, from early part of their life
5. Listen honestly and then discuss point by point
6. Trust & Confidence
7. Communication with higher-ups at normal times also
8. Knowledgeable in work, Straight forward, Honest & Hardworking guy
9. Have a party if group is available. Recite Gayatri Mantra if alone
10. Others sincere work. And belief in first way shown by Bhagavad Gita (Do your work sincerely but do not look for the result of the same) for realization of life



Understanding Your Teammate's Point of View

How often have you found yourself in conflict with a teammate because you see something one way and he/she sees them another? Perspective is a powerful phenomenon. The ancient fable of several blind men describing an elephant illustrates this well. Each was touching the elephant in different places and consequently their perspectives were radically different. The blind man touching the ears believed the elephant to be flexible and almost flat. Touching the elephant's trunk lead one to certain knowledge that an elephant was like a snake. The legs, tusk and tail all gave a different perspective about the structure of the largest land mammal.

The dynamics of a team create similar differences in viewpoint. It is incumbent upon all team members to work at understanding their group's ideas, positions and situations. Here are four ways to better align your perspective with your teammates.

Leave "your side" and visit "their side."

"There are truths on this side of the Pyrenees, which are falsehoods on the other" – Blaise Pascal.

Do whatever you can to discover your teammate's perspective. Listen to his/her goals, objectives and concerns. Read and study the source documents upon which they founded their position. Or figuratively cross the Pyrenees and visit their place – their office, workspace or location. You may find this will be sufficient to alter your thinking. Understanding your teammate's viewpoint and knowing what is trying to be accomplished will allow you to see they too have the team's interest at heart.

Acknowledge the validity of your teammate's viewpoint.

"Chaos is a name for any order that produces confusion in our minds" – George Santayana.

People's personal experiences and belief systems are diverse and complex. What you initially see as chaotic may simply be the other person's plan to reach the same goal. There can still be differences of opinion. Just because you initially see a solution a certain way doesn't necessarily mean it is right. If you work to find the legitimacy of a teammate's point of view, it will stretch your thinking and what seemed chaotic may begin to make sense.

Be aware of your attitude.

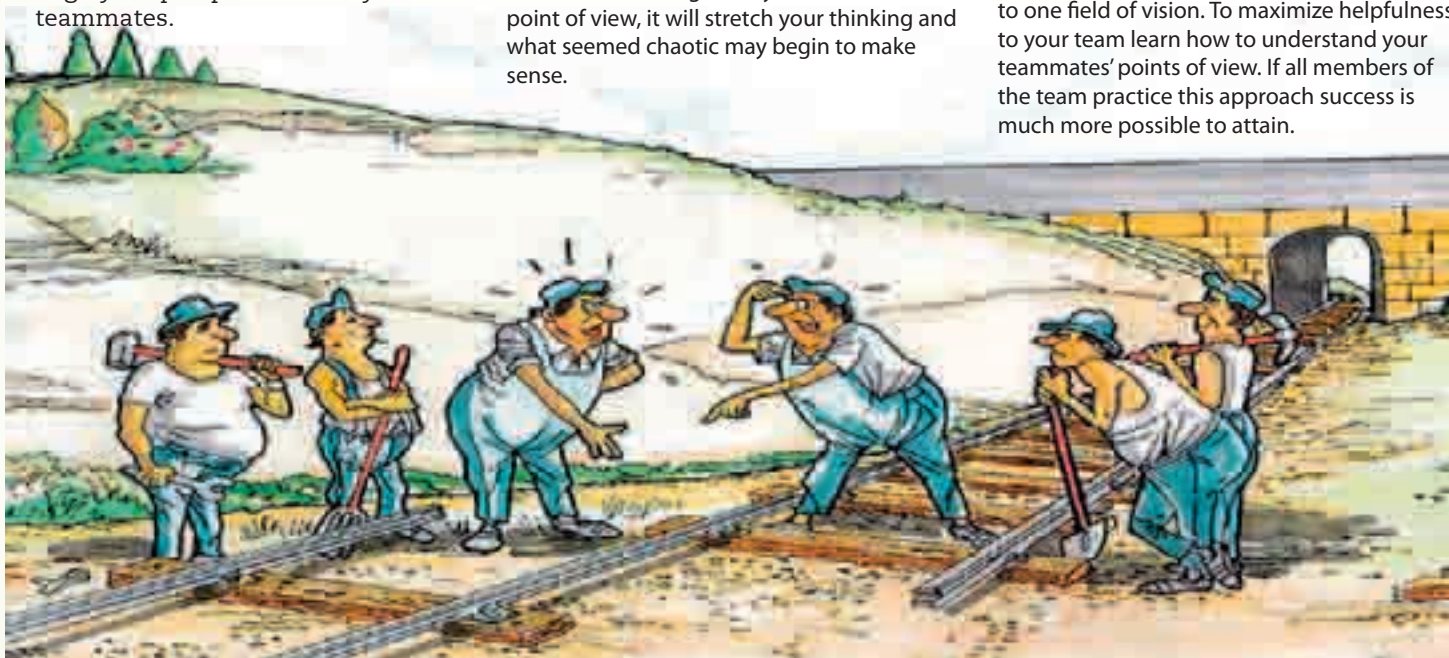
"Is the glass half empty, half full, or twice as large as it needs to be?" – Author Unknown.

