

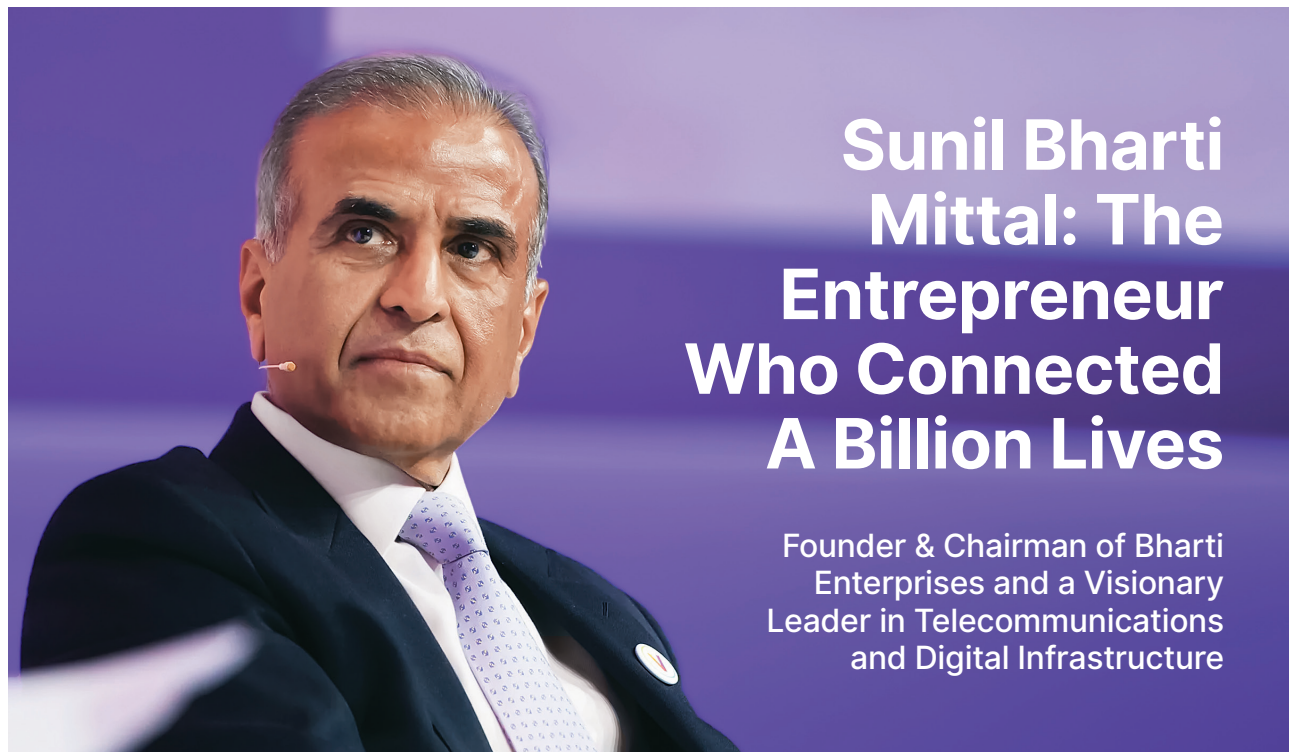
# OUTLOOK BUSINESS

February 2026

THINK BEYOND. STAY AHEAD.



INDIA'S  
**MOST**  
Impactful Leaders  
& Enterprises



## Sunil Bharti Mittal: The Entrepreneur Who Connected A Billion Lives

Founder & Chairman of Bharti Enterprises and a Visionary Leader in Telecommunications and Digital Infrastructure

**S**unil Bharti Mittal is the Founder and Chairman of Bharti Enterprises, one of India's most respected first-generation business groups with diversified interests spanning telecom, space communications, digital solutions, real estate, and hospitality. His leadership journey is a compelling story of vision, perseverance, and the ability to build globally competitive institutions from the ground up.

Mittal's entrepreneurial path began with a clear belief that technology and connectivity could transform societies and economies. This conviction led to the creation of Bharti Airtel, the flagship company of Bharti Enterprises, which has grown into one of the world's leading telecommunications companies. Today, Airtel operates across 15 countries in India and Africa and ranks among the top three mobile operators globally. With more than half a billion customers, it is one of India's largest integrated communications solutions providers and Sub-Saharan Africa's second-largest mobile operator.

A key differentiator of Mittal's leadership has been his focus

on long-term partnerships and innovation-driven growth. Bharti Enterprises has formed strategic joint ventures with prominent global partners, including SingTel and institutions associated with the UK and French governments. These collaborations have enabled Bharti to access global expertise while building local capabilities. Extending beyond terrestrial networks, Mittal also serves as Co-Chairman of Eutelsat, a global leader in satellite communications, reinforcing his role in shaping the future of space-based connectivity and digital inclusion.

