

## Curriculum Vitae

18

**Sunil Tandon**

**Office:**

901 Gabbana House, 15<sup>th</sup> Road, Khar (W), Mumbai

India 400 021

Phone (office): +91 22 26007137

Fax: +91 22 26007136

Mobile: +91 98676 88888

Email : [suniltandon57@gmail.com](mailto:suniltandon57@gmail.com)

: [sunil.tandon@ariscap.com](mailto:sunil.tandon@ariscap.com)

---

**A. Profile**

Date of birth: 26<sup>th</sup> September 1957

Nationality: Indian

Languages Spoken: English, Hindi, Urdu and a smattering of Bangla

Marital status: Married with two children

Joined the Indian Administrative Service in 1983

Resigned in January 1997 and joined the Port of Pipavav, the first Private Port in India. Since then have worked at various senior positions in the private sector promoting Public-Private Partnerships.

**B. Education**

1. **Masters in Business Administration**, Strathclyde Business School, University of Strathclyde, Glasgow, UK with specialisation in Finance and Financial Management. **First Rank in the University**. Dissertation on "*The Performance of Fund Managers in India – A case study of 36 mutual Funds*"
2. **Masters in Political Science and Public Administration**, University of Allahabad, India, **First Rank in the University**.
3. **Bachelor of Science (BSc)**, University of Allahabad, India, **First Rank in the University**

### **C. Specialised Areas of Experience**

Large Infrastructure Projects (Airport, Port, Railways, Expressways, Special Economic Zones)

Public Private Partnerships

Project Management and Project Finance

Joint Ventures, Mergers and Acquisitions

Public Administration

Aiding Corporates and State Governments in Raising Finance

### **D. Work Experience**

I have 29 years of work experience in the government and in the private sector. In the Government, my experience spans the entire spectrum from policy formulation to implementation of policy. The focus areas of activity during my tenure in government and subsequently in the private sector have been as follows:

- Identifying business opportunities for growth from conceptualization to execution. Creating, developing and supporting Teams for Transactions. Enlisting the support of local and international agencies for developing new projects. Some examples are the Port of Pipavav, Pipavav Rail, Hyderabad International Airport, Tambaram-Tindivanam Expressways and Tuni-Anakapalli Expressways and Delhi Airport Privatisation.
- Have worked in Government of India and with the State Governments of Madhya Pradesh, Tamil Nadu, Karnataka, Andhra Pradesh, Rajasthan and Orissa advising them on Public-Private Partnerships. As Deputy Secretary/Director in the Ministry of Finance, Government of India, have also worked with other governments, such as UK, France, Germany, Japan, Netherlands, Denmark, Switzerland, Austria, Czech and Slovak republics and others.
- Have worked in conjunction with CDC (UK), DANIDA, NORAD, SIDA, Ministry of Development Co-operation (Netherlands), Multilateral organizations

like IFC and ADB and International FIs/Banks like KFW, ABN Amro, HSBC and Deutsche Bank, Stanchart Grindlays and others.

- Have vast experience in private sector and government agencies in promoting Public Private Partnership Projects.
- Have excellent contacts and good working relationships with key government officials and multilateral and private sector communities.
- Have presented papers in national and international seminars
- Have worked as Managing Director and Chief Executive Officer in some of the best infrastructure companies/Projects in India.
- Have initiated several large Public Private Partnership Projects in India.

a) Presently, I am the Chairman and Managing Director of Ariston Advisors Private Limited. (For details see website: [www.ariscap.com](http://www.ariscap.com))

b) Guest Faculty, Indian School of Business (ISB), Hyderabad

c) Guest Faculty, Russel Square International, London School of Business, London

#### **E. Positions Held**

1. **President and CEO, GMR Infrastructure Limited, Bangalore (April 2002 to Present)**
  - a. Head the Transportation Division of the GMR Group
  - b. Director, Hyderabad International Airport Limited,
  - c. Director, Tambaram-Tindivanam Expressways Pvt. Limited
  - d. Director, Tuni-Anakapalli Expressways Pvt. Limited.
  - e. Head of the GMR Team bidding for restructuring and modernization of the airports of Delhi and Mumbai.
2. **Co-Chairman** of the Bombay Chambers of Commerce and Industry for the Infrastructure Group.
3. **Member** of the CII Committee on Surface Transport
4. **Member** of the CII Infrastructure and Regulatory Council