When it comes to seeing things from another person's point of view, attitude has a huge impact. It is much easier to see both sides of an issue when you are not particularly concerned about the outcome. It becomes much harder when you have a vested interest in it. When that's the case, you may be more concerned with getting your way than making a way to connect with others. At the core is whether you are willing to change. When you don't want to change, you see the glass in only one way. When you are willing to change, they can be seen all three ways – half empty, half full or twice as big as it should be.

See the advice of other teammates.

"Eventually you realize that not all opposing viewpoints come from people who oppose you" – Robert Brault.

The key to understanding your teammate is empathy. Empathy is the identification with and understanding of another's situation, feelings, and motives. With empathy it becomes much easier to connect with a teammate's point of view. Sometimes the easiest way to do this is to simply ask other teammates whose perspectives differ from what was discussed. It is in the sharing of ideas and the openness of your exchange that understanding begins to occur. Arthur Schopenhauer, philosopher in the 19th century said, "Every man takes the limits of his own field of vision for the limits of the world." Highly effective teams don't limit themselves to one field of vision. To maximize helpfulness to your team learn how to understand your teammates' points of view. If all members of the team practice this approach success is much more possible to attain.



Scenic beauty of Bedford, UK



Mamta Gill,
Asst Manager, LITL-EPC

Calm & Serene view of River Dee, Aberdeen, Scotland



Kamal Teja,
Sr Engineer, LSPL

Dayanand Awasthi,
AGM, MMTEL



Kanha National Park

Starting this issue, we are introducing a new section, 'Young Minds' where in six Lanconians from the Middle Management share their personal opinion on a theme given to them.

SV SUBBARAO

Sr. Manager-Corp. Comm.,
Lanco Infratech Ltd.,
Gurgaon

In the process of discharging our duties, it is very difficult to say what is better thinking or doing as both are linked with each other. However, I feel that to start doing is more important than thinking for better ideas of doing. While doing, automatically thinking process starts working and it keeps giving new ideas to complete the task in a better way. I have seen many people who just think, thinking (over thinking)..... for better ideas and they will not start the work. But when they finally start doing that job they often find that those ideas will not work as expected. Therefore, I feel that real ideas will come through experience.

Here it may be relevant to mention the general proverb "Good start is half done".

Also, one has to think smart while working as mere hard work or doing immediately without understanding the subject will not produce the desired results. Hence, dear friends, work smart for the best speedy results so as to match with the fast changing world of work.



PRIYABRAT KUMAR

Sr. Manager-C&I Engg., EPC-Division,
Lanco Infratech Ltd.,
Gurgaon

Thinking and doing are meant to be united. A true intellectual is able to apply his learning to the actual world, instead of simply living in clouds of ideas and theories.

The type of knowledge that results in action can't be taught in classrooms alone. It requires people to create and to fix, to learn through practice and failure. If thinking



is bound up with action, then the task of getting an adequate grasp on the world, intellectually, depends on our doing stuff in it.

As a manager, it's only rare if you have some quiet time to think about the next strategy or just actually go ahead and do the actual things that you've strategized on. Almost every time you have to do both thinking and doing.

Thinking about the strategy while actually doing the strategy.

Speed is a simple factor that can make a real difference in business success. In a competitive market, it's not having the idea that wins; it is - of course - about how quickly you execute it.

Speed is a business lesson that any organization can learn.

What is "Thinking o

K. PALANIDURAI

Sr. Manager - Maintenance,
Lanco Tanjore Power Company Ltd.,
Karuppur

Though the words "thinking" and "doing" are very closely related, not easy to separate, I believe "thinking" process is better than the "doing".

Reason being that the outcome of "thinking" is "doing" (result) as I believe. Thinking is more important, which may be considered as imagination.

"Thinking", the thought process, does not have limitation where as "doing" is having with its own limitation due to many factors...

Thinking... thinking... thinking... many times before doing always ends up with good results.

Doing anything first, then after wards to think, may not be the right attitude to achieve the desired goal.

Therefore, thinking is better than doing.



better r Doing?"

P V SOMA SEKHARA NAIDU

Sr. Manager - Legal,
Lanco Kondapalli Power Ltd.,
Hyderabad

Thinking before doing right things is important.

