

Outlook

Read • Think • Understand



Krishnakumar K T



Ashwini Vaishnaw



Makarand Joshi



Kris Gopalakrishnan



Anurag Choudhary



Rajiv Singh



Raviraj Vikas Takawane



Rahul Ghose



Dr Anil Kumar



Shyamprasad Kodimule



JP Nadda



Dr Lakshman Chandra Seth



Palaniappan Ampa



P Rajah Sunder Singh



Kavita Gopal



Ankit Chadha

Visionaries of **\$5 TRILLION ECONOMY**



Dr Aravindan Selvaraj



Rajeev Radhakrishnan



Dilip Ray



Pooja Ray



Ryan Pinto



Deepak Bansal



Dr Anupam Chouksey



Ritu Karidhal Srivastava



Aditya Vikram Birla



Lalitha Nataraj



Dr Vinay Bajrangi



Raju Bhupati



Geetika Mehta



K Kirtivasan



Praveena Rai



Kavita Sahai



Devika Bulchandani



Palak Muchhal



Pia Singh



Deepika Padukone



Visionaries of \$5 Trillion Economy

As India ambitiously strives to achieve the USD 5 trillion GDP vision, *The Outlook* honours the business leaders, domain specialists, educators and innovators who have pioneered change and opened new avenues for India's growth engine

While initial targets for becoming a \$5 trillion economy focused on 2025, slower nominal GDP growth and rupee depreciation shifted the timeline to 2028-29. The economy is still expected to cross \$4 trillion in FY26 and become the world's third-largest.

Looking ahead, India's domestic growth is on an upward trajectory owing to multiple factors such as an enormous domestic demand, favourable agricultural prospects, sustained effects of GST rationalisation, softer crude oil prices, front-loading of government capital expenditure (CAPEX), benign inflation, and the strong balance sheets of corporates and financial institutions, coupled with supportive monetary and financial conditions, which are expected to continue

bolstering the economic activity. External factors, such as services exports, are projected to remain robust, while the swift conclusion of current trade and investment negotiations offers additional upside potential. Growth is driven by infrastructure, manufacturing (PLI schemes), digital economy expansion, and services. Ongoing reforms are likely to further enable growth prospects. The RBI revised India's GDP growth forecast for FY 2025-26 upwards to 7.3% from the earlier estimate of 6.8%.

The government aims to shift agricultural policy from production-centric to income-centric growth. Building a strong MSME ecosystem is vital for demand generation, investment, and employment, supported by tax, regulatory, infrastructure, and factor reforms,

along with "ease of doing business". International collaborations can drive innovation in digital services, startups, and AI/ML, while manufacturing remains a key economic pillar, strengthened by initiatives like *Make in India* and *Atmanirbhar Bharat*.

Financial inclusion, literacy, education, vocational training, and connectivity are crucial for rural development. Greener technologies and social sector reforms in health, education, and skilling are essential for sustainable, long-term growth.

The present macroeconomic situation presents a rare "Goldilocks period" of high growth and low inflation, allowing the central bank (RBI) to cut rates to boost growth while maintaining stability, creating confidence and solidifying its position as a global growth engine.

Ancient Wisdom for Modern Transformation

Shyamprasad Kodimule blends deep-rooted botanical wisdom with advanced scientific innovation to create ingredients that elevate wellness with elegance

Vidya Herbs is a globally recognised leader in premium, sustainable herbal extracts and speciality ingredients, engineering the future of botanical science with responsibility, precision, and purpose. Under its visionary founder, Shyamprasad Kodimule, who brings over two decades of expertise, Vidya Herbs operates in an end-to-end integrated business environment right from sourcing, extraction, standardisation, and validation, which guarantees incomparable control over quality and sustainability. This approach enables expert craftsmanship at every stage, elevating premium botanicals into world-class extracts.

In the fast-evolving world of nutraceuticals and functional ingredients, established in Bengaluru in 1999, Vidya Herbs stands apart not merely as a manufacturer but as the outcome of a long-term vision shaped by its founder, Shyamprasad. "I believe that business leadership must harmonise scientific excellence with environmental and social responsibility, where innovation is purposeful and growth is ethical," he emphasises.

Shyamprasad's leadership approach permeates every layer of the company. Sustainability is not treated as a box-ticking exercise

but as a strategic imperative. Under his direction, Vidya Herbs has adopted regenerative agriculture, biodiversity conservation, and reduced chemical inputs—viewing land as a long-term partner rather than a short-term resource.

Equally central to Shyamprasad's vision is inclusive growth. The organisation's deep partnerships with farming communities go beyond sourcing, encompassing education, healthcare, clean water access, and sustainable livelihoods. This community-centric model has created a resilient supply chain where prosperity is shared and long-term value is preserved.

What truly defines Shyamprasad's long-term vision is his ability to bridge India's traditional botanical knowledge with global scientific standards.

Drawing inspiration from Ayurveda, Vidya Herbs applies advanced analytical technologies such as HPLC, GC-MS/MS, ICP-MS, FTIR, and robust stability studies to deliver ingredients that meet the world's most demanding quality benchmarks. His early investment in supercritical fluid extraction (SCE) positioned VIDYA as a leader in producing high-purity, solvent-free extracts trusted by global customers.

"India holds centuries of botanical intelligence,"



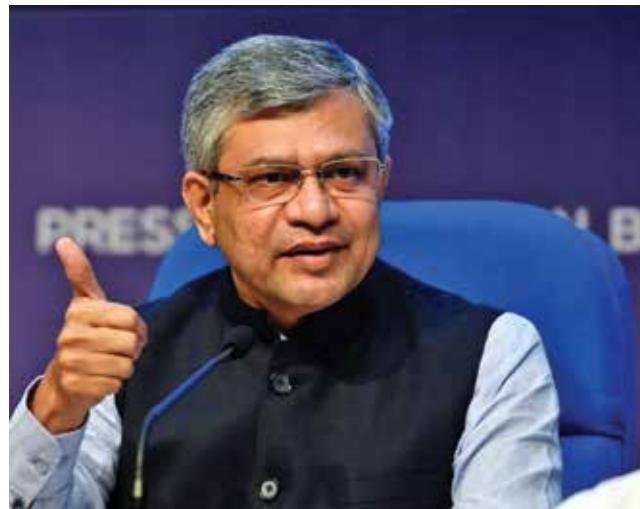
"Science must serve people, the planet, and future generations to create lasting value."

Shyamprasad Kodimule,
Founder & President, Vidya Group

Shyamprasad notes. "Our responsibility is to translate that wisdom into clinically validated, globally credible solutions."

Extending his philosophy beyond botanicals, Shyamprasad launched VIDYA Coffee in 2014, rooted in the coffee landscapes of Chikmagalur. What began as a green bean export business has evolved into a fully integrated operation. Today, VIDYA Coffee ranks as India's fourth-largest producer-exporter, processing 20,000 tonnes annually in India and 5,000 tonnes in Uganda, with a new Belur facility adding 40,000 tonnes of capacity and creating over 500 jobs.

Despite VIDYA's global footprint—strengthened by NSF-certified and US-organic facilities—Shyamprasad remains deeply anchored to India's farmers and ecosystems. Looking ahead, his vision places VIDYA at the forefront of the next wellness frontier: functional foods, personalised nutrition, plant-based beverages, and natural skincare. Strategic investments in clinical research, traceability, and technology reinforce a future built on trust and transparency.



Driving the Next Era of Growth

From modernising Indian Railways with high-speed trains and enhanced safety systems to advancing semiconductor manufacturing, AI development, and media reforms, Ashwini Vaishnaw's leadership reflects a comprehensive vision for infrastructure growth, digital innovation, and accountable governance under Modi 3.0

Ashwini Vaishnaw

Union Minister of Railways of India, Information & Broadcasting, and Electronics & Information Technology

Ashwini Vaishnaw is a former bureaucrat who transitioned into the corporate world after earning an MBA from the Wharton Business School in 2008. He held leadership positions at large multinational corporations before becoming an entrepreneur and founding his own automotive component manufacturing businesses.

As the 39th Minister of Railways, Ashwini Vaishnaw is spearheading the transformation of the Indian Railways. He assumed office in July 2021 and was reappointed to the same position in June 2024 as part of the Modi 3.0 Cabinet.

A dream-come-true project initiated by Vaishnaw is India's first Vande Bharat sleeper train engineered for long-distance overnight travel with advanced amenities such as ergonomic berths, bio-vacuum toilets, automatic doors, enhanced suspension and the indigenous KAVACH anti-collision system. It is set to launch on the Guwahati-Kolkata/Howrah route in January 2026, elevating comfort and reducing reliance on air travel.

Another ambitious project is the Mumbai-Ahmedabad High-Speed

Rail Corridor, which has achieved its first major mountain tunnel breakthrough, with authorities targeting operationalisation of India's first bullet train by 15 August 2027. Over 1,330 stations are being redeveloped to world-class standards under the "Amrit Bharat Station scheme", featuring improved waiting areas, escalators, lifts, better toilets, food courts, and integration of local cultural themes in design.

The indigenous automatic KAVACH safety system is being rolled out in mission mode across the network to prevent collisions and enhance operational safety, with significant recent deployments boosting protection on busy sections. New passenger holding areas, mobile catering reforms, Wi-Fi at thousands of stations, and "One Station, One Product" kiosks are improving traveler experience, while dedicated freight corridors and logistics initiatives (including time-bound container and parcel services) are strengthening cargo movement. While the plan is to double capacity by 2030, capacity is expected to increase progressively over the next five years, so the benefits of the addition can be

realised immediately.

Speaking of good governance, his railway leadership has emphasised the need for greater responsibility, transparency, and potentially tougher accountability frameworks to ensure project timelines, safety standards, and service delivery match ambitious infrastructure goals nationwide.

Apart from the railways portfolio, under his visionary leadership, in the capacity of Minister of Railways of India, Electronics & Information Technology, India's Electronics and IT strategy aims to make the country a global semiconductor leader, expand domestic chip manufacturing, launch the India AI Mission for inclusive AI development, boost electronics components production, and enforce stricter digital accountability on online platforms.

Ashwini Vaishnaw's agenda for the Ministry of Information and Broadcasting focuses on easing regulatory burdens in the radio sector, implementing transparent TRP reforms, and promoting indigenous manufacturing of film and broadcast equipment under the "Make in India" initiative.

Building a Nation Beyond Balance Sheets

Krishnakumar KT, a banker-turned-entrepreneur redefining success through inclusive growth, social equity, and humane leadership building institutions toward empowering India

In a world where entrepreneurship is literally reduced to balance sheet numbers and the key performance indicators for success are valuations, exits, and headlines, Krishnakumar KT exemplifies the rarest and richest dimensions of leadership—those in which one measures success in terms of human impact.

Banker-turned-entrepreneur, social reformer, and institution-builder, Krishnakumar is part of a generation of Indian leadership who passionately hold that nation-building is no exclusive domain of boardroom strategies or parliamentarian efforts, but a process of action on the street, in villages, classrooms, farms, and homes.

His experience as a banker was almost two decades ago. However, it was his conscience that played the biggest role in defining his journey, and when he decided to establish and helm the purpose-driven organisations.

Pioneering Global Standards on Gender Equity

With a move that left everyone awestruck around the world, Krishnakumar introduced the first-ever Paid Menstrual Wellness Leave for women. It was humane and respectful, demarcating a boundary of "menstrual wellness at the workplace". Thereby, establishing a new path to redefine workplace dignity.

Philosophy of Inclusive Growth

His Non-Banking Financial

Company is not just to support balance sheets but also to enhance the bottom line of society. Street vendors, tea shop owners, micro-entrepreneurs, and unorganised business entrepreneurs experience dignity, order, and hope through his organisation. Through credit and growth facilitation, he empowers people who support the economy of India silently and add significantly to the GDP.

Fundamental Right to Food

Krishnakumar's restaurants are established on one basic but revolutionary idea: food should not be considered a luxury but a fundamental right. With his eateries providing healthy and affordable food, he has bridged the divide between health and viability. In the Multi-State Agriculture Cooperative Society, he has enhanced the agricultural chain by making farmers not just "victims of uncertainty" but "contributors to prosperity".

Driving Socially Equitable Causes

The Oleevia Foundation reflects Krishnakumar's commitment to working with tribal groups and the transgender community, which have, so far, remained distanced from the economic and social mainstream, with education, skills, self-respect, and sustainable livelihoods being the pillars that hold his vision for a humane, inclusive, and constitutionally embedded concept of development.



Krishnakumar K T

Chairman & Managing Director, Oleevia Grameen Credits

The Art Movement for Healing

Krishnakumar's most soul-stirring venture is H2A Art Hub, or "Heart to Art", which is a cultural movement that answers, among others, the concerns of unemployment, drug abuse, and social alienation through art. Through H2A, which offers these young individuals free professional training in performing arts, passion is transformed into livelihood, pulling these hopefuls away from their seduction in drugs and crime toward purpose, identity, and hope.

Skilling for Future India

His dedication to the future of India is also visible through the establishment of the "JIB Academy", which is an institute that concentrates on skill development, employability, and career sustainability. His project regarding "career counselling" considers the mental well-being of students, helping them to discover their actual interest, thereby avoiding frustration and depression among the youth. He delivers financial literacy classes for students on money management and the psychology of wealth. He actively participates in national-level think tank collaborations through platforms such as Think Kerala and Sukrutha Keralam, aiming to provide solutions for the country's larger societal problems.



Jagat Prakash Nadda

Union Minister of Health & Family Welfare and Chemicals & Fertilizers

Building a Healthier Nation

Union Minister Jagat Prakash Nadda continues to shape a resilient, future-ready healthcare and food safety landscape for the nation through sustained policy action, global collaboration, and citizen-centric reforms

Jagat Prakash Nadda, an Indian politician, lawyer, and the BJP National President since 2020, has long been associated with transformative policy work in the healthcare sector. His tenure as Union Minister of Health, beginning in 2014 during the first term of Prime Minister Narendra Modi, marked a decisive shift in India's approach to public health. Among his most notable contributions was the pivotal role he played in launching the Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (AB-PMJAY), now the world's largest government-funded health assurance scheme. Offering annual health coverage of up to five lakh rupees to nearly fifty-five crore people, the initiative has brought quality healthcare within reach for India's most vulnerable communities.

Over the last six years, AB-PMJAY has transformed millions of lives by enabling access to essential, and often life-saving, medical treatment. Under Nadda's leadership, India witnessed rapid expansion of Jan Aushadhi Kendras, improved medicine availability, and greater hospital digitisation, all contributing to a more robust, equitable healthcare ecosystem. His continued efforts reflect an unwavering commitment to building a healthier and more inclusive India—an essential foundation for the vision of Viksit Bharat 2047.

In alignment with global priorities in food safety and public health,

Nadda—as Minister of Health & Family Welfare and Chemicals & Fertilizers—has also strengthened regulatory frameworks to address evolving food production processes, shifting dietary patterns, and international trade. A significant milestone came during the Global Food Regulators Summit 2024, where he launched the Food Import Rejection Alert (FIRA) portal and unveiled the upgraded Food Import Clearance System 2.0 (FICS 2.0). These digital advancements have improved the speed, transparency, and efficiency of food import oversight, reinforcing India's commitment to global food safety standards.