**Earlier Positions:** *(latest position mentioned first)*

1. **Member, Infrastructure Authority, Government of Andhra Pradesh** and Advisor (Infrastructure), Government of Andhra Pradesh (2002-04). As the first non-official member of the Infrastructure Authority of the Government of Andhra Pradesh, I helped the Authority to define, develop and initiate development strategies to tap the full potential for private sector involvement in the development of the State. I was directly involved in the conceptualization of the Infrastructure Development Enabling Act ("IDEA") of the Government of Andhra Pradesh. This Act has been used as the model act for all other states in the country to follow and several states in India have subsequently enacted laws similar to IDEA of the Government of Andhra Pradesh. During this period, the Authority promoted and developed prominent infrastructure projects such as the Gangavaram Port, the Hyderabad International Airport, The Vizag Water Supply Project, and several others. All these projects were pioneering and have clearly laid the foundation for more such Public-Private Partnerships all over the country.
2. **Advisor, Positra Special Economic Zone, Gujarat** (2001-2003) – I was directly involved in developing the entire policy framework for the creation of Special Economic Zones in India.
3. **Chairman, Confederation of Indian Industry (CII) Committee on Ports** (2002-03). I was directly involved in aiding the Government of India in developing the Port Policy. This paved the way for the privatization of the JNPT Port in Mumbai, the proposed privatization of the Mumbai port and the Cochin Port. It also paved the way for setting up more ports (such as Mundra in Gujarat, Kakinada in Andhra Pradesh, Dhamra in Orissa) in the maritime states of the country.
4. **Managing Director and Chief Executive Officer, Gujarat Pipavav Port Limited, India's First Private Port.** (1999-2001). Gujarat Pipavav Port Limited was the first

major public-private partnership project in India. India's first joint sector and subsequently India's first private port was set up as the first modern multipurpose port in the country. The first Concession document in the country in the port sector was initiated, drafted, negotiated and signed in 1998 under my leadership with the Government of Gujarat. This Concession Agreement then became the model concession for all port projects across the country. Under my stewardship, the Pipavav Port Project was conceived, financial close achieved and the project was completed. International players like Port of Singapore (PSA), CDC Capital Partners (UK), AMP (Australia), New York Life (USA) and Maersk (the largest container line in the world) joined the company as Shareholders. All these deals were negotiated by me or under my leadership and completed in record time.

5. **Managing Director and Chief Executive Officer, Sea King Infrastructure Limited (SKIL) (1997-1999).** SKIL is the promoter of the Pipavav Port and also the promoter of the Positra Special Economic Zone. SKIL is also the main promoter for the Maha Mumbai Special Economic Zone and has also been awarded the Navi Mumbai Special Economic Zone through an international Competitive Bidding process.
6. **Additional Secretary and Managing Director, Madhya Pradesh Seeds and Farms Corporation, Provincial Government of Madhya Pradesh, 1996 to Jan 1997.** This corporation had an annual turnover of US \$ 120 million. Within a short span turned round the corporation and after several years, this corporation made a small profit for the first time during my tenure.
7. **Deputy Secretary / Director and Head of the European Division, Department of Economic Affairs, Ministry of Finance, Government of India, 1993-95.** During this period I was responsible for negotiating inflow of funds for various projects in India with bilateral and multilateral agencies including the World Bank, UNICEF, UNDP, Overseas Development Agency (ODA-UK), Swiss

Development Agency, DANIDA, Netherlands Development Co-operation, Ministry of Finance and DREE of France, and the Governments of Austria, Belgium, Poland, Hungary, and the Czech and Slovak Republics. I was also responsible for handling a \$600 million project portfolio. These included, inter alia, power generation and transmission projects, public health, education, adult literacy, irrigation and agriculture development, water supply, rural and urban development projects, and technical assistance for financial sector reforms.