### Global Recognition and Industry Leadership

Mittal's contributions to business and society have earned him numerous national and international honors. He is a recipient of the Padma Bhushan, one of India's highest civilian awards, and has been conferred the Honorary Knight Commander of the Order of the British Empire (KBE), making him the first Indian citizen to receive this distinction from HM King Charles III. His influence extends across global platforms through leadership roles at the International Chamber

### ● Sunil Bharti Mittal

Chair and Chief Executive Officer, Adobe

of Commerce, GSM Association, World Economic Forum, and advisory positions with institutions such as Harvard University.

Beyond corporate success, Mittal believes strongly in responsible capitalism. Through the Bharti Airtel Foundation, he has championed access to quality education by running 155 Satya Bharti Schools and supporting over 1,000 government schools across India. The Foundation also enables meritorious students to pursue world-class higher education, reflecting his belief that inclusive growth begins with learning.

Looking ahead, Sunil Bharti Mittal's vision is centered on strengthening digital infrastructure, advancing satellite and next-generation communications, and fostering global collaboration. His roadmap emphasizes sustainable growth, emerging-market leadership, and ensuring that technology continues to serve as a powerful force for economic and social transformation.



"Sustainable leadership comes from continuously rethinking systems—curriculum, methodology, and people—while staying anchored in values. Technology enables scale, but human insight creates lasting impact."

### ● Dr. Grace Pinto

Managing Director

Ryan Group of Institutions

Festival (RICF), International Model United Nations (INMUN), and Ryan Minithon, which expose students to diplomacy, innovation, sustainability, and leadership from an early age. The Group's participation in global forums, including COP conferences, further reflects her emphasis on environmental responsibility and real-world engagement.

Equally central to her leadership is a sustained focus on teacher development and institutional governance, reinforcing a culture of accountability, empathy, and ethical decision-making.

As the Ryan Group enters its next phase of growth, Dr. Grace Pinto continues to demonstrate how purpose-led vision, supported by scalable systems and disciplined execution, can build institutions that deliver enduring value across generations.

Dr. Pinto's leadership has been recognised through numerous national and international honours, including the Lifetime Achievement Award in Education, conferred by leading education and leadership forums, the Women Leadership Excellence Award for her contribution to institution-building and education management, and the Mahatma Award for Lifetime Achievement & Business Leadership (2025), presented by the Social Economic Forum for her contribution to education, institution-building, and social impact.

## Dr. Grace Pinto: Building Scalable Education Systems with Purpose

**I**n an era where education leadership is defined by adaptability, foresight, and long-term value creation, Dr. Grace Pinto, Managing Director of the Ryan Group of Institutions, has shaped one of India's most resilient and future-focused education networks.

As the Ryan Group completes 50 years, it operates as a multi-curriculum, multi-geography institution with over 150 schools across 20+ states in India, educating more than 250,000 students. Offering ICSE, CBSE, Cambridge, IGCSE, and IB programmes across India and international markets, the Group's growth under Dr. Pinto's stewardship has been driven by structured systems rather than fragmented expansion—ensuring consistency, governance, and

academic rigour across campuses.

A defining feature of her leadership has been the creation of institution-wide platforms that integrate learning, technology, and values. The launch of Ryan OS, the Group's proprietary digital ecosystem, enabled technology-enabled and blended learning at scale, while academic frameworks such as Multiple Curriculum Benchmarking (MCB) ensured alignment across diverse curricula. These systems proved critical during periods of disruption, enabling uninterrupted learning, assessment continuity, and teacher collaboration.

Dr. Pinto has also championed global citizenship and experiential education through initiatives such as the Ryan International Children's



# Kiran Mazumdar Shaw: Building A Global Biotechnology Powerhouse From India

From a Garage Startup to a World-Class Healthcare Enterprise



## ● Kiran Mazumdar Shaw

Executive Chairperson, Biocon Limited and Biocon Biologics Limited

biotechnology industry in India. Her global standing is further reflected in prestigious honours such as the Order of Australia and France's Legion of Honour, recognising her contributions to science, innovation, and international collaboration.

### Leadership Philosophy and Ecosystem Impact

Kiran Mazumdar-Shaw is widely regarded as an unconventional yet purpose-driven leader. Her leadership philosophy balances commercial success with social responsibility, positioning healthcare as both a business opportunity and a public good. Beyond Biocon, she has played a key role in nurturing India's biotechnology ecosystem by advocating innovation, scientific education, and healthcare access.

Looking ahead, her vision is to further establish Biocon as a global leader in biosimilars and novel biologics. The roadmap focuses on innovation-led growth, deeper global market penetration, and addressing unmet medical needs through sustainable, science-backed healthcare solutions.

compliance, and ethical governance, earning trust in highly regulated global markets.

One of her most significant achievements has been building Biocon Biologics into a global platform for affordable biosimilars. By focusing on therapies for diabetes, oncology, and autoimmune diseases, she positioned the company as a leader in improving access to complex biologic medicines across emerging and developed markets.

Biocon's competitive differentiation lies in its end-to-end capabilities, spanning research, development, manufacturing, and commercialization, supported by strong R&D investment and strategic global partnerships. This integrated model allows Biocon to deliver high-quality medicines at scale while maintaining affordability.