Throughout 2025, Nadda has actively engaged in key national and international platforms such as the International Symposium on Health Technology Assessment (ISHTA 2025), the Global Food Regulators Summit 2025, and FICCI HEAL 2025. His participation underscores the government's dedication to accessible healthcare, technological innovation, and evidence-based policymaking. He has also championed critical public health initiatives, including World AIDS Day 2025 observances, parliamentary engagement on the TB Mukt Bharat campaign, and strategic meetings on emerging health technologies.

One of the hallmark accomplishments under his recent leadership is the successful rollout of the Union Health Ministry's 100 Days Program. Key achievements include the launch of Med-Tech Mitra, the National One Health Mission for Pandemic Preparedness, and new initiatives for indigenous drug development. These efforts strengthen India's health innovation ecosystem, boost pandemic readiness, and empower domestic manufacturing—further advancing the spirit of Make in India.

Ushering a New Era of Innovation

Makarand Joshi is making a difference in multiple industries like automation, construction, home appliances, electronics, farm equipment and kids' toys with cutting-edge innovations

Makarand Joshi is making a difference in multiple industries like automation, construction, home appliances, electronics, farm equipment and kids' toys with cutting-edge innovations

Makarand Joshi, a chemical engineer from a non-business Maharashtrian family, began his entrepreneurial journey in 1991 with a trading business and production facility as Trimoorty Autodeco Components Pvt Ltd.

Trimoorty has evolved into a leading manufacturer and global exporter, distinguished by its state-of-the-art facilities and a robust supply chain that spans pan-India and international markets, specialising in engineering high-precision customised components using a diverse range of materials, including foam, sponge, felt, aluminium foil, and PU moulded foam. By providing advanced solutions for NVH (Noise, Vibration, and Harshness), acoustic and thermal insulation, seals, and gaskets, Trimoorty delivers high-performance applications tailored to the specific needs of various industry segments.

The company has strategically diversified its expertise across the automotive, construction equipment, home appliances, electronics, farm equipment, and toy industries, serving prestigious global clients, such as Tata Motors, Mahindra & Mahindra, Volkswagen, Hyundai, Caterpillar, Kobelco,

Whirlpool, Godrej, TAFE Tractors, and Siemens, among others.

A New Age Brand

Under Makarand Joshi's leadership, the company has rebranded to Trimoorty Foamtech Ltd in 2025, with a focus on specialisation, and signals the next phase of the company's evolution without disrupting the trust built over decades, aligning with the evolving growth strategy in advanced foam solutions.

Trimoorty Foamtech Ltd is well-positioned to further its legacy of engineering prowess, pursue new markets, and continue delivering world-class foam technology solutions that meet the complex demands of modern industry.

The Toy Story

Trimoorty has set up the 'KIDS LAND' brand, offering a range of innovative and imaginative foam toys for children that blend fun, safety, and learning. These products received a positive response from the toy industry. The company is catering to prominent toy original equipment manufacturers (OEMs) like Hasbro, Winmagic, Amazon, and Flipkart and is ready to establish a 5th plant fully dedicated to the toy division with all necessary international standard production facilities and international certification.



Makarand Joshi

Founder & CMD along with Directors Mihir & Vedant Joshi, Trimoorty Foamtech Ltd

The Dynamic Duo

Young and enthusiastic directors, Mihir Joshi and Vedant Joshi, are playing a key role in driving the growth of the Trimoorty Group while carrying forward their father's legacy. Mihir Joshi holds a bachelor's degree in operations management and an MSc in management from Kingston University, UK. Vedant Joshi holds a BBA in Financial Management from BMCC and an MSc in Finance from the University of Bath, UK. Together, they bring a strong global perspective and contemporary expertise to the organisation, while its core values remain resolute.

Accelerating Growth Rate

The 2024–25 FY has been exceptional for Trimoorty Foamtech Ltd, garnering ₹120 crores in sales and aiming to achieve ₹200 crores soon. It highlights organic growth in core industrial segments and the effectiveness of strategic investments in manufacturing and portfolio diversification. Trimoorty Foamtech is poised to enter the capital markets through an SME Initial Public Offering (IPO), now in its final stage of preparation. The upcoming IPO is expected to accelerate capacity expansion, facilitate infrastructure development, and support the establishment of new facilities, enhancing the company's ability to serve existing and new customers across sectors.



Guiding India's Commodity Markets Through Change

Praveena Rai leads MCX with deep market experience, focusing on trust, technology and long-term resilience

Praveena Rai, MD & CEO, MCX

Praveena Rai assumed charge of the Multi Commodity Exchange of India Ltd. (MCX) at a time when India's commodity derivatives market is expanding in scale, sophistication and regulatory significance. As Managing Director and Chief Executive Officer, she leads the country's largest commodity derivatives exchange, which anchors price discovery and risk management across key segments of the real economy.

She took charge in October 2024, beginning a five-year term at MCX, an institution central to India's commodity ecosystem. MCX provides a transparent and regulated platform for trading in commodities such as gold, silver, crude oil, base metals and agricultural products. Through price discovery and risk management, the exchange supports farmers, manufacturers, traders and investors, helping them navigate market volatility.

Praveena Rai brings with her more than three decades of experience across banking, payments and financial services. Before joining MCX, she served as the Chief Operating Officer of the National Payments Corporation of India (NPCI), the organisation that transformed the way Indians

transact digitally. At NPCI, she played a key role in scaling landmark platforms and strengthening operational systems that now handle billions of transactions every month.

Her earlier career includes senior leadership roles at global and Indian banks. She worked with HSBC as the Regional Head of Payments for the Asia-Pacific region and also held important positions at Citibank and Kotak Mahindra Bank. She handled complex portfolios in transaction banking, cash management and payment solutions, building a strong reputation for execution and strategic clarity.

Praveena Rai holds an engineering degree from the College of Engineering, Guindy, Chennai, and is an alumnus of the Indian Institute of Management, Ahmedabad. She has also undertaken advanced leadership training at the Wharton School in the United States, further sharpening her strategic thinking and global outlook.

As MD and CEO of MCX, her focus is on strengthening governance and guiding the exchange through a phase of renewal and growth. Her background in digital platforms and large-scale systems is expected to support MCX as it upgrades

technology, enhances market efficiency and explores new opportunities in product innovation.

She is also seen as a steady leader at a time when market confidence and regulatory compliance are critical. Her appointment received regulatory approval, reflecting trust in her ability to lead a systemically important financial institution. Under her leadership, MCX is expected to deepen its engagement with market participants while maintaining transparency and robust risk management practices.

Praveena Rai's distinction lies in institution-building at scale. At NPCI, she was part of the leadership team that helped transition India's digital payments ecosystem from an emerging innovation to a high-volume, always-on financial backbone. Her journey reflects the growing presence of women in leadership roles across India's financial sector. She has been featured among India's leading women in finance, including inclusion in industry leadership lists such as Forbes India's W-Power List 2024.

With experience, balance and a forward-looking mindset, Praveena Rai stands at the centre of an institution vital to India's economic infrastructure.

Securing India's Digital Future

A pioneer in high-security printing and integrated IT solutions, Madras Security Printers emerges as a trusted partner for governments and enterprises alike, seamlessly combining traditional expertise with cutting-edge technology.

As India embraces digital governance and smart city initiatives, Madras Security Printers (MSP) stands resolute as a pillar of secure, intelligent, and forward-looking solutions. Headquartered in Chennai, where heritage meets innovation, MSP has quietly shaped the nation's security printing and digital transformation landscape for over four decades.

Leading Through Legacy
The story of MSP is inseparable from the vision of P Rajah Sunder Singh, an MBA from Loyola College, Chennai, and the son of first-generation entrepreneur MJ Prathapsingh, founder of Eagle Diaries. Growing up observing his father build the diversified Eagle Group, Rajah imbibed the values of hard work, commitment, and strategic thinking. These lessons would become the foundation for his journey.

Founded in 1985, MSP emerged to address a critical gap in India's high-security printing market. At the time, most secure documents and products were imported, and the demand for domestic solutions was rapidly growing. Leveraging Eagle Press's expertise in quality printing, MSP quickly became one of the first companies in India to receive government recognition as a High-Security Printer.

Acing the Growth Curve
From excise labels and identity

management solutions to ERP systems and track-and-trace mechanisms, MSP evolved into a full-service provider with unmatched in-house capabilities. It delivers a secure, modular Excise Revenue Management System with Digital Tax Stamps (DTS) that prevents counterfeiting, boosts revenue collection, and enables end-to-end track and trace using USDN and data aggregation.

Competing against established players required relentless effort and an unwavering focus on technology. Strategic investments, such as establishing a new state-of-the-art plant in the late 2000s, carried significant risk—but these bold moves solidified MSP's position as an industry leader.

Today, the company offers turnkey IT solutions, smart city ICT implementation, digital identity platforms, and high-security printing for clients across government ministries, banks, telecoms, and corporate enterprises worldwide.

Efficiency Meets Intelligence
MSP's innovations are now transforming urban governance. Its AI-powered solutions optimise public transport, waste management, and resource planning, while the flagship Integrated Command and Control Centre integrates thousands of camera feeds to enhance law enforcement with real-time



"The path to leadership was not without challenges. Our strength lies in combining decades of trust with modern technology. We strive to create secure, intelligent solutions that empower governments and enterprises and lead India confidently into the digital era"

P Rajah Sunder Singh
Chairman and Managing Director,
Madras Security Printers

analytics. Cybersecurity initiatives protect critical networks and data, ensuring that clients remain resilient in an era of digital threats.

Operating with the agility MSP continuously adapts to emerging technologies. Rajah's foresight and openness to innovation have enabled the company to stay ahead of industry trends, blending traditional craftsmanship with modern intelligence. Their client-centric approach—conceptualising, planning, supplying, installing, and maintaining entire projects—sets MSP apart, making it a preferred partner for governments and large enterprises alike.

With a legacy rooted in trust and a vision propelled by innovation, MSP continues to redefine the possibilities of technology, securing not just documents but the future of the digital nation.



A Steady Hand Guiding India's Debt Investment Landscape

With decades of market insight, Rajeev Radhakrishnan has shaped disciplined, risk-aware debt investing in India

Rajeev Radhakrishnan
CIO (Fixed Income)
SBI-Mutual Fund

Over a career spanning over two decades, he has earned an unmatched reputation for disciplined investment practices, risk awareness, and his unwavering focus on long-term value creation for investors. Industry insiders speak with reverence of his macro-driven bond strategies and yield curve positioning, and regard him as one of the most experienced and trusted fixed-income professionals in India's mutual fund industry. His name is Rajeev Radhakrishnan.

Currently serving as the Chief Investment Officer (Fixed Income) at SBI Mutual Fund, Radhakrishnan is responsible for formulating and implementing the overall debt investment strategy across a wide array of schemes, including liquid funds, ultra-short duration funds, short-term debt funds, banking and PSU debt funds, and other income-oriented products. In this capacity, he oversees interest-rate positioning, credit risk management, liquidity frameworks, and portfolio construction, ensuring that SBI Mutual Fund maintains its position as one of India's largest and most trusted

asset management companies.

Rajeev Radhakrishnan joined SBI Mutual Fund in 2008, at a time when global financial markets were still recovering from the massive 2008 recession headwinds and unprecedented market volatility that could still spell doom for investors. What distinguished Radhakrishnan both among peers and investors was his steely determination and a methodical, research-driven approach to debt investing, plus the nearly miraculous intuition essential to navigating complex macroeconomic environments. His earlier stint at UTI Asset Management Company, where he honed his skills as a fixed-income fund manager, provided the foundations for this role. And his training, first as an engineer and then as a finance professional (he is a CFA Charterholder, a globally respected credential that underscores his expertise in investment analysis, portfolio management, and adherence to the highest ethical standards) have come together in a unique synergy to enable his mastery of interest-rate cycles, credit risk, and liquidity challenges.

But it is his macro-driven investment philosophy that has made Rajeev Radhakrishnan famous in his niche. He carefully monitors key economic indicators such as inflation trends, fiscal and monetary

polices, and global bond market developments, and emphasises conservative credit selection, prioritizing balance-sheet strength and liquidity over chasing high yields. This disciplined approach aligns seamlessly with SBI Mutual Fund's ethos of trust and reliability.

Over the years, Rajeev Radhakrishnan has overseen debt assets totaling several lakh crores, making him one of the most influential fixed-income managers in India. While fund manager responsibilities rotate as part of internal governance, his crystal-clear strategic vision continues to shape the debt investment platform and set the tone for the fund house's long-term goals.

Long story short, Rajeev Radhakrishnan's credo is a process-driven, risk-conscious brand of fund management. He is not your flamboyant media personality-turned-household name, nor is he a docile follower of global trends, but a meticulous professional whose decisions quietly influence millions of Indian investors seeking capital preservation and steady returns through debt mutual funds. His career reflects the principles of prudent investing, disciplined execution, and unwavering commitment to long-term financial stability.

Meet the Man Redefining Wealth Management in India

Rahul Ghose's bold vision for building a risk-first, profit-driven future for India and its Investors



Rahul Ghose
Founder and CEO, Octanom Tech

Rahul Ghose has spent close to two decades inside India's financial markets, managing massive derivative trading teams, designing national investor education programs, guiding large family office portfolios, and serving as Vice President & and as country heads at different corporates in India. These experiences gave him a rare vantage point: he saw how fast India was embracing the markets and how unprepared most investors & the current products were for the risks that came with it.

Year after year, he observed the same pattern. Investors entered the markets with enthusiasm but struggled during volatility. Decisions became emotional. Products felt stereotype. Drawdowns created panic. Advice often lacked alignment. These recurring behaviours resulted in wealth losses or erratic CAGR returns that could have been avoided with the right tools and a stronger safety framework.

While India may have already created many different Wealth platforms, it needed to create products where the downside was protected & hence, the creation of Hedged.in & Octanom emerged.

Hedged is the first "Hedged style" investment and trading platform in India that offers financial products that are not commonly available in the market otherwise. "Wealth management is not about predicting the markets. Its about building alpha in both bear markets as well as bull markets, with peace of mind" says Rahul

While other fintech companies tend to pursue large scale via high-cost, Rahul is determined to build Octanom Tech into a ₹1,000 crore wealth technology powerhouse grounded in value creation, rather than in valuations. By creating products that are profitable over sustained periods of time and focusing on the long-term outcomes of product utilization by investors, Rahul is defining what sustainable fintech success is going to be moving forward.

Rahul's significant differentiator is his ability to marry his deep market knowledge of the Indian investment & derivatives landscape with his understanding of consumer behavior during falling markets. He understands that India's new investors are looking for simplicity, transparency, and security (these values can be seen throughout Hedged's design philosophy). This

understanding enables him to convert complex investment strategies into everyday tools allowing for a seamless connection between the sophisticated financial engineering elements and the mass-market accessibility of that technology.

