Arnav & Saina: Way Forward

A note for GMR Uncle, from Arnav and Saina Bhatia · 24 September 2026

1. BACKGROUND

Dadu and Dadi built Bird Group from Bird Travels and airline representation into RDM, travel technology, Bird Academy and other aviation and travel businesses. They brought Papa and Gaurav Kaku into businesses that were already running, mentored them and gave them more responsibility over time. Each son then grew his own verticals.

Papa (Dr Ankur Bhatia) looked after and grew	Gaurav Kaku looks after and grows
• IT / travel technology, above all **Amadeus** • Hospitality, including **Roseate**	• Ground Handling • Bird Flight Services (BFS) • Automotive

2. PRESENT SITUATION

- Papa passed away unexpectedly on 4 June 2021, before either of us could step into his role.
- **Amadeus is no longer with the family after Papa.**
- Roseate and the other Bird businesses are overseen by Dadi, Gaurav Kaku and professional management.
- Our understanding is that Gaurav Kaku's children take part in a Bird family holding / trust structure. We currently do not.
- We do not have an operating business within Bird where we can learn, take responsibility and grow.

3. WHAT WE WANT

Arnav (ready to start now)

Goal: to become an operator who builds and runs businesses.

Immediate ask: an **existing operating business** in which Arnav can learn under Dadi's mentorship and your guidance, working alongside its professional management.

Path, the same way Papa and Gaurav Kaku learnt:

Learn the business → take defined responsibility → be accountable for results → earn authority → run and grow it independently → build further businesses.

He is not asking to be handed a business or control on day one. He is asking for the chance to learn, prove himself and earn responsibility.

Saina

Studying at Imperial College London, with about three years until she graduates. She is still working out the role she would like in business.

Immediate priority: the same long-term backing, opportunity and platform as the rest of her generation, so she can choose her path when she is ready.

4. LONG-TERM OBJECTIVE

Learning	Parity	Independence	Papa's legacy
Learn through real operating businesses, with experienced mentors.	The same long-term backing and opportunity as our cousins. Not necessarily identical assets or shareholdings.	Over time, each branch runs its own businesses without day-to-day dependence on the other.	Carry forward how he worked: learn, take responsibility, build, create value. Not only inherit assets.

We have not fixed the business, ownership or trust structure. We would value Dadi's and your guidance on it.

5. GUIDANCE WE ARE SEEKING FROM YOU AND DADI

1. Which existing business is the right one for Arnav to learn in and gradually take responsibility for?
2. What should the path from learning to responsibility to independence look like?
3. How should the long-term structure give Arnav and Saina the same backing and opportunity as the rest of their generation?

With respect and gratitude,
Arnav & Saina