As thinking involves analysis of a thing to be done, it helps understanding the intricacies involved in doing such thing, which intern help in arriving at proper planning to do the thing and meet the difficulties of doing.

Mere thinking without doing is of no use.

Thinking is an invisible labour for smooth implementation of visible actions.

Thinking is mere idleness if it is not executed.

Similarly thoughtless doing of a thing may lead to untoward consequences.

Timely thinking and doing things at right time are the best.



P. SURAJ

Sr. Manager – Operations,
Udupi Power Corporation Ltd.,
Udupi

"Take time to deliberate, but when the time for action comes, stop thinking and go in."
Napoleon Bonaparte

Success is the summation of strategic thinking and effective implementation of thoughts. Thinking and action are meant to be united for intellectually rewarding work. Everybody has to apply his learning to the actual work instead of living in clouds of



ideas and theories. Practical knowledge can only be lived. People are to be encouraged to use their minds when making work-related decisions.

Separating thinking from doing work lead to degradation of work . Many people find their jobs unfulfilling if they are simply following rules and procedures. But thinking can't replace action.

We must set deadlines for decisions. We must be present and aware. Expect failure and realize that victory comes through innumerable failed attempts. The idea that wins is the one which is quickly executed rather than waiting until its perfect.

"Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win" Chinese proverb.

J. SANGEETHA

Sr. Manager – Procurement & Contracts,
Lanco International Pte Ltd.,
Singapore

We learn more by doing first than by thinking.

It is because doing is fundamentally an iterative process: doing is trial. The idea of trial and error as a method of learning means making mistakes and learning from them. Making mistakes and figuring out what doesn't work can also be desirable as evidence of absence.

If it is the sheer number of trials that spur the creation of knowledge. In a competitive market, it's not having the idea that wins, it is of course about how quickly we execute it.

Sometimes thinking results in unnecessary complexity which obstacles our ability to interpret results. For the novice, the presumption is that less experience, or fewer trials must be supplanted with more reasoning and thought.

Alternatively for the expert, the problem is reliance on accumulated experience to create a basis for reliable reasoning and thought.

However, from my perspective the better would be "doing" than "thinking".



This section invites your suggestions and comments about the issue and/or about any article or news item published in it. The most meaningful letter gets highlighted with the photograph of the sender. You can mail us your letters at: vibha.upadhyay@lancogroup.com

Dear Mr. Editor

Lovely media to know about the updates of the Organisation, very vibrant. Gives an international feel.

Smita Kar Saha,
Asst Manager, LBPL

Dear Mr. Editor

Lanco World was excellent as always and its first topic 'From the Chairman's Desk' really helped me in understanding current business scenario. 'Cross Section' provides an opportunity to see different options for a particular situation as seen by our senior colleagues. Humour section, Safety tips in daily life, may be added in our magazine. Overall, I love to be associated with this fantastic magazine.

Rajesh Mehta
DGM, LITL-EPC

Dear Lanco World Team

In "Getting over tough time", Chairman's message is very effective, clear and influential. Centre stage, cross section and rapid fire are very imperative, giving excellent motivation to the Lanconians. We may add the personal achievement and sections like "walk with talk" covering personal and professional life of our achievers. "LANCO WORLD" is one of the best in-house magazines in its design and graphics.

NN Tiwari
DGM, LAPL

Dear Lanco World team,

Thanks for bringing out such a prized edition each time. The essence of any magazine or a newspaper is in its news quality, facts, timeliness and presentation. In that respect, our LW stands several nautical miles high. All the best and keep up the visual poetry through our Lanco World!

Vaidyanathan K
GM, Lanco Foundation



Best Letter

Dear Lanco World Team,

It gives me immense pleasure to share my views on our In-House Magazine Lanco World. It is needless to mention that the design, graphics, photographs, pictorials which were carried in all the issues so far are not less for comparison with any of the renowned global publishers.

The contents are really informative and are a constructive platform for all Lanconians to understand each other and get themselves updated on all the edges of Lanco.

The address by our beloved Executive Chairman in 'From the Chairman's Desk' – Getting Over Tough Times, is sufficient for self-motivation to equip ourselves to meet the adverse challenges. The Sections 'Briefly'; 'Cross Section' and 'Rapid Fire' acts as the punch lines that reflect success.

I thank Lanco World Team for their efforts in bringing and delivering such a wonderful In-House journal to us and I wish them all the best for all the future publications and a successful key in making Lanco go-global.

Ravi R. Jere
Dy. Manager, UPCL



“India aims to provide affordable and uninterrupted electricity to all households in the next five years and renewable energy technologies (RETs) provide possibly the most sustainable and economic options to attain that goal”

Dr. Manmohan Singh, Hon'ble Prime Minister of India



“Energy consumption continues to be as efficient as possible so that the low energy intensity of the Indian economy can be maintained.”