Wealth management under Octanom differs significantly from previous models which are predominantly long only in nature and focuses on building a futures, not just selling products. Additionally, wealth management previously focused on withering through the drawdowns and having sleepless nights around it, now, wealth management will focus on Peace of mind in any market scenario

In Rahul Ghose, India has gained not only a disruptor but also a reformer who is transforming the way that the emerging and ambitious investor class of India perceives risk, trust, and wealth creation. Moving forward as Hedged continues to develop, there will be no question that the wealth management space in India would get disrupted with new technology and intelligent use of hedging instruments.



Palaniappan Ampa
Chairman & Managing Director, Ampa Group

Redefining Luxury Living in India's Branded Real Estate

Palaniappan Ampa shares the pioneering vision and the market forces behind launching a global first, Taj's debut branded residences, developed by Ampa Group, in an exclusive conversation with Aditi Chakraborty

Q What makes Taj Sky View Residences the world's first of its kind?

Branded residences exist in India, but very few qualify as "true branded" residences in the global sense, where a luxury hotel is not merely lending its name but is physically co-located and fully servicing the residences. A branded residence only becomes truly valuable when the hotel is attached and every aspect of residential living is delivered through trained five-star hospitality. That

model barely existed in India. This is the first Taj-branded residence in the world, and it took nearly a year and a half to work with IHCL to influence them to create an entirely new line of business.

This leap positions Taj Sky View as a benchmark, one that combines the rigour of hotel-grade service with private residential living, creating a new category for Indian luxury real estate.

Q Why did Chennai become the chosen location for Taj's first-ever

branded residences over cities like Mumbai, Delhi or Bengaluru?

It may surprise many that Chennai beat out India's traditionally more flamboyant luxury markets, but the reasoning is rooted in pragmatism and buyer maturity. The Chennai customer is extremely informed. 60% of our 123 residences are already sold, and our 36 offices, part of the mixed-use development, are at 80% sales. Buyers here know exactly what they want, and they value long-term lifestyle stability. We have subsidised ₹5 per sq ft of monthly maintenance for 12 years, easing residents into the premium-service ecosystem and ensuring long-term satisfaction.

Chennai is only at the beginning of its branded-residence journey, and demand signals are strong. The appreciation we've already seen shows that the city has depth. We expect another 50% increase by the time the project is completed. Over the next few years, branded residences will fit well in micro-markets with strong NRI and HNI presence, mainly central and south Chennai.

Q Was the project designed more for end-users seeking ultra-luxury living or for investors seeking yield and appreciation?

This is a premium lifestyle product. The buyer is someone who wants hotel-style living every single day, where every amenity, every service, and even optional in-home services follow five-star standards. We were very transparent from day one that the maintenance costs reflect that premium experience.

Interestingly, this clarity has created a well-defined buyer pool: lifestyle seekers who value long-term comfort and are willing to pay for consistency. HNIs, UHNIs and NRIs have responded strongly, appreciating both the living experience and the asset stability.

Q How does the Nelson Manickam Road location enhance the project's appeal and value proposition?

The location is arguably one of the project's most powerful differentiators. This is the heart of Chennai's CBD. Any direction of the city is within a 20- to 30-minute radius. And because of its distance from the airport, we secured height clearance to build what will be the tallest residential and hotel tower in Chennai's CBD. With nearly 100 metres of vertical rise, Taj Sky View

marries centrality with architectural prominence—a rarity in a city known for height restrictions. Also, due to the aura of the Taj Sky View Residences, the area will be premium.

Q How have pricing and demand evolved, and what are the expectations for capital appreciation and rentals?

The project has witnessed robust demand and significant appreciation within a short period. Prices have already appreciated around 50% for the apartments. There are 25 penthouses, and their appreciation has shot up to 60%. Rental expectations are equally strong. Chennai's luxury rentals currently average around ₹700 per sq. ft. Properties like ITC Grand Chola's serviced residences command ₹6–8 lakh per month, and Taj Sky View aims to surpass these benchmarks within a few years. With unit sizes ranging from 1,900 to 5,000 sq ft. We expect exceptional ROI once the market matures.

Q What sets Taj's branded residences apart from other global hospitality brands entering India?

The answer lies in operational philosophy and development scale. The hotel and the residences are in the same development, operationally integrated. Not many developers want

to take the risk of adding a hotel because hotels require longer gestation. Also, a hotel can't efficiently service 800–1,000 residences. Our scale of 123 residences with a 243-room hotel strikes the perfect balance. This right-sizing ensures residents receive personalised, uncompromised service rather than diluted hospitality spread across hundreds of homes.

Q What should discerning buyers evaluate when considering branded residences, beyond the allure of the brand name?

Branding and promotion alone cannot sustain long-term value. Buyers must examine the developer-brand partnership very closely in terms of the service being actually delivered daily. Also, they need to be aware of the amenities that are being hotel-managed. The premium is justified only when the brand operates the facilities and does not merely lend its name. This due diligence will differentiate truly world-class branded residences from those offering superficial branding without operational depth and long-term sustenance.

Q Looking ahead, what is your view on India's luxury housing as a part of the 5-trillion vision?

I believe that India's luxury real estate sector is perfectly aligned to the country's macroeconomic trajectory. India's growth story has just accelerated, and with GDP growth touching about 8% this year, it puts us firmly on the path to becoming the world's third-largest economy by 2030. Buying power is rising, and its impact is visible in luxury housing as average unit size is increasing. The next five years look extraordinarily promising.

With projects like Taj Sky View Residences setting new benchmarks, India's luxury residential segment is evolving from aspiration to lifestyle and from lifestyle to long-term value creation.





Vice Admiral Kavitha Sahai
Surgeon Vice Admiral, DG Medical Services, Indian Navy

Leading Surgeon and Senior Medical Strategist in Indian Navy

Dedicating her life to serving the nation, Vice Admiral Kavitha Sahai combines medical expertise with naval leadership

Vice Admiral Kavitha Sahai stands as a shining beacon of medical excellence and leadership within the Indian Navy. She currently serves as the Director General of Medical Services (DGMS), the senior medical flag appointment responsible for the Indian Navy's medical services. She oversees medical operations for the naval force, ensuring world-class medical attention whether at sea, on shore, or deployed in challenging environments.

Vice Admiral Kavitha Sahai has built a career that reflects both clinical brilliance and administrative efficiency. An alumnus of the Armed Forces Medical College (AFMC), Pune, she specialised in Pathology and went on to super-specialise in Oncopathology at the All India Institute of Medical Sciences (AIIMS),

New Delhi. She has served as Professor and Head of the Department of Laboratory Sciences at the Army Hospital (Research and Referral) and Base Hospital, Delhi Cantt, and as Professor in the Department of Pathology at AFMC, Pune.

She was awarded the Foundation for Advancement of International Medical Education and Research (FAIMER) Fellowship (USA) in 2013-14. She has authored over 100 research papers in national and international medical journals.

Vice Admiral Kavitha Sahai was commissioned into the Army Medical Corps in December 1986, marking nearly four decades of service in military medicine. She has held leadership roles at Army medical institutions (AFMC, AHRR, BHDC), medical research units, and training institutes. She has championed the

modernisation of medical facilities, introduced state-of-the-art technologies, and strengthened preventive healthcare initiatives.

Her career is a testament to resilience, dedication, and an unyielding spirit. Before becoming DGMS (Navy), she was the first woman Commandant of the Army Medical Corps (AMC) Centre & College as well as Officer-in-Charge of AMC Records. She is also the first woman officer elected as the Colonel Commandant of the Army Medical Corps. She has been awarded the Sena Medal (SM) in 2024 and the Vishisht Seva Medal (VSM) in 2018.

Vice Admiral Kavitha Sahai is among a small group of women officers in the Indian Armed Forces to attain three-star rank, and is the fourth woman to hold the rank of Vice Admiral, a distinction that places her among the most senior women leaders in uniform.

Her efforts have enhanced the efficiency and reach of medical services across the Navy. Her insights have helped shape programmes that safeguard the health of personnel during natural disasters, emergencies, and complex naval operations. The Vice Admiral has consistently emphasised structured training, ethical practice, and continuous learning, ensuring that military medical professionals are equipped to meet evolving clinical and operational challenges.

Her journey has been marked by an unwavering commitment to the health and well-being of service personnel. Vice Admiral Kavitha Sahai exemplifies the epitome of a healer and leader. Her work has touched countless lives, ensuring the physical and emotional well-being of naval personnel while strengthening India's defense medical framework. She remains a symbol of excellence, compassion, and unwavering service to the nation.

Where Excellence Meets Empathy

Dr Aravindan Selvaraj setting the standard in clinical excellence, innovation, and disciplined growth, shaping Kauvery Hospitals' future

Q What is your strategy for driving Kauvery's comprehensive, high-quality, and affordable growth in tertiary and quaternary care?

We began in 1999 as a 30-bed hospital in Trichy, where affordability was critical. Starting in a cost-sensitive market pushed us to master high clinical quality at low cost. As we expanded to 2,500 beds across 12 hospitals in six cities in Tamil Nadu and Karnataka, with strong quaternary care programs in cardiac sciences, gastroenterology, oncology, and multi-organ transplants, we consistently replicated this efficient model.

While most large chains start in metros and later move to smaller cities, we did the reverse. By proving ourselves in Tier-2 and Tier-3 markets first, we built strong systems and cost leadership. When we entered metros like Chennai and Bangalore, we excelled by offering the same clinical excellence at significantly lower cost. Today, established across metros and smaller cities, we are continuing our growth in Tier 2 & Tier 3 cities.

Q As a practising orthopaedic surgeon and executive director, how do you balance medical excellence with business growth?

Being a practising doctor handling a management role gives me a unique dual perspective. Having worked as an orthopaedic surgeon for 15 years in the UK and Ireland, I continue to maintain the "physician-executive" role, which helps to build trust, especially with senior specialists who value interacting with a leader who understands clinical realities. It keeps me closely connected to patients, doctors, and nurses, while also guiding strategy, expansion, and operations. In healthcare, doctors are central, and being an actively practising clinician gives me a significant advantage.

Q Which healthcare innovations at Kauvery Hospitals are you most proud of that improved patient outcomes?

After attending an international management program in 2019, I realised that innovation had to be embedded into our healthcare system to overcome patients' apprehension toward new procedures. I created a dedicated Innovation Department focused not only on major breakthroughs but also on capturing small, everyday improvements inspired by feedback from nurses, paramedics, pharmacists, and operators. These ideas helped



Dr Aravindan Selvaraj
MS, FRCS Ortho(UK & Ireland),
Co-Founder & Executive Director
Kauvery Group of Hospitals

enhance patient care in practical and meaningful ways.

During COVID-19 our innovation was invaluable for managing large wards with limited staff. Our team implemented remote-monitoring sensor patches that tracked vital signs and transmitted them to a central ICU dashboard. This allowed us to monitor more than 300 patients simultaneously, detect early deterioration, and save countless lives. Post-Covid, we extended this system to ambulances and home care using 5G connectivity and introduced the "Kauvery Kare" app with an SOS button for instant access to our 24/7 emergency response centre.

Q What are the goals for Kauvery over the next decade?

Our goal is to double capacity by adding another 2,500 beds in the next three years, expanding mainly within South India and exploring opportunities in Kerala, Telangana and in select cities nationally. We plan to go public in the next few years. Our mission is to be India's most trusted healthcare provider, known for expertise, outcomes, and affordability.

Steering TCS Through Digital Transformation

K Krithivasan combines steady leadership with innovation to guide a global technology powerhouse

K Krithivasan, CEO & MD
Tata Consultancy Services

K Krithivasan, popularly known as Krithi, is the Chief Executive Officer and Managing Director of Tata Consultancy Services (TCS), India's largest IT services company and one of the world's most respected technology firms. He assumed charge on June 1, 2023, becoming the leader of an organisation with more than half a million employees and operations spanning over 55 countries. His appointment reflected continuity, stability, and confidence in homegrown leadership at a time of rapid technological and economic change.

K. Krithivasan's journey at TCS is a classic story of steady rise built on consistency, deep domain knowledge, and strong execution. He joined the company in 1989 as an assistant systems analyst in New Delhi. Over the next three decades, he moved across roles in delivery, client engagement, large programme management, and business leadership. This long and varied experience equipped him with a sharp understanding of both global customers and complex operational systems.

Before taking over as CEO, Krithivasan served as President and Global Head of the Banking, Financial Services, and Insurance (BFSI) business, TCS's largest and most critical vertical. During this

stint, he managed some of the company's most important global clients and led digital transformation initiatives for major financial institutions. He has played a key role in expanding TCS's presence in markets such as Latin America, Australia, and New Zealand, strengthening the company's global footprint.

As CEO, he has focused on sharpening customer focus, accelerating innovation, and preparing TCS for the next phase of growth. He has pushed strongly for investments in AI, cloud computing, data platforms, and digital engineering. Under his leadership, TCS has reported an annualised AI services revenue run-rate of about \$1.5 billion and has completed over 5,500 AI projects for clients, with AI-related work growing faster than the company's overall business.

K. Krithivasan, known for his balanced leadership style, combines long-term strategic thinking with operational discipline, stressing on execution without losing sight of people. He has consistently highlighted the importance of talent development, employee engagement, and reskilling, recognising that human capital remains the backbone of TCS's success.

Academically, Krithivasan brings a

strong technical and managerial foundation to his role, holding a Bachelor's degree in Mechanical Engineering from the University of Madras and a Master's degree in Industrial and Management Engineering from the Indian Institute of Technology Kanpur. In recognition of his professional achievements and global impact, IIT Kanpur conferred upon him its Distinguished Alumnus Award in 2024.

Beyond day-to-day operations, Krithivasan also serves on the boards of several global TCS subsidiaries, including TCS Iberamerica, TCS Ireland, and TCS Technology Solutions AG, and chairs TCS Japan Ltd. He is also associated with the TCS Foundation, reinforcing the company's commitment to social responsibility and inclusive growth.

His tenure as CEO reflects continuity with change. He has preserved TCS's core strengths of trust, scale, and execution, while pushing the company toward newer technologies and growth models. In an era defined by disruption and uncertainty, his leadership stands out for its clarity, steadiness, and focus. With a people-centric approach, and a clear technology vision, K. Krithivasan continues to guide TCS as a global benchmark for excellence, resilience, and innovation in the IT services industry.

Humble Beginnings Global Ambitions

Raviraj Takawane spearheading Siddheshwar Group's transition from a quality product supplier to a strategic, value-driven partner

Raviraj Takawane built on the legacy of VB Takawane, transforming a traditional enterprise into a digitally enabled, globally competitive company. By embedding technology across every layer of operations and championing people-centric leadership, he advanced precision engineering. A defining milestone in this journey was the Siddheshwar Group's expansion into international markets.

Vision and Innovation
Raviraj addresses a critical challenge of the manufacturing sector: bridging the gap between legacy operational models and the fast-evolving industrial landscape that demands sustainability, consistent quality, and innovation supported by a strong digital backbone. His vision is to build an ecosystem capable of delivering zero-defect quality through enhanced efficiency, powered by seamless automation and data-driven analytics, supporting customers across the entire manufacturing lifecycle.

