ARNAV & SAINA: WAY FORWARD

1. BACKGROUND

Dadu & Dadi

Built Bird Group from the ground up, starting with **Bird Travels and airline representation**, and subsequently developing businesses across **RDM, travel technology, Bird Academy** and other aviation and travel services. As the Group grew, they gradually brought Papa and Gaurav Kaku into different verticals, mentoring them and giving them responsibility.

Papa - Ankur Bhatia

Primarily looked after and grew the **IT and Hospitality verticals**, including **Amadeus and Roseate**.

Gaurav Kaku

Primarily looked after and grew **Ground Handling, BFS and Automotive**.

2. PRESENT SITUATION

Amadeus

No longer with the family after Papa's passing.

Roseate & existing Bird businesses

Currently overseen by **Dadi and Gaurav Kaku**, along with professional management.

Family ownership structure

Our understanding is that the Bird businesses are now held through a family holding/trust structure in which our cousins participate, while **Arnav and Saina are currently not part of it**.

Current position

Arnav and Saina currently do not have an operating business or equivalent long term platform within Bird through which to learn, take responsibility and grow.

3. WHAT WE WANT

ARNAV

Goal: Build and operate businesses.

Immediate ask: An **existing operating business** through which I can learn under **Dadi's mentorship and GMR Uncle's guidance**, alongside experienced professional management.

Path: Follow the same broad path through which Dadi and Dadu brought Papa and Gaurav Kaku into the business:

1. Learn within an existing operating business.

2. Gradually take responsibility for meaningful areas and decisions.

3. Prove myself through performance and become accountable for results.

4. Earn greater authority as responsibility grows.

5. Eventually operate and grow the business independently, then use that foundation to build further businesses.

I am not asking to simply be handed a business. I want the opportunity to **learn, prove myself and earn responsibility**.

SAINA

Currently studying at **Imperial**, with approximately three years until graduation. She is still exploring what role she would like to take within business.

Her immediate priority is retaining the **same long term backing, opportunity and platform as the rest of our generation**, so that she can choose her path when she is ready.

4. LONG TERM OBJECTIVE

Learning • Parity • Independence • Carrying Papa's Legacy Forward

Learning: Learn within real operating businesses under experienced mentorship.

Parity: Long term parity of opportunity and economic backing with our cousins.

Independence: Over time, sufficient responsibility for the two family branches to build and operate businesses independently.

Legacy: The opportunity for Papa's children to **learn, take responsibility, build and create value**.

We do not have a fixed view on which business or what ownership/trust structure should achieve this. We would value **Dadi's and GMR Uncle's guidance** on the right structure.

5. GUIDANCE WE ARE SEEKING

1. Which existing business would be the right one for Arnav to learn 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?

OUR OBJECTIVE
To have the opportunity and backing to learn, build and grow businesses ourselves, and carry Papa's legacy forward.