Mr. Jyotiraditya M. Scindia, Hon'ble Minister of State for Power, Govt. of India



“Many management and societal problems, at the root, are caused by poor or inadequate measurements”

Mr. Robert S. Kaplan, Strategy Guru

The brain likes a challenge – and putting a few obstacles in its way may well boost its creativity.

Mr. Ian Leslie, Consultant – Communications & Marketing Strategy

“In some form, there has to be something like Japan did in the 1960s and 1970s, of saying they would have a major thrust in electronics or the auto industry, and do everything possible for x number of years to make that industry globally competitive [such as] provide incentives to set up plants, to have R&D, to buy the technology”

Mr. Ratan Tata, Chairman Emeritus, Tata Sons



Amazing FROZEN LEMON



Many professionals in restaurants and eateries are using or consuming the entire lemon and nothing is wasted. **How can one use the whole lemon without waste?**

Simple...place the lemon in the freezer section of your refrigerator. Once the lemon is frozen, get your grater, and shred the whole lemon (no need to peel it) and sprinkle it on top of your food. Sprinkle it to your whisky, wine, vegetable salad, ice cream, soup, noodles, spaghetti sauce, rice, sushi, fish dishes, etc. All of the foods will unexpectedly have a wonderful taste, something that you may have never tasted before. Most likely, one can only think of lemon juice and vitamin C but not now after reading this article.

What's the major advantage of using the whole lemon other than preventing waste and adding new taste to your dishes? Well, **lemon peels contain as much as 5 to 10 times more vitamins than the lemon juice itself.** But from now on, by following this simple procedure of freezing the whole lemon, then grating it on top of your dishes, one can consume all of those nutrients and get even healthier. It's also good that **lemon peels are health renovators in eradicating toxic elements in the body.**

Lemon (Citrus) is a miraculous product to kill cancer cells. It is 10,000 times stronger than

chemotherapy. Why we don't know about that? Because there are laboratories interested in making a synthetic version that will bring them huge profits.

One can now help a friend in need by letting him/her know that lemon juice is beneficial in preventing the disease. Its taste is pleasant and it does not produce the horrific effects of chemotherapy. How many people will die while this closely guarded secret is kept, so as not to jeopardize the beneficial multimillionaires large corporations?

As we know, the lemon tree is known for its varieties of lemons and limes. You can eat the fruit in different ways: you can eat the pulp, juice press, prepare drinks, sorbets, pastries, etc... It is credited with many virtues, but the most interesting effect is what it produces on cysts and tumors.

This plant is a proven remedy against cancers of all types. Some say it is very useful in all variants of cancer. It is considered also as an anti-microbial spectrum against bacterial infections and fungi, effective against internal parasites and worms, it regulates

blood pressure which is too high and an antidepressant combats stress and nervous disorders.

The source of this information is fascinating: it comes from one of the largest drug manufacturers in the world, says that after more than 20 laboratory tests since 1970, the extracts revealed that lemon extracts destroys the malignant cells in 12 cancers, including colon, breast, prostate, lung, pancreas etc.

The compounds of this tree showed 10,000 times better than the product Adriamycin, a drug normally used chemotherapeutic in the world, slowing the growth of cancer cells. And what is even more astonishing: this type of therapy with lemon extract only destroys malignant cancer cells and it does not affect healthy cells.

So place your lemon in your freezer, and then grate it on your meal every day. It is a key to make your food tastier and you get to live healthier and longer! That's the lemon secret! Better late than NEVER! The surprising benefits of lemon!

S. Subash, AGM-HSE, LITL-EPC, Nagpur



The business leader you admire the most : Ratan Tata



Your management mantra : If man command wisely, you will be obeyed cheerfully

A crucial element for a project's success is : Planning

In order of priority, three core areas a project manager should ensure for effective execution of a project :

1. Planning resources vis-à-vis deliverables
2. Create structure to accomplish task
3. Watchful eye on issues which others are likely to ignore



The book that inspired you :

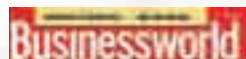
My Experiments with Truth by Mohandas Karamchand Gandhi

A piece of advice for Lanconians : Learn to face failures and success in your lives



Your favourite

Daily :



Magazine : Business World

Website : www.nseindia.com

Holiday destination : Goa



TV Program/Channel : Sony

Restaurant : Pind Balluchi



Hobby : Watching TV/News channel



Sport : Badminton

Passion : Work

A dream you would like to chase later in life :
To write a book on experiences gained in life

S C Manocha

Deputy Managing Director, LITL





LANCO

EPC | POWER | SOLAR | NATURAL RESOURCES | INFRASTRUCTURE