Leadership and Values
Raviraj's leadership philosophy is rooted in trust, transparency, and a steadfast pursuit of excellence. He empowers teams by cultivating a culture of continuous learning—encouraging them to question traditional processes, embrace new ideas, and take ownership of their contributions. This approach strengthens collaboration, fosters innovation, and ensures that employees feel valued, purposeful, and aligned with the organisation's long-term vision.

Risk, Resilience, and Courage
A defining chapter in Raviraj's journey was his decision to implement an end-to-end digital transformation within a traditionally managed manufacturing environment. This shift required substantial investment, cultural realignment, and the courage to challenge long-established systems. Despite initial resistance and operational hurdles, his resilience and forward-looking perspective turned this ambitious endeavour into a remarkable success. The transformation elevated Siddheshwar Group into a modern, globally benchmarked manufacturer.

People, Culture, and Inclusion
Raviraj firmly believes that people are the true force behind any organisation's success. He promotes an inclusive, growth-oriented culture where employees are supported, trained, and empowered to excel. The group runs long-term talent development programmes, offering educational support for employees' children and structured internship pathways that nurture future leaders. His approach emphasises merit, continuous learning, and shared ownership—transforming individuals into skilled, confident domain experts.

Industry Outlook and Disruption
Raviraj envisions a future where manufacturing is shaped by rapid technological advancement, deep digitisation, sustainable practices, and inclusive people strategies. Anticipating this shift, Siddheshwar Group is expanding capacities, enhancing systems, and building



Raviraj Vikas Takawane
Managing Director
Siddheshwar Group

"INNOVATE BOLDLY, STAY RESILIENT, AND LEAD WITH PURPOSE. BUILD PEOPLE, BUILD TRUST, AND CREATE MEANINGFUL IMPACT. TRUE LEADERSHIP IS MEASURED BY CONTINUOUS LEARNING, TURNING CHALLENGES INTO OPPORTUNITIES, AND FOSTERING AN ENVIRONMENT OF INCLUSIVE GROWTH."

future-ready capabilities while embedding sustainability across all operations. His strategic foresight positions the organisation to lead as the industry moves toward precision-driven, technology-powered, environmentally responsible manufacturing.

Introspection and Legacy
Raviraj aspires to build a legacy, rooted in continuous learning, as a leader who elevated a family enterprise into a futuristic global organisation, nurturing people and upholding core values and positively impacting employees, customers, and society. He aims to build a culture of innovation, integrity, and human-centric growth that shapes Siddheshwar Group for generations.



Geetika Mehta, Managing Director, Nivea India

Driving Trust, Care and Consistent Growth in Competitive Skincare Market

Geetika Mehta leads NIVEA India with a focus on credibility, consumer wellbeing and sustained brand expansion

With a calm yet decisive leadership style, Geetika Mehta, the Managing Director of NIVEA India, is playing a key role in strengthening the presence of one of the country's most trusted and loved skincare names in a highly competitive market, while staying true to the brand's promise of care, quality and trust.

At the helm of NIVEA India, Mehta oversees the company's overall business strategy, brand building, marketing, sales and operations. Her focus is on understanding Indian consumers and delivering products that meet their everyday skincare needs. Under her leadership, NIVEA has expanded its reach across cities and towns, making global skincare solutions more accessible to Indian households.

Mehta brings with her nearly two

decades of experience in marketing and business leadership across some of the world's most respected consumer companies. Previously, she held key leadership positions at Hershey India for 2.5 years and spent 18 years at Hindustan Unilever Limited. In her role, she managed cross-functional teams and contributed significantly to the success and profitability of brands she has been associated with.

Since taking charge at NIVEA India, Mehta has focused on building a strong, locally relevant portfolio. She has steered the brand toward innovation while ensuring affordability and quality. From skincare products designed for India's diverse climate to campaigns that speak to changing lifestyles, her leadership reflects a balance between global brand values and

local insights.

One of Mehta's key strengths is brand storytelling. She believes that skincare is deeply personal and that trust is built over time through consistency and honesty. This belief has guided NIVEA's communication strategy in India, where the brand emphasises gentle care, dermatological expertise and everyday use rather than unrealistic beauty standards.

Beyond business growth, Mehta is also known for her people-focused leadership approach. She places strong emphasis on teamwork, inclusion and creating a positive workplace culture. Colleagues describe her as approachable, thoughtful and supportive—qualities that help foster collaboration and long-term commitment within teams.

Mehta is particularly passionate about mentoring young professionals, especially women, and encouraging them to build confident careers in corporate leadership. She often speaks about the importance of resilience, continuous learning and staying grounded, even in fast-changing business environments.

Under her guidance, NIVEA India has also strengthened its focus on responsible business practices. From sustainability initiatives to ethical sourcing and conscious packaging, Mehta ensures that the brand's growth aligns with environmental and social responsibility. For her, success is not just about market share, but about making a positive difference in consumers' lives.

Mehta is active in business forums and conferences, contributing expertise to the wider industry. She has also been recognised for her commitment to various social causes, especially women's empowerment and sanitation. Finally, Mehta has also studied, taught and choreographed Kathak for 14 years.

Nourish to Flourish

Pioneering the Millet Movement in India, Raju Bhupati is leading the nutrition revolution while fuelling India's \$5 trillion dream with a mission to nourish a billion people



As India accelerates toward its ambitious goal of becoming a \$5 trillion economy, the real momentum is being generated far from the glass facades of metro tech parks. It's in the country's heartlands that the foundations of sustainable growth are being laid. Hyderabad-based Raju Bhupati understands this profoundly. Guided by the conviction that child nutrition is the cornerstone of nation-building, he is driving change with a model that fuses entrepreneurial acumen with a profound sense of purpose.

Aspiration to Access

Bhupati spotted a paradox in India's FMCG market: the mass-friendly Rs. 5 and Rs. 10 price points are dominated by junk food, while genuinely clean-label, nutrient-dense options sit behind premium prices and celebrity hype. A child in a tier-2 town may dream of building muscle like a film star, yet their family cannot afford expensive protein snacks. The aspiration exists, but the affordability does not.

Bhupati's solution was to "weaponise" nutrition by blending it seamlessly with aspiration, affordability, and irresistible taste.

He realized that building a billion-dollar brand required winning the trust and imagination of India's youth. The product had to be accessible, emotionally relatable, and delicious enough that its hidden nutrition would be consumed willingly.

Rural Reach, Massive Impact
Bhupati's vision led to the creation of the Millet Chikki, launched at a disruptive price point of just Rs. 5, yet rich in taste and nutrients. Starting with 15 schools and 200 Kirana stores, it sparked a rural movement and now sells nearly 2 crore units a month across Telangana and Andhra Pradesh. Encouraged by this success, Bhupati introduced the Millet Milk Bar, which has quickly become a sensation in Northern India.

Troo Good's meteoric rise showcases the strength of "rural-driven growth". Operating in only three states; Andhra Pradesh, Telangana, and Chhattisgarh, it sells an impressive 5 crore chikkis and bars each month. With minimal advertising and relying on product quality and word-of-mouth, the brand has already reached a Rs. 200 crore Annual Recurring Revenue (ARR).

"Give India a product that costs less than a packet of chips, tastes better than sin, and quietly repairs a generation—then watch what happens when the remaining twenty-five states wake up"

Raju Bhupati
Founder & CEO, Troo Good

Billion-Person Impact of Five Rupees

In an age of unicorn hype, Bhupati recognises that real leverage in India lies in its villages, Tier-3 towns, and school gates, where futures are shaped one recess at a time. He isn't merely selling snacks but reshaping the nation's nutritional destiny, five rupees at a time!

He has created a new stream for employment generation in rural India, benefiting innumerable livelihoods. Raju Bhupati proves that the old formula can still build empires, except this time, the legacy won't be measured in dollars, but in the centimetres of height gained by a generation that refuses to remain stunted.



Devika Bulchandani, Chief Operating Officer, WPP

A Global Leader, Driving Change at WPP

Devika Bulchandani is a global advertising leader known for people-first leadership, creativity and operational excellence

Devika Bulchandani, the Global Chief Operating Officer of WPP, stands among the most influential leaders in the world of advertising and communications today. Calm, focused and deeply people-centric, she represents a new generation of leadership – one that values creativity as much as culture and performance as much as purpose.

As COO of WPP, the world's largest advertising and marketing services group, Bulchandani plays a central role in shaping how the company operates across markets, agencies and cultures. Her responsibility goes far beyond managing processes. She helps ensure that WPP's global vision translates into real impact – for clients, employees and the industry at large.

Bulchandani brings with her over three decades of experience in

advertising, brand strategy and business leadership. She has worked across continents, cultures and categories, building a reputation for clarity, empathy and sharp strategic thinking. Over the years, she has led some of the world's most admired brands, helping them navigate change in an increasingly complex digital landscape.

Before becoming COO, Bulchandani was the Global President of Ogilvy, one of WPP's most iconic agencies. During her tenure, she played a key role in strengthening Ogilvy's integrated model, bringing together advertising, experience, public relations and consulting under one unified vision. Her leadership helped the agency stay relevant at a time when the advertising industry was undergoing rapid transformation.

Her story blends a strong Indian foundation with a truly international

perspective. Originally from Amritsar, Bulchandani was educated at Welham Girls' School in Dehradun and later earned a degree in English and Psychology from St Xavier's College, Mumbai. In 1991, she relocated to the United States to pursue postgraduate studies in communications at the University of Southern California.

What sets Bulchandani apart is her belief that strong businesses are built on strong cultures. She often speaks about the importance of inclusion, diversity and belonging—not as buzzwords, but as business essentials. Under her leadership, teams are encouraged to bring their full selves to work, fostering creativity that reflects the real world and resonates with diverse audiences.

As COO of WPP, she works closely with the group's leadership to improve collaboration across agencies, simplify structures and drive operational excellence. In a world where brands must move at the speed of culture, Bulchandani ensures that WPP keeps pace.

She is also a strong advocate for responsible leadership. Bulchandani believes that companies must play a positive role in society—whether through ethical business practices, sustainability initiatives or supporting social causes. For her, success is not just measured by financial results, but by the impact a company creates beyond the balance sheet. All this makes Bulchandani's journey inspiring for young professionals, especially women aspiring to leadership roles.

Despite holding one of the most powerful roles in global advertising, Bulchandani is known for her humility and approachability. Colleagues often describe her as a leader who listens carefully, asks the right questions and empowers others to lead. She values teamwork and believes that the best ideas can come from anywhere.

A Visionary Empowering Enterprise to Spur Social Change

The innate spark to be Atmanirbhar (self-reliant), Dr Anil Kumar, Founder & CEO, Ankita Group of Companies, New Delhi, shaped a towering industry leader in trading and an unparalleled philanthropist promoting social inclusivity and empowerment to help strengthen Bharat/India



Dr Anil Kumar
Founder & CEO
Ankita Group of Companies

despite their good intentions and cooperation corruption is rampant. My sincere appeal is to the society is to stop supporting corruption, which eventually will impact good government schemes that lag behind or fail. For the last three years, under the Pradhan Mantri's skill yojana, I am trying to start a skill centre for the youth, especially, for girls in the village, but corruption is a major hindrance.

Q What is the lasting relationship you have with being Atmanirbhar?

At the age of 6, I started dabbling in odd jobs. My first earning was 5 paise that grew to Re 1 through part time jobs, which funded my education. My postgraduation in political science was funded through a scholarship that I earned. Later, the KEISIE International University in South Korea conferred the honour of Doctor of Philosophy in Management.

How Philanthropy Became Integral to You:

* **Early Compassion:** My philanthropic journey began early, while I was in the 8th grade. I used my personal savings to buy gifts and support the marriages of girls from poor families.

* **A Habit of Giving:** This early sentiment "continues even today". A remarkable part of my philosophy is that I donate 50 percent of my total earnings for social welfare, making giving an integral and formal part of our life and business operations.

* **Structured Generosity:** I established the Maheshwar Laxmi Memorial Foundation, named after my parents, to formalize our charitable efforts.

* This foundation is a strategic vehicle for delivering targeted aid, such as Distributing 'natural' nutrition to pregnant mothers to ensure healthy babies.

* **Education:** A central aim is to "educate the uneducated and

make the society empowered -Atmanirbhar".

* **Healthcare:** A specific focus area within your healthcare initiatives is cancer.

* **Community Support:** You support community marriages for girls from economically weaker sections of society, irrespective of their background.

Q What are our major goals for the year 2026?

Setting-up an aluminium foil manufacturing unit for food packaging at Halol in Gujarat to grow the business exponentially in India, besides upscale our organic Agro products, fruits and vegetables is our target.

Under the Maheshwar Lakshmi Memorial Foundation named after my parents, we will launch distribution of natural nutrition to pregnant mothers during their entire gestational period for giving birth to healthy baby.

After diversifying I will hand over the business to my daughter, Ankita Anil, to ensure the longevity of our "Social Reformer Enterprise."

Her return from the US brings global technical expertise to our local foundations, allowing the business to modernize while staying rooted with our core values.

Q What are the expectations from the government?

Government is proactively supporting entrepreneurs like us, but

Q What is the name that you would give to your sector?
I believe that our sector is 'Business of Social Reformer Enterprises.' It allows to continually pursue my aim to educate the uneducated and make the society empowered - Atmanirbhar.

Q What is your message for 2026?
My message to our country's young children is a quote by Sri Swami Vivekananda "Utho, Jago Aur Tab Tak Mat Ruko Jab Tak Lakshya Prapt Na Ho Jaye!"

"Arise, awake and stop not till the goal is reached"). I envision that our country will rise and emerge as the world's most progressive, economically affluent, and strong nation. I am fortunate that Namita is my life partner, whose unconditional support made it possible for me to achieve what I have.



Redefining the Art of Luxury Hospitality

MAYFAIR Hotels & Resorts is creating memorable moments through the seamless orchestration of comfort, personalisation, and experiential stays

MAYFAIR Hotels & Resorts stands tall among India's premium hospitality brands. Its immersive, nature-centric, heritage- and culture-driven, personalised experiences leave a lasting impression on discerning travellers.

Aligning with evolving travel preferences, MAYFAIR has shaped a distinctive portfolio of luxury destinations rooted in authentic local encounters, eco-conscious practices, and an emphasis on wellness, privacy, and exclusivity. "The MAYFAIR family operates within an open and inclusive culture, where senior leadership remains accessible and accountability is paramount. My guiding principle is simple, guest satisfaction comes first," emphasises Dilip Ray, Chairman, MAYFAIR Hotels & Resorts.

The Soul of a Luxury Stay

From the golden beaches of Puri, Goa, and Gopalpur to the misty hills of Kalimpong and Gangtok, and

across urban and leisure destinations such as Bhubaneswar, Rourkela, Guwahati, Raipur, Goa, and Alibag, extending to the tea estates and timeless tea narratives of Siliguri and Darjeeling, the MAYFAIR experience is shaped by its surroundings, with every property expressing its ethos through heartfelt service.

