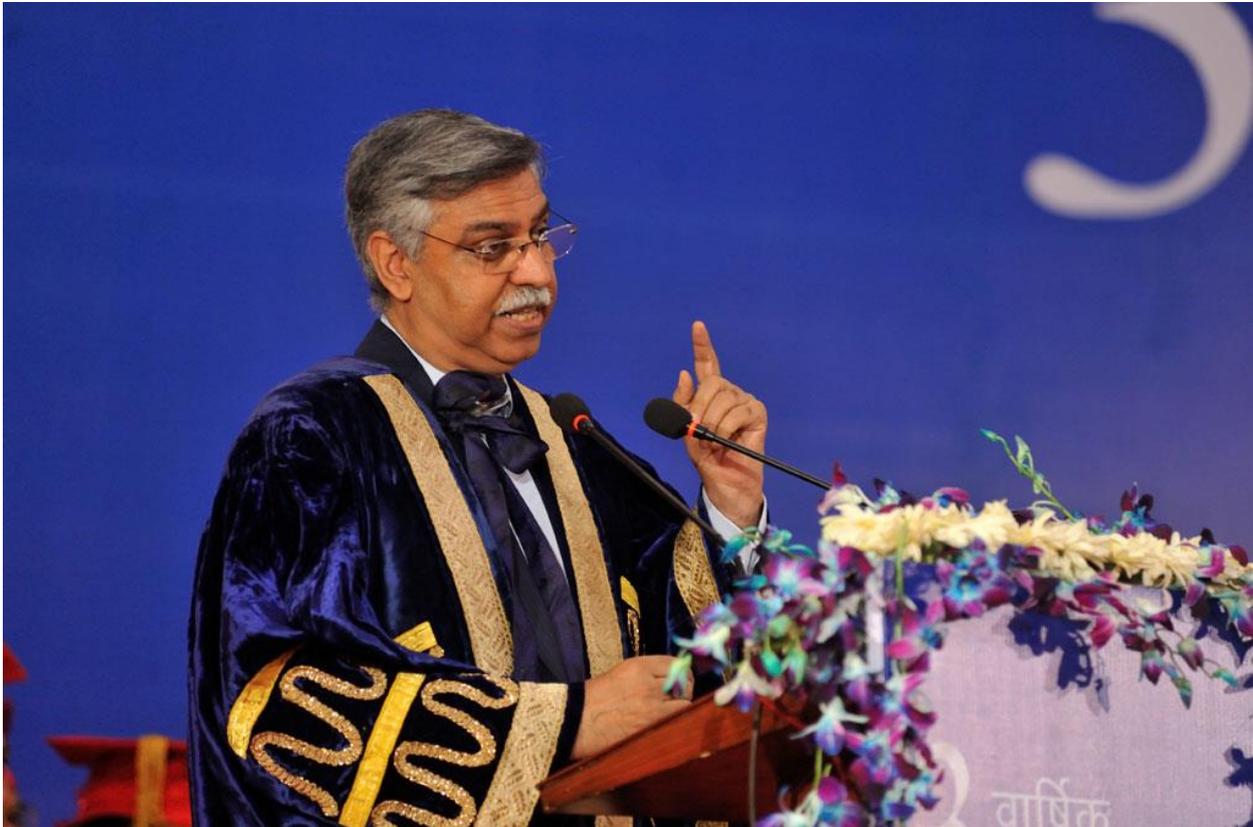


**Shri Sunil Kant Munjal, Jt. MD, Hero MotoCorp Ltd. & Chairman,
Hero Corporate Services Ltd addressing the students of IIM
Raipur on 3rd Annual Convocation 2014**



Complements and Congratulations to all of you for stepping out of one of the premier institutes of the country. This feeling might be bittersweet to many. There is sadness of losing touch with some of the friends but for families, I can see them beaming, waving, standing up to take pictures and having tears of joy. We are blessed and privileged as we got opportunities in life but this adds a burden on our shoulders to play an active role and consider ourselves responsible. Always look for change. The Government should make a commitment to nation building. The economy needs to grow. You have a unique opportunity that very few have in our country have. In 1947, Britain had 21% world trade and left India with 1%. We are a nation of savers, we have the highest saving rate, a unique ability to save and redeploy them where required. But I see a new habit of consuming and spending coming up in the people of India today. I see that as good. It will help to provide millions of new jobs. We talk a lot about the demographic dividend. For India today the demographic dividend shows 54% of us are below the age of 25 and 30% of those are below the age of 15. This shows that we have a fantastic opportunity ahead of us. Millions of young people coming into the workforce need to be skilled. What you make of yourself will depend on you. Hyper-connectivity has increased the pace and we double the amount of information available on this earth every 5 years. Do something about it or get snowed under it. This requires a speed of reaction or action like never before. Even if you are on the right track you may get run over if you just keep sitting.

On a bicycle, if u stop, u will fall. The assumptions that people make by looking at people may be completely different.

India is the world's oldest and youngest nation. It's a new paradigm where we need to address the needs of a large society who will live longer. It also an opportunity. Try and find solutions to make the people's life longer, healthier and more meaningful.

Water is another problem. India had no single energy overview, we looked at the problem through different silos. There is a link between water, food and energy. The decisions on these issues will drive decisions in business and geopolitics. The way business is conducted is changing rapidly. In 10 years 40% of the Fortune 500 companies have changed. Newspapers have lost 40,000 billion \$ on advertising as people are not reading newspapers any more.

We have to create more entrepreneurs, make more jobs. Give jobs and build nation.

Technology is another factor that will influence growth. There are more mobile devices than people in this world today. It has changed behaviour. It has changed the society itself. 2/3rd of the population will be middle class. At this moment only 7% of Gen Y is working in Fortune 500 companies.

Ancillarization and supply chain management was born with the idea of making and selling cycles. A JIT system of manufacturing was developed unknowingly in our company. Experience was the best resource and thus the process of lifetime employment came in. Our company is continuously rediscovering itself. We encourage people to experiment all the time understanding it might not work. Thus, all are encouraged. We have partnered with companies all around the world. Technology partnerships, marketing alliances and so on so that unique strength bought to the table. If you cannot truly embrace change, please give it a hug once in a while, it will help you.

All our life we have heard don't do this, don't do that. The focus has always been on don't. Best revenge to this is massive success. Choose to do what you like. If you can make that choice, you are blessed. We are born as original, why die as a copy? Let's do things that we like to do. We taught the world a lot. Continuously question yourself and things around you. Constructive criticism helps. What you believe is what works. As you step out into the world, give yourself the opportunity to do something special that will bring joy to you and those around you.