8. **Deputy Secretary, External Commercial Borrowings Division, in the Department of Economic Affairs, Ministry of Finance, Govt. of India.** This job entailed keeping an eye on the nature and quantum of external borrowings of the private sector.

My assignments in Government of India thus involved a high degree of technical expertise. It further required good negotiating and coordinating skills and a deep knowledge of and insight into India's problems and the operating political and social systems in different provincial governments, the Central Government of India, and various donor agencies / Governments.

9. **Secretary to Union Minister of State for Finance, Government of India (1991-92):** During this period, I was responsible for advising the Minister on issues of policy, related to banking, insurance, financial institutions, currency and coinage, aiding him in the discharge of his Parliamentary duties, preparing briefs and discussion papers for the Minister and the Cabinet, and enabling speedy disposal of all official matters in the Minister's office.

This job entailed knowledge of banking and financial principles and entailed coordinating the interactions of the political executive with the bureaucracy. This required an understanding of the political and economic systems and processes operating in India and their attendant sensitivities and impact on policy formulation.

10. **Collector and District Magistrate, And Chairman Town Improvement Trust, Chindwara, Provincial Government of Madhya Pradesh, India (1989-91).**
11. **Administrator, Municipal Corporations of Katni and Jabalpur and Chairman Town Improvement Trust, Provincial Government of Madhya Pradesh, India (1987-89)**
12. **Project Administrator, Integrated Tribal Development Project, Chief Executive Officer, Abujhmarh Development Agency, and Sub-divisional Officer and Magistrate, Provincial Government of Madhya Pradesh, India (1985-87)**
13. **Indian Administrative Service Probationer (Trainee Officer) (1983-85)**
14. **Asst. Chief Accounts Officer, in the Ministry of Post and Telegraphs, Government of India (1982-83)**
15. **Lecturer, Department of Political Science, University of Delhi, India (1981-82)**

**F. Papers Presented:**

Some of the papers presented by me include

- 1) *Public Private Partnerships – Training of IAS Officers of the State Government of Andhra Pradesh, in ISB, Hyderabad 2009*
- 2) *Training of Planning Commission Officials (IAS Officials from all over the country) in ISB Hyderabad, 2009*
- 3) *Training of Foreign Service Officers of 1981-82 batch in ISB Hyderabad - 2009*
- 4) *“Public Private Partnership and the Development of Ports in India” – National Institute of Banking, Hyderabad, October 2000.*
- 5) *“Public Private Partnership – The Pipavav Port Rail Link”, National Seminar of Ports in India and Rail Connectivity, November 16,*

2000. This was published in the annual book of Centre for Transportation Research and Management.

- 6) *"Public Private Partnership in Infrastructure Projects - Changing face of banking"* at The Greater Mysore Chamber of Commerce and Industry, Bangalore on July 26, 2003. The other speaker was Mr. P Chidambaram, presently the Finance Minister of India.
- 7) *"Role of Public Private Partnerships in Infrastructure Development in India"* at the ASSOCHAM national seminar in Delhi, June 2004.
- 8) *"Public Private Partnerships and Modernisation and Upgradation of Airports in India"* – to be presented in Kuala Lumpur on July 20, 2004.
- 9) *"Public Private Partnerships and Modernisation and Upgradation of Airports In India"* – to be presented in Singapore on July 22, 2004.

#### **G. Honours and Awards:**

- **Chancellor's Medal** for being the overall best student of the Science Faculty, University of Allahabad, 1977.
- **President of India's Medal**, 1992, "in recognition of your outstanding zeal and high quality of service, rendered by you....."
- **British Council Award**, 1995-96
- During my tenure as Managing Director of Gujarat Pipavav Port Limited ("GPPL"), GPPL was awarded the **First IDFC Award for excellence** in Infrastructure for innovative financing and being the best infrastructure company in the country (2001).
- As President GMR, was awarded the **Chairman's Medal for developing the Best team** in the entire GMR group for the Hyderabad International Airport Project (2004).

#### **H. Other Interests:** Reading, Writing and Meeting People.