The design philosophy of MAYFAIR weaves local architecture, culture, and craftsmanship with contemporary luxury. Personally guided by the Chairman, this approach is rooted in research, collaboration, and



thoughtful restraint.

"We design meaningful experiences. In coastal and nature-led resorts, curated local immersions such as sunset rituals, regional culinary narratives, crafted keepsakes, and holistic wellness programmes create value organically, without the sense of upselling. That is margin earned with dignity," explains Dilip Ray. "When a property evolves into a true destination, it rises above commodity pricing through the memories it creates."

Guided by the philosophy 'Stay with us, stay with nature', each MAYFAIR property is purposefully designed to cultivate a natural micro-climate, often 2-3°C cooler than surrounding areas, through dense tree plantations, expansive green spaces, and integrated water features, enhancing comfort and sustainability even during peak summers.

Transformation from Boutique Experience to Bespoke Luxury

From its origins at MAYFAIR Rourkela in 1982, the MAYFAIR Hotels & Resorts portfolio has grown to 19 luxury resorts across eight Indian states—Odisha, West Bengal, Sikkim, Goa, Assam, Chhattisgarh, Bihar, and Maharashtra—with properties spanning urban retreats, leisure destinations, and resort landscapes across the country.

Over the years, MAYFAIR has evolved from intimate boutique offerings into a refined luxury hospitality brand, while preserving the warmth, character, and individuality that define each destination.

"At every MAYFAIR destination, a story unfolds," says Pooja Ray, Managing Director, MAYFAIR Hotels & Resorts. Signature properties include India's First Boutique Tea Resort, MAYFAIR Tea Resort, Siliguri, fondly known as The Museum Hotel, offering a walk through history with rare vintage artefacts, immersive tea trails, and curated heritage experiences; MAYFAIR Manor, Jungpana Tea Garden, Darjeeling, a hidden colonial gem once graced by Nepalese royalty; MAYFAIR Himalayan Spa Resort, Kalimpong, a restored 117-year-old British-era estate; MAYFAIR Lagoon, Bhubaneswar; and the iconic MAYFAIR Beach Resort, Gopalpur-on-Sea (1914).

Other notable properties include MAYFAIR Lake Resort, Raipur, with its breathtaking lake views and expansive banquets, regarded as the crown jewel of Central India's hospitality landscape; MAYFAIR Oasis Resort & Convention, Jharsuguda; MAYFAIR Garden, Rourkela; and MAYFAIR Spring Valley, Guwahati.

In Puri, religious tourism is a key focus. MAYFAIR Heritage, Puri, blends elegant beachfront living with access to the iconic Jagannath Temple, while MAYFAIR Waves, Puri complements it as an upscale seaside retreat for leisure, pilgrim, and celebration-led travel.

MAYFAIR Bay Resort, Paradeep, set along Odisha's untouched coastline, is a refined expression of coastal sophistication, offering 140 rooms, suites, and a private villa, alongside versatile dining including The Fish Market—its signature seafood restaurant.

Located adjacent to the



Dilip Ray
Chairman, MAYFAIR Hotels & Resorts



Pooja Ray
Managing Director, MAYFAIR Hotels & Resorts

majestic Chandaka Elephant Sanctuary, the upcoming MAYFAIR Sanctuary Convention Centre, Bhubaneswar, will be India's first and only resort to be built entirely in the timeless Art Deco style. The landmark destination will feature 400 elegant rooms and suites, many with forest-facing balconies, along with 28 expansive banquet and event spaces, reinforcing Bhubaneswar's prominence as a leading MICE hub.

Following the success of MAYFAIR Manor, Alibag and MAYFAIR On Sea, Morjim, the brand looks ahead with upcoming destinations such as MAYFAIR Vizag, MAYFAIR Wellness Resort, Chilika, and MAYFAIR Shirdi.

Philosophy of Authentic Luxury
Guided by the values of MAYFAIR Hotels & Resorts, the brand reflects a focus on thoughtful, long-term growth rooted in consistency, culture, and guest-centricity.

"For those who stay with us, each visit transcends accommodation. It becomes an immersive journey where nature, culture, and personalised care converge, creating memories that linger long after the journey ends," says Pooja Ray.

At the heart of every MAYFAIR property is a tribute to India's artistic and mythological

heritage, from depictions of Lord Ganesha and Garuda, Mandala-inspired architecture, colonial-era antiques, temple-style carvings, and preserved vintage artefacts, transforming each hotel into a cultural canvas.

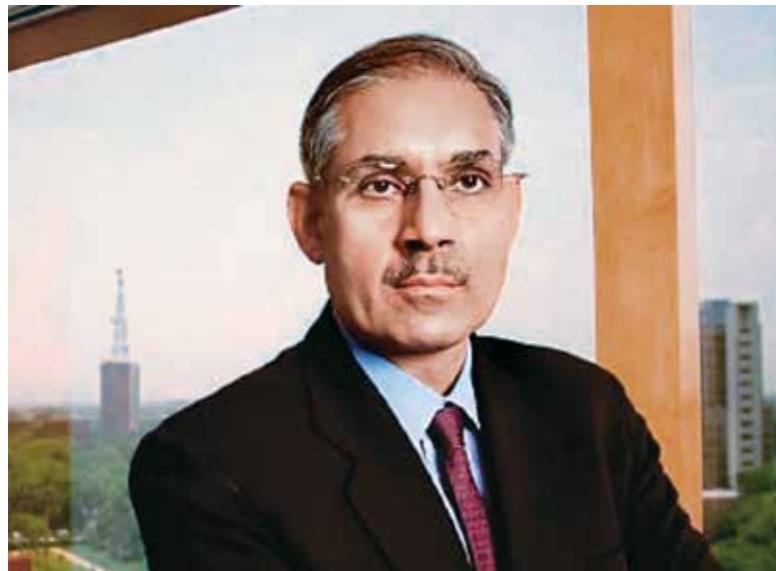
Inclusion and Environmental Stewardship

Mayfair approaches inclusion as a systemic design. Women are enabled to thrive through opportunity, safety, and progression across functions, supported by robust POSH compliance, secure protocols, and visible leadership.

Sustainability is treated as a long-term responsibility. Strategic tree cover enhances microclimates, native planting restores biodiversity, and water conservation, waste management, and reduced single-use plastics ensure destinations remain resilient.

Looking at 2026 and Beyond

MAYFAIR's vision is to build a lasting institution. Growth will remain selective and destination-led, focused on nature, heritage, wellness, weddings, and MICE. Sustainability, technology-enabled efficiency, and human capital will remain central, ensuring a legacy shaped by integrity and timeless hospitality.



Rajiv Singh, Chairman, DLF

Shaping India's Urban Landscape with Visionary Leadership

Rajiv Singh, Chairman of DLF, is steering real estate growth with innovation, strategic insight and excellence

Rajiv Singh, chairman of DLF Limited, has emerged as one of India's most influential and forward-thinking leaders in the real estate sector. His leadership is marked by strategic foresight and a deep understanding of the evolving landscape of urban development in India.

Singh's journey reflects not only his professional acumen but also his dedication to shaping sustainable, modern living and commercial spaces in the country. Under his stewardship, DLF has strengthened its market position, expanded its footprint across India, and embraced innovative approaches that align with global real estate standards while catering to local aspirations. Singh's approach goes

beyond conventional real estate development; he focuses on creating communities, enhancing urban infrastructure and integrating sustainability in every project. Simply put, Singh has made DLF a force to reckon with.

With a career spanning more than 35 years in real estate and business leadership, Singh brings a blend of strategic thinking, operational expertise and visionary planning. His educational background, which includes a mechanical engineering degree from Massachusetts Institute of Technology (MIT), USA, has equipped him with the analytical rigor and strategic insight needed to navigate complex business environments.

Throughout his tenure as chairman of DLF, Singh has been

instrumental in launching landmark projects that redefine urban living. His emphasis on innovation has led DLF to adopt cutting-edge technologies, sustainable construction practices, and modern architectural designs that meet the expectations of homebuyers, businesses and investors. From luxury residential complexes to commercial hubs and retail spaces, Singh has consistently focused on blending aesthetics with functionality and long-term value. He has ensured that green building practices, energy-efficient designs and social responsibility programmes are a thrust area for the company.

Singh's foresight has also guided DLF through market fluctuations and economic challenges. He has successfully balanced the pursuit of expansion with risk management, allowing the company to maintain steady growth while exploring new opportunities in real estate, infrastructure and urban development.

Beyond business growth, Singh is committed to corporate governance and ethical leadership. He has fostered a culture of transparency, accountability and employee engagement within DLF, ensuring that the company operates with integrity while striving for excellence. Collaboration, nurturing talent and creating an environment where creativity can thrive have been his topmost priorities.

Looking ahead, Singh envisions DLF as continuing to set benchmarks in real estate. His leadership is steering the company towards a future where urban spaces are not only modern and luxurious but also inclusive, environment-friendly and designed to enhance the quality of living. And this speaks volumes about Singh's vision, resilience and unwavering commitment to excellence.

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The Visionary Legacy of Dr Lakshman Chandra Seth, D.Litt.:

A Transformative Leader in Haldia

Dr. Lakshman Chandra Seth remains one of the foremost architects of Haldia's socio-economic transformation and a towering figure in West Bengal's public life. A politician, trade union leader, educationist, and nationalist, his journey from extreme poverty to national leadership reflects exceptional resolve and vision.

Born into a Scheduled Caste family in a remote village of Haldia, Dr. Seth rose from deprivation to become the first in his village to pursue higher education. Determined to break entrenched poverty, he earned an M.A., LL.B., Ph.D., and later a D. Litt., completing postgraduate studies at Calcutta University. Education, for him, was both empowerment and social responsibility.

He entered politics at 22 while studying at Calcutta University in 1971. Alongside politics, he emerged as a trusted trade union leader, representing workers across sectors in Haldia. As President of multiple unions, he gained credibility among

workers and industrial management alike for his balanced leadership and effective crisis resolution.

Dr. Seth represented the Sutahata Assembly Constituency from 1982 to 1995 and later served three consecutive terms in the Lok Sabha from Tamluk in 1998, 1999, and 2004.

Throughout his legislative career, he consistently championed industrial expansion alongside workers' rights.

His most enduring contribution was transforming Haldia into a major industrial and educational hub. As Chairman of the Haldia Development Authority (1998–2009), he facilitated the establishment of nearly 40 medium and large industries, including IOC's Haldia Refinery, Haldia Petrochemicals, Mitsubishi PTA, Tata Chemicals, Hindustan Unilever, and Adani Edible Oil. This industrial growth generated large-scale

employment and positioned Haldia among India's leading industrial centres.

Equally impactful was his educational vision. He founded 14



Dr Lakshman Chandra Seth, D.Litt.
Politician, Trade Union Leader, and Educationist

institutions under the concept of Haldia as a "Knowledge City" and "Health City," including Haldia Institute of Technology, ICARE Institute of Medical Sciences and Research & Dr. B.C. Roy Hospital, dental, law, pharmacy, nursing, management, education, teacher training, health sciences, language studies, and research institutions.

A follower of Gautam Buddha's ideals, Dr. Seth enriched Haldia's cultural life through initiatives such as Haldia Utsab and Nadi Utsab. He also promoted sports by organizing national and international events, including Federation Cup football, women's championships, blind sports, under-19 international football, and the International Women Kabaddi Tournament.

Even in later life, his commitment to learning endured; he earned a doctorate at 70 and a D.Litt. at 73. Dr. Lakshman Chandra Seth's legacy—industrial, educational, cultural, and social—firmly establishes him as the revered "Maker of Haldia", whose vision continues to inspire future generations.



Lalitha Nataraj, Managing Director & CEO, NPCI Bhim Services

Driving India's Trusted UPI App Forward

Lalitha Nataraj leads BHIM Services with a focus on secure, inclusive, and scalable digital payments

Lalitha Nataraj is a senior banking and payments professional with decades of experience in India's financial services ecosystem. She is currently the Managing Director and Chief Executive Officer of NPCI BHIM Services Ltd (NBSL), the wholly-owned subsidiary of the National Payments Corporation of India (NPCI), entrusted with the Bharat Interface for Money (BHIM) UPI app.

BHIM was originally launched in December 2016 to accelerate adoption of digital payments. It is the official reference app and public-sector counterpart to private UPI players. NBSL has also launched BHIM 3.0 with enhanced features including broader language support and accessibility in low-connectivity areas.

Lalitha Nataraj is responsible for strengthening BHIM as a trusted,

accessible, and secure digital payments platform. BHIM enables millions of users to make instant bank-to-bank payments using mobile phones. Under her leadership, the focus has been on improving user experience, enhancing security, expanding merchant adoption, and increasing the app's relevance.

According to her colleagues, under Nataraj's leadership, BHIM is redefining what a public digital payments app should optimise for at scale. It aims at not just convenience, but confidence, inclusion, and real-world relevance.

Previously, Lalitha Nataraj built a distinguished career in the banking sector. This includes a position as head of Digital Partnership Payments at IDFC Bank. At ICICI Bank, she worked in different roles

across retail banking, transaction banking, operations, and digital initiatives. She has been closely associated with the evolution of digital banking in India. At ICICI Bank, she played an important role in driving technology-led transformation, process automation, and customer-centric innovation. Her experience in managing large teams and complex operations prepared her well for leading a platform like BHIM.

Lalitha Nataraj is known within the industry for her calm leadership style and emphasis on governance and compliance. In a sector where trust and security are critical, she has consistently highlighted the importance of data protection, fraud prevention, and seamless grievance redressal. These priorities are particularly significant for BHIM, which serves users across urban and rural India, including many first-time digital payment users.

As MD and CEO of NPCI BHIM Services, she works with banks, regulators, fintech partners, and government stakeholders to ensure that BHIM remains aligned with India's digital public infrastructure goals. Her leadership supports NPCI's vision of promoting cashless transactions while ensuring financial inclusion and ease of access for all sections of society. Academically, she holds strong professional credentials that complement her practical experience.

Overall, Lalitha Nataraj represents a blend of traditional banking discipline and modern digital payments leadership. At a time when UPI has become a global benchmark for real-time payments, her role at NPCI BHIM Services is critical in ensuring that one of India's flagship digital payment apps remains reliable, secure, and accessible to millions of users every day.

Cantabil: India's Signature/Gigantic Fashion Apparel Brand Turns 25

India's Signature Fashion Retailer Marks 25 Years of Success

The young chip off the block, Deepak Bansal, Promoter & WholeTime Director, Cantabil Retail India Ltd, Delhi, is taking forward the vision of his father & present CMD Mr. Vijay Bansal, Founder of the company. He unveils a slew of attractive activities to mark 25 years of India's apparel giant.

Q Could you briefly sum up Cantabil's nostalgic journey of 25 years and what it took to launch the enterprise that was to become an inspiring success story?

Cantabil has proudly completed 25 remarkable years in the fashion and apparel industry—a journey that began with a simple yet powerful vision: to make quality fashion accessible, refined, and timeless for every Indian. The journey has been amazing and nostalgic as I see it from its very inception in 2000. From the opening of its very first store in Rajouri Garden, Cantabil has grown into a nationwide force with 650+ stores. Today, Cantabil stands not just as a brand but as an inspiring success story—proof that when passion meets purpose, extraordinary journeys are made possible.

Q What is the impact of Cantabil in the apparel market and the customer category it dominates? India's apparel industry stands as one of the world's most dynamic and fast expanding markets—and within this vast ecosystem, Cantabil, has carved a powerful and enduring position. Over the years, the brand has emerged as a formidable force in the mid-premium fashion segment, driven by its sharp understanding of

Indian consumer behavior. Today, Cantabil's menswear, contributing majority to business, remains its crown jewel, showcasing authority in formals, casuals, and premium occasion wear. Apart from family wear stores, exclusive Women & kids' stores have increased from 35 stores in 2024 to 60 stores in 2025, signalling both strong demand and Cantabil's strategic expansion in these high-potential segments.

Complementing apparel, the brand's footwear and accessories categories also contribute towards a growing percentage to the total revenue, further strengthening Cantabil's position as a holistic fashion destination.

Q What are Cantabil's silver jubilee celebration plans including innovative customer engagements or new product launch?

Cantabil's Silver Jubilee marks a defining milestone—celebrating 25 years of craftsmanship, innovation, and an unwavering connection with customers across India. At the forefront of these celebrations are a series of thoughtfully curated customer engagement initiatives, including rolling out PAN-India in-store experiences, delighting visiting customers with complimentary freebies, curated gift hampers, and an inviting store ambience enhanced through elegant ornamentation, creative facades, and meticulously styled dummy windows. To strengthen outreach, a comprehensive SMS campaign has been deployed, informing our loyal customer base about the exclusive Silver Jubilee offers. On the digital



Deepak Bansal, Promoter & WholeTime Director, Cantabil Retail India Ltd

front, Cantabil continues to captivate audiences through interactive online campaigns and vibrant social media contests, aimed at eliciting interest in the new generation of fashion-conscious consumers. Cantabil has also introduced exclusive Silver Jubilee discounts and value-driven offers across all categories in every store of the country. The brand has also launched its Autumn Winter Campaign'25 perfectly in sync with the Silver Jubilee month and Cantabil's signature limited-edition line symbolizing both the brand's heritage and its evolving vision for the future.

Q What has been the YoY growth for Cantabil, especially, post Covid-19 recovery and market volatility?

Cantabil's post-Covid trajectory has been one of robust recovery followed by steady, quality expansion—not a volatile bounce but a deliberate, store-led scaling of revenue and profitability. The company delivered exceptionally strong YoY rebounds as operations normalized, and FY23 posted a sharp expansion to ₹552 crore. In FY24 Cantabil consolidated the momentum with reported sales of ₹617 crore—a 12% YoY increase. The company continued to register mid-to-high-teens YoY top-line growth of 17% revenue in FY25, and H1/FY26 registered 20% YoY revenue growth and double-digit PAT expansion as consumer demand and same-store sales strengthened.



Pia Singh, Chairperson, DLF Foundation

Mission with Vision, Empathy and Impact

At the helm of DLF Foundation, Pia Singh advances thoughtful philanthropy that empowers communities and strengthens lives

As the Chairperson of the DLF Foundation, the philanthropic arm of one of India's most influential real estate groups, Pia Singh stands at the intersection of empathy, strategy, and social responsibility. With a calm yet resolute leadership style, she has emerged as a powerful force in India's development sector, steering corporate philanthropy toward meaningful and sustainable impact.

She is also a Director on the Board of DLF Limited and has served in executive positions including Chairperson of DLF Retail Developers Ltd and Director of DT Cinemas Ltd.

Pia Singh has given the DLF Foundation a clear moral compass. This aims at placing people, dignity, and community wellbeing at its core. Under her guidance, the Foundation has evolved beyond conventional corporate social responsibility to become a platform for deep social engagement, especially in areas of education, healthcare, women's empowerment, skill development, and community upliftment.

A graduate of the Wharton School, University of Pennsylvania, Pia Singh began her career at GE Capital in the US, where she

worked in risk management. She maintains academic links with her alma mater as Co-President of the University of Pennsylvania's Institute for the Advanced Study of India and a member of its Asia Campaign Leadership Committee.

She is also a trustee of Ananda Sangha Trust and the Paramhansa Yogananda Public Charitable Trust, which are spiritual and charitable organisations.

One of her strengths is her ability to blend compassion with structure. Pia Singh understands that good intentions must be supported by strong systems, partnerships, and accountability. The DLF Foundation often works closely with grassroots organisations, experts, and local communities to ensure that interventions are impactful.

Education has been a key pillar of her vision. She has championed initiatives for underprivileged children, recognising education as the most powerful tool to break cycles of poverty. From supporting school infrastructure and digital learning to holistic development, her approach looks beyond classrooms. Healthcare is another area where her leadership has made a visible difference. The Foundation focuses on improving access to essential medical

services, preventive healthcare, and awareness programmes.

Pia Singh is also a strong advocate for women's empowerment. Through skill-building programmes and livelihood initiatives, she has supported efforts that enable women to become financially independent and confident decision-makers in their families and communities. She sees women not as beneficiaries, but as agents of change.

What sets Pia Singh apart is her understated leadership. Colleagues and partners often describe her as thoughtful, hands-on, and deeply committed. She encourages innovation while staying grounded in core values.

At a time when corporate philanthropy is often measured in numbers alone, Pia Singh brings humanity back to the centre of the conversation. Her vision for the DLF Foundation is not about one-time interventions, but about creating sustainable social values that grow stronger with time.

Pia Singh has helped redefine what responsible corporate citizenship can look like in India – quietly impactful, ethically grounded, and firmly focused on building a more inclusive and compassionate society.

50 Years of Shaping Futures

How the Ryan Group of Schools Contributes to the Vision of a \$5 Trillion Economy



Mr Ryan Pinto
CEO, Ryan Group of Schools

As India advances toward its \$5 trillion economic vision, one truth is clear: our nation's progress will be shaped by its people. Developing skilled, compassionate, and future-ready youth is essential to this transformation. At the Ryan Group of Schools, this belief has guided our mission for five decades. As we approach our Golden Jubilee in 2026, our commitment to nation-building through education, innovation, and character formation remains steadfast.

Over the past 50 years, the Ryan Group has built one of India's most expansive K-12 ecosystems—150+ schools across 40 cities, educating more than 250,000 students across CBSE, SSC, ISC, ICSE, and IB boards. This footprint enables us to contribute meaningfully to India's skill development landscape and prepare young learners to thrive in a rapidly evolving world.

A strong economy must also be a sustainable one. Guided by the vision of our Founder Chairman, Dr. A.F. Pinto, and Managing Director, Madam Grace Pinto, we are launching a major

environmental mission: planting 50,000 saplings in a single day across our campuses nationwide. Extending this initiative, we have committed to planting 1 million trees between June 2026 and May 2027, in partnership with students, parents, educators, and local communities. This effort reflects our belief that climate responsibility and economic progress must go hand in hand.

Academically, our focus remains firmly on future-ready learning. AI exposure, coding, robotics, STEM education, entrepreneurial thinking, media studies, and project-based learning are embedded across our curriculum to nurture innovation and adaptability. Platforms such as TED-Ed Clubs, School Parliament, the Entrepreneurship Cell, dramatics, and creative writing labs further build communication, creativity, and leadership.

Together, these initiatives equip students for emerging careers and leadership roles in a global economy.

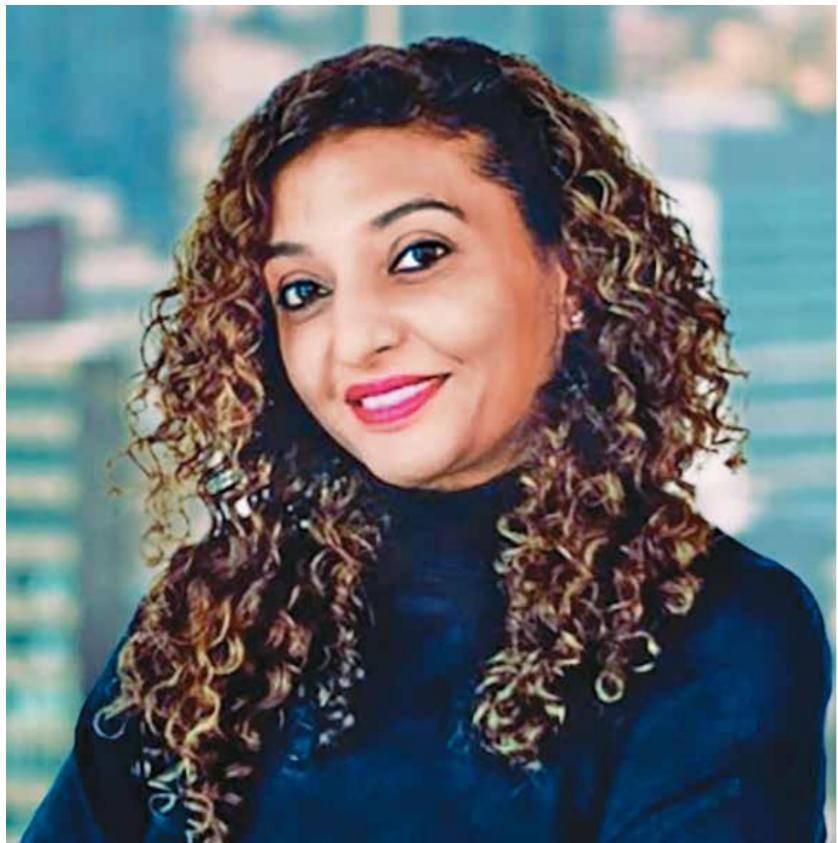
Our learners also excel on the world stage. Ryan students participate in the World Scholar's Cup, Indian Model United Nations (INMUN), the Ryan International

Theatre Festival, NASA experiential programmes, and international exchange tours across the US, UK, UAE, and Europe. We also host the iconic International Children's Festival of Performing Arts (ICCPA), welcoming participants from over 15 countries—broadening global exposure and cultural understanding.

Sports remains a cornerstone of holistic education. Through partnerships with Sports Gurukul, Junior NBA, La Liga, and the Mahesh Bhupathi Tennis Academy, students receive professional training in football, basketball, tennis, swimming, skating, and athletics. This integrated approach builds discipline, teamwork, resilience, and leadership—qualities vital for both personal growth and national development.

As we enter our 50th year, our vision aligns closely with India's growth aspirations. We remain committed to nurturing thinkers, innovators, and responsible citizens who will drive India's economic and social progress.

For us, the Golden Jubilee is not just a milestone—it is a renewed promise to the nation.



Kavita Gopal
Managing Director JPMorgan Chase & Co.

Shaping India's Role in Global Banking and Operations

At JPMorgan Chase India, Kavita Gopal contributes to the scale and sophistication of operations that support the bank worldwide.

Kavita Gopal is a Managing Director at JPMorgan Chase & Co. in India and part of the firm's senior leadership cadre overseeing global banking operations. Over the past decade, JPMorgan Chase's presence in India has expanded steadily, reflecting the country's growing importance to the bank's technology, operations and business-support ecosystem.

Today, India hosts some of JPMorgan Chase's largest global hubs, providing critical services across technology, risk management, compliance, finance, legal and human resources functions. The firm's India operations are anchored primarily in Mumbai, Bengaluru and Hyderabad, and together employ more than 50,000 professionals.

Kavita Gopal's academic background reflects a blend of

scientific training and executive management education. She completed an Executive Management Programme in Business Administration and Management at IIM Bangalore (IIMBx) in 2008–09, after earning a Master's degree in Animal Physiology from Bangalore University. She began her academic journey at St Joseph's College, Bengaluru, graduating with a Bachelor of Science in Chemistry, Botany, Environmental Science and Zoology, an interdisciplinary foundation that preceded her transition into large-scale corporate and banking environments.

Her professional experience spans global financial services and multinational corporations, with roles across JPMorgan Chase & Co., Standard Chartered Bank and Dell, as reflected in industry databases. Now based in Bengaluru, Gopal brings this cross-sector exposure to her leadership responsibilities within JPMorgan Chase's India operations, operating at the intersection of global banking, technology-enabled processes and organisational scale.

Alongside operational leadership, JPMorgan Chase India has placed growing emphasis on talent development, inclusion and employee engagement. Firm-wide initiatives around diversity, equity and workplace culture are complemented by large-scale events such as its annual corporate run, which in 2024 brought together more than 27,000 employees across cities to promote community, sustainability and well-being.

As global financial services become increasingly digital and technology-driven, leaders such as Kavita Gopal are central to leveraging India's scale and skills to meet evolving global demands. Her work reflects the broader story of India's rise as a critical engine within the world's largest financial institutions, one that combines operational depth with strategic relevance.

Empowering Your Next Big Leap

Ankit Chadha, a new-age leader, driving the consulting business by deconstructing complex challenges into actionable solutions tailored to specific industries and fostering a culture where accountability and collaboration go together

QWhat is your leadership philosophy? How has it influenced growth and professional culture?

I believe in transformational leadership that emphasises "growing together" through a 360-degree approach of balancing people, process, and technology. My focus is on emerging challenges, identifying the right talent, and building integrated solutions that address complex business problems and create long-term value.

Emerging from the shadow of a legacy Indian chartered accountant firm, I focused on building and scaling a consulting practice focused on risk, governance, and advisory. Starting with a team of just 10 people, we grew into a team of more than 350 professionals across India and international markets, with operations in Southeast Asia and the MENA region. We introduced unconventional service lines for accounting businesses challenging the traditional mindset of Indian CA firms, and eventually expanded in other domains.

QHow are you keeping pace with the dynamic demands of consulting as a sector?

Consulting is a highly competitive sector with new entrants emerging every month, so differentiation is critical for us. We do this by continuously diversifying beyond traditional service lines that were

common a decade ago. We proactively identify potential problem areas across industries and, being sector-agnostic, address distinct challenges in varied industries.

Our strength lies in defining the right problem, designing a solution around it, and then curating it to fit the specific sector. Additionally, our reliance on technology sets us apart. We are investing heavily in data science and technology talent to build solutions that combine deep expertise with scalable, technology-driven platforms.

QAs a leader of one of the eminent Indian consulting groups, how do you promote measurable value and address complicated business challenges?

By understanding individual strengths, gaps, and growth opportunities, we have built high-performing teams that deliver a sustained competitive advantage. We operate through a process-driven and agile model that enables us to respond quickly to evolving client needs while driving internal digital transformation.

Our consulting focuses on measurable outcomes, deconstructing complex challenges into actionable solutions tailored to specific industries such as aviation, manufacturing, and heavy equipment and others and also key functions such as finance, risk, IT, and sales.



Ankit Chadha
Managing Director
TRC Corporate Consulting Pvt Ltd.

Through automation and technology-led interventions, we eliminate people dependency and create scalable, integrated processes. Clients achieve significant cost savings, improved data integrity, and faster decision-making through real-time dashboards and visual analytics. We enhance controls, compliance, and operational efficiency to support sustained, scalable growth.

QWhat is your outlook on the consulting industry's contribution to India?

The consulting industry is at an inflection point, driven by rapid digital disruption and a decisive policy push from the Indian government to build indigenous, world-class capabilities. The focus on the "Big 8" homegrown players signals a shift from generic solutions to highly curated offerings that blend Indian ingenuity with cutting-edge technology. I see disruption as an opportunity to help clients design, build, and scale through digital advisory. Thereby enabling cross-border impact and investing in people and innovation to deliver trusted, future-ready outcomes. It is my endeavour to contribute to India's journey to become a global innovation hub.



Architects of Modern Education in Madhya Pradesh

LNCT Group's strategic rise as a hub of innovation, research and new-age learning, influencing India's education landscape

Established in 1994 by the celebrated philanthropist and educationist, Mr J.N. Chouksey, Chairman of the LNCT Group of Colleges and Chancellor of LNCT University, is playing a pivotal role in transforming the educational landscape of Madhya Pradesh into a national force. His young and dynamic son, Dr. Anupam Chouksey, Secretary of the premier education brand, is deftly steering the legacy institution into a new era. Renowned as a trendsetter for setting up the first ever private college of technology in the Hindi belt of central India, LNCT continues to live up to its pioneering reputation as a centre of excellence in technical, engineering and medical education. With combined count of over 12,000 seats across all the campuses, lives of thousands of students are continuing to be shaped here.

Building on a Firm Foundation

Dr. Anupam Chouksey's irrepressible energy and passion is infectious firing

one and all with the drive to attain a collective, singular goal of leading the LNCT Group of institutions into its higher growth trajectory, which is modern, bold and global. Apart from making LNCT a deemed university, he plans to expand the group at international level, proudly, stating, "We have already inked a MoU with Turkistan Government to set up a medical university there." Dr. Anupam credits LNCT's achievements to the academics and staff, who are part of the legacy's journey since its inception standing firmly to realise a shared vision,



shunning even lucrative offers. "This shows the intimate relationship between the management and the staff," he said. Wife, Shweta Chouksey, an engineering postgraduate, works in tandem with him as a Director of the group. Under his dynamic and visionary leadership the LNCT Group of Colleges has grown into 11 engineering colleges 2 Medical Colleges and 3 universities. Dr Anupam assures, "Quality of education and services in the medical university and the hospital affiliated to it are taken special care of. We have full faith in the facilities and services there and in case of any medical issues in the family we prefer treatment in our own hospital. We have full trust in our doctors and staff."

The multi-city institutions spread across Bhopal, Indore, Jabalpur and Bilaspur have provided trained and industry-ready manpower that silently fuelled the economic growth and stability in Central India. Under the leadership of Dr Aupam, a silent revolution has been unfolding that has orchestrated one of India's most impressive educational expansion stories—transforming a modest engineering college into a gigantic academic empire and a force to reckon with in the education sector.

Where Education is Immersive

The congenial and conducive ambience at LNCT institutions whets the appetite of students to glean knowledge that enhances

learning capacity and depth. Taking the experience beyond the mundane, the campus is supported with world-class infrastructure and satellite enabled classrooms that provide students with a wider perspective beyond their course subjects through informative interaction.

State-of-the-art facilities and equipment in labs, workshops, classrooms and mentorship by highly qualified, experienced faculty and trained staff are invaluable assets of the Group's colleges. The faculty not only imparts quality education, but also nurture holistic development of the students. Refresher training is conducted periodically to ensure that the faculty is updated on the latest in their respective fields. Consequently, the colleges boast of their students' excellent performance in the examinations and results, year-after-year. In academics, LNCT Group has been bagging maximum number of Chancellor Awards for years now.

Robust Campus Life

With zero tolerance to ragging the campuses are free from this menace to support a thriving ecosystem in all its dimensions, both tangible and intangible. Extra-curricular activities, sports, community services and national service initiatives are part and parcel of the campus life. LNCT Group has become synonyms to "Excellence in Discipline, Academics and Placements". Regular conduct of conferences and workshops update the students with the latest research and development in the various fields of science, engineering and technology.

LNCT Group was among 49 institutions in India chosen to establish "IDEA LAB" by All India Council for Technical Education (AICTE). The IDEA LAB and Incubation Centre function as start-up accelerators, providing students with real-world business experience while generating intellectual property for the institution. "Every breakthrough



Dr Anupam Chouksey
Secretary of the LNCT Group

idea needs a launch pad," Dr Anupam avers, adding, "We're creating the infrastructure for India's next generation of innovators." It also generates lot of employments opportunities for student fraternity and their colleagues that eventually support the society as well.

The empathy element distinguishes, LNCT from profit-maximizing institutions. The Group has invested heavily in scholarship programs and community outreach initiatives, creating what Dr Anupam calls "educational equity." This approach has generated significant goodwill while building a sustainable talent pool from underserved communities.

The multi-city institutions spread across Bhopal, Indore, Jabalpur and Bilaspur have provided trained and industry-ready manpower that silently fuelled the economic growth and stability in Central India

Recruiters First Choice

The colleges share a good rapport with various industries resulting in the highest number of campus selections for nearly two decades in Central India. Top corporate companies, global businesses and departments of the central government such as Army, Air Force and Navy are regular recruiters of these colleges offering lucrative pay packets, for placements in India and abroad.

Behind an impressive portfolio of 191+ patents and attracting over 500 global recruiters annually lies the strategic vision meeting relentless execution, Dr Anupam explains, "The education sector rewards those who think beyond conventional boundaries," adding, "We didn't just want to create graduates—we wanted to manufacture change makers."

Strategic Vision

Agility in adoption of emerging technologies, contemporary teaching methods, and perseverance fuels the institution's relentless expansion into new markets and academic disciplines. The entrepreneurial ecosystem cultivated by Dr Anupam reflects his futuristic outlook. While many other educational institutions focus primarily on teaching, he has invested heavily in patent development. He also drives industry collaborations, creating revenue channels that fund further expansion. This self-sustaining model has enabled rapid growth without compromising academic standards. As India's education sector continues to evolve, the LNCT is a torchbearer of regional institutions seeking national relevance—proving that with strategic vision and unflinching commitment, even traditional markets can script transformational growth stories.



Ritu Karidhal Srivastava, Mission Director, Chandrayaan-3, ISRO

Rocket Woman of India's Flight to Space

Ritu Karidhal Srivastava's Scientific Brilliance and Leadership Powered India's Defining Lunar Moment

For many young girls in India dreaming of blazing a trail in science, Ritu Karidhal Srivastava is a beacon of hope. From growing up in Lucknow to emerging as one of India's most accomplished space scientists, she has shown what grit and determination can do when fuelled by passion and talent.

Karidhal Srivastava is hailed as the 'Rocket Woman of India' not without reason. As the mission director of Chandrayaan-3 at Indian Space Research Organisation (ISRO), she played a crucial role in guiding the spacecraft to achieve a historic soft landing near the moon's south pole in August 2023, making India the first nation to do so.

Before Chandrayaan-3, Karidhal Srivastava served as the project manager and deputy operations director for India's Mars Obiter Mission, Mangalyaan, which made history by being the first mission to reach Mars at the first attempt.

But this success didn't come overnight to Karidhal Srivastava; she fought many odds to carve a spot in a field largely dominated by men. Nurturing a strong interest in science and mathematics from a young age, she went on to study physics at the University of Lucknow and then got a Master's degree, also in physics, from Indian Institute of Science (IISc), Bengaluru.

After joining ISRO in 1997, Karidhal Srivastava steadily built a

reputation as a dependable and skilled space scientist and mission professional. Over the years, she worked in diverse areas of satellite operations, mission planning and navigation. Her ability to manage complex systems and stay calm under pressure fetched her important responsibilities in several high-profile missions.

Before Chandrayaan-3, Karidhal Srivastava was a key member of India's earlier moon mission, Chandrayaan-2. She had served as Mission Director for Chandrayaan-2 as well, overseeing spacecraft operations. Although the lander did not achieve a soft landing in 2019, the mission provided valuable lessons.

Those experiences directly contributed to the success of Chandrayaan-3, where design improvements and careful planning addressed earlier challenges. As mission director of Chandrayaan-3, she was responsible for coordinating teams, monitoring spacecraft performance and ensuring precise execution at every stage — from launch to lunar descent.

Karidhal Srivastava is known to be a methodical and team-oriented leader, with a strong emphasis on learning from data and past experience. Her scientific acumen and leadership has showcased India's ability to carry out complex space missions with precision and confidence.

Her contributions to science have earned Karidhal Srivastava several awards, including the ISRO Young Scientist Award early on in her career. On various occasions, she has spoken about the importance of hard work, self-belief and continuous learning, especially for young women aspiring to careers in science and technology. Her achievements continue to inspire countless young minds across India to consider a future in space science and engineering.

Engineering the Next Leap

Aditya Vikram Birla, a third-generation industrialist, lays the groundwork for scale by investing in integration, innovation, and human capital

A Year of Groundwork

2025 was the year to lay the foundations for the coming years. With global market instability, over the next three years, Cosmic Birla Group will primarily focus on India-led growth, while export-orientated capacities will continue to serve global demand selectively. Railways, infrastructure, defence, and green mobility will continue to remain the core pillars.

The objective is clear: to become a fully integrated industrial manufacturer, spanning wagons, castings, components, refurbishments, and EV mobility solutions, built on strong compliance, governance, and technological capability.

The Defining Bet

The Group's long-term vision includes the acquisition of Amzen Transportation Industries Pvt Ltd, an integrated wagon and coach manufacturing company based in Chandigarh and Delhi NCR. Formerly Amtek Railcar, it was established as a joint venture between American Railcar and Amtek Auto. After failed bidding rounds and judicial complexity, the Group entered the process in 2023-24, committing ₹350–400 crore against a total case size of nearly ₹500 crore. Resolution is expected within 3–4 months, followed by restructuring.

Casting the Future

The foundation for the next manufacturing pillar, Cosmic Castings Limited, was laid with ₹50 crore already invested and a planned capex of ₹250 crore. The new Durgapur-based facility is being developed as a state-of-the-art foundry using advanced arc furnace technology. Designed to serve railways, defence, infrastructure, and exports, the unit targets a 30–35% export contribution by FY 2028–29—marking a decisive move into high-end casting.

Scale with Discipline

Raft Motors, the Group's electric mobility venture, entered its stabilisation phase in 2025, focused on systems, distribution, and

backend strength rather than headline growth. Production capacity expanded from 10,000 to 25,000 units, with operations now spanning Maharashtra and West Bengal and new facilities planned in Madhya Pradesh, Chennai, and

Pune. The strategy remains firmly B2B-led, emphasising fleet and aggregator partnerships over cash-intensive retail play. A listing via reverse merger or direct main-board route is targeted for Q1 FY 2026.

The Group's legacy businesses continued their upward trajectory. Engineering and infrastructure verticals scaled volumes from 18,000 MT to 55,000 MT, with projections of 80,000 MT next year. Products ranging from sheet piles and cofferdams to poles and crash barriers continue to see strong demand, supported by in-house galvanising capabilities. Across established companies, 10–15% organic growth remained consistent.

Valuation Reset, Vision Intact

At its peak, the Group commanded a ₹5,000 crore enterprise value, with Cosmic CRF Limited touching a market cap of over ₹2,100 crore. Market corrections in 2025 compressed valuations to approximately ₹3,500 crore—a temporary reset, not a structural decline. With major assets nearing completion, new ventures scaling up, and listings on the horizon, management expects the Group's consolidated value to approach USD 1 billion within the next 12–18 months. The future for the Cosmic Birla Group continues to look promising and 2026 has much to unfold!



"My role is not just to preserve what my predecessors have built, but to reimagine it for a world that is changing faster than ever"

Aditya Vikram Birla
Chairman & Managing Director,
Cosmic Birla Group



Kris Gopalakrishnan
Chairman, Axilor Ventures &
Co-Founder, Infosys

Championing Technology, Entrepreneurship and Global Impact

Kris Gopalakrishnan, Infosys co-founder and Axilor Ventures Chairman, drives innovation and entrepreneurial growth globally

groundwork for a remarkable professional trajectory.

In 1981, Gopalakrishnan joined six other visionary engineers to co-found Infosys with a bold goal: to create a world-class Indian IT services company. What began as a small venture quickly evolved into a global leader recognised for technological innovation, ethical governance and operational excellence. Gopalakrishnan's early contributions to software development, systems management and client solutions were pivotal to establishing Infosys's reputation for quality, trust and global competitiveness.

Over the years, Gopalakrishnan assumed several senior leadership roles, including Chief Operating Officer, CEO and Vice Chairman. His tenure as CEO (2007–2011) was marked by strategic expansion, improved operational efficiency and strengthened global client relationships. Under his guidance, Infosys grew its international presence, diversified its service offerings and set new benchmarks for corporate governance and organisational culture. Even after stepping down as CEO, he continued to influence the company's long-term strategy and mentor the next generation of leaders.

Gopalakrishnan's achievements

have won him numerous accolades. He received the Padma Bhushan, India's third-highest civilian award, for his outstanding contribution to trade and industry. Globally, he has been featured in Thinkers 50, a list of the world's most influential business thinkers, and has received recognition from industry bodies for his visionary leadership, technological insight and impact on innovation.

Beyond corporate success, Gopalakrishnan has devoted himself to fostering entrepreneurship, research and scientific advancement. As Chairman of Axilor Ventures, he actively supports early-stage startups, providing mentorship, strategic guidance and funding to promising ventures. His philanthropic initiatives, including the Pratiksha Trust and support for the Centre for Brain Research (CBR) at the Indian Institute of Science, reflect his commitment to advancing knowledge in neuroscience, artificial intelligence and health research.

Gopalakrishnan's leadership is defined by vision, integrity and a drive to create lasting impact. From co-founding a global IT giant to nurturing India's startup ecosystem and championing scientific research, his contributions continue to inspire business leaders, entrepreneurs and innovators alike.



Anurag Choudhary, Founder, CMD & CEO
Himadri Speciality Chemical Ltd

From Dreams to Global Impact

The extraordinary journey of Anurag Choudhary and the transformation of Himadri into a future-ready global speciality solutions powerhouse

Every extraordinary journey begins at the most ordinary space. This one began with a wide-eyed, 18-year-old boy, armed with big dreams and a fiery determination. There was neither an inheritance of scale nor a ready-made empire nor any kind of safety net to fall back on, but pure grit and gumption made him take the leap of faith. He believed deeply that if one worked honestly and relentlessly, the universe would respond!

Fast forward a few decades, and that schoolboy's dream now stands tall among global players in the manufacturing industry. Today, Anurag Choudhary is a name to reckon

with as an exceptional industrialist known for his resilience and vision.

The Foundation Years

The last 35 years have been about laying brick by brick the groundwork for Himadri Speciality Chemical Ltd. Decisions vetted out and tested, every setback taken as a learning for the future, and every success a pillar – together building a strong foundation. And yet, Anurag Choudhary speaks with a quiet humility while acknowledging this truth: "What has been achieved so far is just one out of ten. The coming decade will be the defining chapter: the years where preparation meets purpose."

One of Himadri's greatest strengths has been its continued focus for decades on research and sustained effort on innovation, thereby building meaningful capabilities to develop products, processes, and technologies. The company's long-term investment stemming from clarity of purpose has translated the core vision into reality.

Evolution of Vision

What started as a humble venture, driven by a simple vision of building a distillation company, slowly began to evolve. The journey was not free from unforeseen challenges, including financial constraints, market volatility, global competition, and moments of doubt. Yet, the story does not pause here.

His entrepreneurial ability is a blend of both innate traits and core competencies developed through experience and deliberate practice. He knew that vision is not static but circumstantial. There was a time when "success meant scale", and then came the aspiration of building a "world-class global speciality chemical company". That milestone, too, was achieved.

The vision has further transformed into something deeper and more meaningful. Looking forward, the growing vision is to build a "purpose-driven, future-ready institution" where innovation, courage, and sustainability create lasting value and happiness. Guided by its core values, the company continues to empower people to make bold, ethical decisions, deliver, reliable and sustainable solutions and grow responsibly for all stakeholders. Himadri's success will be measured, not just by profit, but also by the trust, the positive impact and the shared happiness that it creates while it continues to contribute meaningfully to society and to future generations. This is not merely a business philosophy – it is a way of life.



Himadri Reloaded – The Next Chapter

Himadri has secured the ignition to propel the company into a completely new league and open a new chapter of growth, spearheaded by Anurag Choudhary

Himadri Reloaded – The Next Chapter" unveils a powerful theme emphasising that Himadri is fully geared up for transformation and a new era of excellence. It is a strategic phase signifying a renewal as Himadri reinvents itself for the future—stronger, smarter, and more dynamic.

Historically, Himadri has been a carbon-focused company, built on a strong foundation in coal tar distillation and its by-products, including naphthalene, various oils, and carbon black. Over time, the company developed deep expertise in carbon black, with a particular focus on speciality carbon black. Looking ahead of the evolving industry landscape, Anurag Choudhary's leadership is focused on making Himadri's operations highly

economical and among the most competitive globally.

R&D lies at the core of Himadri's DNA. Innovation has consistently been central to the company's journey. The company has focused on building a sustainable and resilient business model by enhancing yields, improving process efficiency, reducing fuel consumption, and recovering and utilising waste heat gases generated during production. Himadri's facility in Mahistikry is truly one of its kind globally—unique in terms of scale, state-of-the-art technology, and deep integration.

The year 2025 marked a landmark moment for Himadri, signalling the beginning of a new growth trajectory. Strong performance generated significant cash flows, providing the financial

strength required to take R&D initiatives from the laboratory to commercial scale.

Reviving, Rebuilding, Reimagining
One of the proudest chapters in this journey has been the revival of the iconic tyre brand, Birla Tyres, and the plant that once stood silent. Restarting a closed facility is never easy. Anurag Choudhary's gumption and grit paid off. He believes that real success is not measured only in numbers but in lives touched.

Today, the revived operations have restored livelihoods for over 8,000 individuals, reigniting hope and economic activity. And this is only the beginning. With clear intent and structured growth, the vision extends to creating 20,000–23,000 jobs in the coming years, strengthening not just one state but contributing

meaningfully to the nation.

Himadri has announced the world's first commercial LFP (Lithium Iron Phosphate) Cathode Active Material plant outside of China. In parallel, the company is making strong progress in anode materials, including synthetic anodes, natural graphite, and silicon-carbon composites. These developments position Himadri firmly within the global energy transition value chain.

A decade ago, lithium-ion batteries were a mere vision of Anurag Choudhary that would eventually play a critical role in the future world. At a time when very few were even talking about them, his insight and knowledge were the base of such pioneering innovation. Today, lithium-ion batteries are central to global discussions on energy transition, and that validates our belief that we were ahead of the curve.

The company's objective has been deep-rooted in innovation and a bold commitment to sustainable growth. "At a time when many Indian companies traditionally allocate around 1% of revenues to research and development, we have invested consistently and significantly in R&D for more than a decade even when returns were not immediately visible. The patience is yielding results and has emerged as a competitive edge," emphasises Anurag Choudhary.

Himadri has publicly announced a major scale-up of its speciality carbon black capacity from 60,000 MT to 130,000 MT, with commissioning expected to begin soon. In another industry-first move, the company is setting up India's first commercial scale anthraquinone and carbazole plant, scheduled to commence operations in Q2 FY27. Together, these milestones form the backbone of a transformational phase for Himadri—one that is future-ready, innovation-led, and growth-orientated.

Future-Proofing with Green Innovation

Operating in a highly niche segment of speciality chemicals, the company does not lend itself to conventional peer comparisons. This model is now mature, resilient, and demonstrably sustainable—an increasingly critical advantage as the global speciality chemicals industry faces intensifying competition, rising ESG expectations, and relentless pressure on performance and costs.

On sustainability, Himadri stands among the global elite. The company ranks in the top 1% worldwide on EcoVadis and holds a Platinum rating—an achievement attained by only a handful of Indian companies. Its manufacturing operations are further distinguished by clean-energy-based recovery plants rather than conventional thermal power systems, reinforcing its leadership in responsible and future-focused manufacturing.

Innovation remains central to Himadri's strategy. In an industry where product life cycles are shrinking, the ability to continuously reinvent offerings and rapidly translate laboratory breakthroughs into commercial-scale solutions has become the true measure of technological leadership. Himadri has embedded this philosophy across its operations, sustaining high levels of R&D investment and fostering a culture that prioritises agility, experimentation, and execution.

Bold Strides into the Future

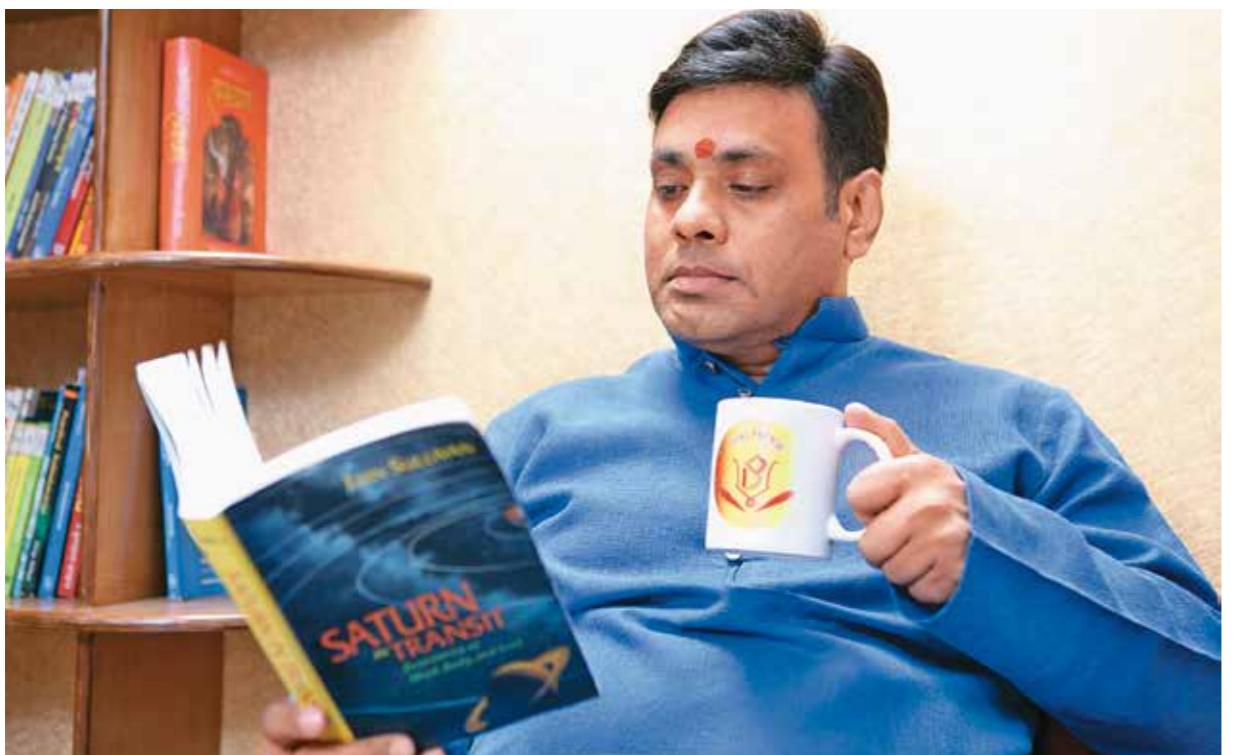
Looking ahead, the company's initiatives span both near-term execution and long-horizon transformation. Capacity expansions, automation, new grades and SKUs—including advanced products for mining and PCR and EV tyre segments—are already underway. Simultaneously, R&D teams are driving circular

A Message to the Young Dreamers

"My story is not about corporate milestones but about the possibility of making dreams come true. Ideas can come from any quarter, but the real test is in seeing it through without losing focus. It is proof that passion combined with discipline can break barriers and that blessings follow those who work with sincerity. Your beginnings do not define your destination. Your belief does"

economy solutions that convert industrial waste into high-value products, alongside advanced materials research in anode materials, nanomaterials, and silicon-carbon composites. Notably, Himadri is progressing toward India's first silicon-carbon anode facility.

"By 2030, Himadri is poised to be a very different company. While its legacy businesses will continue to grow, our new-age segments like electric mobility, lithium-ion battery materials, advanced carbon materials, and energy storage systems are expected to contribute meaningfully to both revenue and profitability. Himadri is not just responding to global transitions; it is positioning itself as a key enabler of the next wave of industrial and energy transformation," expressed Anurag Choudhary. The vision is evolving, the purpose is getting stronger and the resolve remains unshakable as his and Himadri's journey continues.



Liberate your 2026 like not done in earlier years

2026 is the year dominated by Sun so be bold to move and stop thinking too much about closure

Why 2026 Is Not Just another Year: But the First Chapter of Your Real Life. Some years go by quietly while some go by loudly, carrying something profound with them. Years from now, you will look back on 2026 and recognize it as a year like no other. It's not simply personalized bookings or day-to-day tasks to be kept as a part of the traditional routine. It's a year to be acknowledged as the starting point of a journey. It's a year to go inward and confront the often-ignored question — am I living or just existing? And chances are, most of you will have never confronted or even truly acknowledged this question.

2026 will be dominated by the Sun — the Astrological planet of authority, identity, and illumination. Such years do not stand for stagnation or fear. Instead, you will encounter the underlining truth and irreversible change. Rest assured that 2026 will be the year that it must be done and you won't be kept waiting with the excuses any longer. It will be a year to stand as the point where you can reach out to the person you have always wanted to be.

The Astrological Power of 2026: When the Sun Awakens Destiny
The Sun is the ultimate celestial body and source of consciousness with self-direction and self-respect in one's life within Vedic astrology.

Active karmas are not dormant when the Sun reigns. 2026 is therefore dormant karmic activation one, as positive karmic balances from past lives shift from potential to manifestation. This is why some people experience clarity and find the courage and opportunity to act after consecutive periods of effort. Timing, not effort, is what they were missing.

Therefore, 2026 is not to be looked at as a simple continuation of the past. This is the true authentic beginning of your destiny. This is the time to express what you have put aside for decades, be it your truth, your courage, or your healing.

Why Most People Don't Live Their True Lives
Everyone waits for closures before making a move. People wait for a 'stable' situation before making important decisions. This waiting is what breaks your confidence. It's in human psychology, almost all of the lifelong regret could be said to come from three main points: our inability to integrate one's full self, a lack of attention to what is actually important, and far too much time spent as a false self in a comfort zone. There is a pattern to the energy of the Sun in 2026. It removes fear and indecisiveness, and lack of autonomy from your life and makes you to confront what you have been ignoring.

This explains the discomfort some will experience in 2026. In 2026 people can expect to find the year uncomfortable. This is a wonderful year of liberation for those who seek the truth. This is a wonderful year of liberation for those who seek the truth.

Negotiate Sudden Life Changes not done so far

A birth chart is a great representation of someone. But, a life changing event cannot be predicted with only a birth chart. A life changing ephemeris will incorporate Moon, Sun, Divisional chart synchronicity. In 2026, the Sun will create a powerful synchronicity all of the previously mentioned. This is a primary reason for people changing walks of life.

2026 gives authority back to your innermost self. It empowers you with the ability to make finally make those long overdue decisions, see the people and the relationships in your life with crystalline clarity and have the strength to let go of aspects of your life that don't seem to truly belong to you anymore.

Where Life Demands a Reset in 2026
Years dominated by the Sun tend to

not leave any room for half measures. 2026 brings a level of truth to relationships that demands healing, honesty, or closure where tolerating things may have previously been the norm. In terms of health, your vitality becomes a non-negotiable, as without the needed life energy, no destinies can be fulfilled. It also pushes you beyond a conventional career perspective in terms of purpose in order to work at something that truly aligns with the fulfillment of your soul's intent. Boundaries are restored and firmness in decision making self-respect is also gained. Furthermore, the most important question of the year regarding identity becomes: who have you been pretending not to be and why?

The Karmic Window of 2026: A Rare Opportunity

There are years where history tends to repeat itself, and then there are rare years where history and destiny come together to open a generous door towards the future. In terms of positive karma that has been cultivated and collected over the span of multiple lifetimes, 2026 is one of those years. A lot of people are likely to unexpectedly feel inner alignment and clarity, as well as experience new opportunities and renewed connections, all of which is not random. It is well-deserved, and it comes with the closing of a cycle and the opening of a new one that is flowing in perfect harmony with the universe.

But such a perfect synergy cannot exist without conscious movement.

How to Align with 2026

If you want to fully step into the first year of your real life, you will need to act with intention. Start something you have been fearing for years. Rebuild your health with discipline. Re-examine

relationships in your life. Reset the compass of your career to where your real strengths are, instead of other's borrowed expectations. Take back authority of your decision making. Consciously recreate your self-image. And most importantly, don't carry the broken emotional workings of previous years into this new beginning.

An accurate birth chart and divisional chart analysis shows exactly why you feel stuck and what will finally free you. This is the method perfected by Dr. Vinay Bajrangi, who has guided many people through drastic life shifts by peeling back the many layers of destiny.

The Final Truth About 2026

The most important thing is, do not enter 2026 just like any other year. Consider it your rebirth, your awakening, your truest beginning. 2026 is not just a year with change. This year is demanding change. The direction of your life can easily be impacted by just one correct interpretation of your chart. Let this be the year you stop existing and start living. 2026 is the year where you will be allowed to fully live.

Get Ready to Make 2026 the First Year of Your Real Life. Feeling stuck, stalled, or unsure of things? The first step is to gain clarity. An in-depth study of your natal and divisional charts can provide insight into your obstacles and how to best navigate 2026.

Don't head into 2026 without ample preparation. Head into it with purpose.

For concise, actionable astrological advice, one can connect with my office +91 927855588 / 9278665588.