### Awards and Global Recognition

Kiran Mazumdar-Shaw's leadership and impact have been widely recognised internationally. She was ranked among World's Most Powerful Women in a business magazine, acknowledged for her influence in global business. She has been elected as a Member of the U.S. National Academy of Engineering for her contribution to affordable biopharmaceuticals and the

**K**iran Mazumdar-Shaw, Executive Chairperson of Biocon Limited and Biocon Biologics Limited, is one of India's most influential biotechnology leaders. A first-generation entrepreneur, she built Biocon from the ground up, starting in 1978 from a small garage in Bengaluru. At a time when biotechnology was largely unheard of in India, she dared to believe that science-led innovation could transform healthcare and make critical medicines affordable on a global scale.

### From Modest Beginnings to Global Scale

Kiran Mazumdar-Shaw's leadership journey is deeply rooted in perseverance and long-term thinking. She founded Biocon with limited capital, minimal infrastructure, and significant industry skepticism. Despite these challenges, she steadily expanded the company from enzyme manufacturing into pharmaceuticals, biologics, and research-driven healthcare solutions. Her ability to align science with business strategy enabled Biocon to evolve into a fully integrated biopharmaceutical enterprise with a strong international presence.

Under her stewardship, Biocon consistently focused on quality,

# Onward Tech Drives AI-Led Engineering For Original Equipment Manufacturers (OEMs)

Onward Technologies is a global engineering and digital services company that has carved a distinct identity as one of India's most impactful enterprises in the software services landscape.



## ● Mr. Jigar Mehta

Managing Director, Onward Technologies

**L**isted on NSE and BSE, the company partners with some of the largest original equipment manufacturers (OEMs) in Industrial Equipment, Heavy Machinery, Power Generation, Renewable Energy, Automotive, Rail Transportation, Healthcare and Life Sciences from North America and Europe, helping them accelerate innovation and transform their product development journey.

Under the leadership of Managing Director Mr. Jigar Mehta, Onward Technologies has reported significant growth with 3-year revenue CAGR at 17%. Mr. Mehta's team has also driven the alignment of the company's offerings under Engineering Research & Development (ER&D) and Digital services. This shift has positioned the company as a trusted partner for global organizations seeking specialized ER&D expertise. His vision has streamlined the company's focus into three core verticals:

- **Industrial Equipment & Heavy Machinery**
- **Transportation & Mobility**
- **Healthcare & Life Sciences**

This vertical-driven approach ensures domain depth, operational excellence, and the ability to deliver solutions that meet the evolving needs of global OEMs. Onward

Technologies offers end-to-end ER&D services across mechanical, embedded, and digital engineering. Its capabilities include:

- **Mechanical Engineering:** Product design, value engineering, and lifecycle support
- **Embedded Systems:** Hardware, software, connectivity solutions, and system integration
- **Digital Engineering:** Cloud, data analytics, AI/ML, apps—development & modernization, platform services

By integrating these capabilities, Onward Tech enables clients to accelerate time-to-market, reduce costs, and competitively drive innovation in an increasingly connected and digital world.

### Global scale and delivery model

With a team of 2,500+ engineers and consultants, Onward Tech operates through a scalable onsite-nearshore-offshore model, ensuring flexibility and cost efficiency. The company has 12 global offices, in USA, Canada, the UK, Germany, and India where its corporate headquarters and delivery centers are located. Onward Tech's location strategy is aimed at enabling seamless collaboration with its clients—the global product and software teams of large OEMs.

Some clients, including a UK-based bespoke luxury carmaker prefer to scale their engagements into dedicated offshore design centers (ODCs) that Onward Tech supports at lightspeed with specialized engineering talent. Likewise, a

North American off-highway OEM continues to ramp up its offshore team within Onward Tech's swanky new Chennai engineering centre, accelerating smarter products across its construction and mining lines to global markets. Onward Tech's secret sauce is down to its ability to reliably operate as an extended product and software R&D team for those OEMs.

### Financial strength and growth

Onward Technologies continues to deliver strong financial performance, with Q3 FY2026 revenue at ₹136.1 Crore—a 9.3% year-on-year (YOY) growth. Recent quarters have shown record profitability and operational efficiency, with a 548 basis points YOY jump in Q3 FY2026 EBITDA to 14.6%. These numbers reinforce Onward Tech's position as a growth-oriented ER&D and digital services company. Additionally, it has significant cash reserves and a strategic CAPEX outlay that is in line with its growth ambitions.

By combining engineering expertise with digital innovation, the company helps global OEMs navigate the complexities of connected, autonomous, and sustainable technologies. Its commitment to talent development, innovative solutions, and customer-centricity makes it a preferred partner for organizations seeking to redefine the future of mobility, industrial automation, and healthcare. Learn more about Onward Technologies at [www.onwardgroup.com](http://www.onwardgroup.com).



# Shree Balaji Knits: Where Process Meets Premium Innovation

Shree Balaji Knits delivers consistent, domestic & international-focused knit fabrics through strong processes and premium innovation.

**F**ounded by Shiv Kumar, Shree Balaji Knits began as a focused manufacturing unit anchored in discipline, strong systems, and an uncompromising commitment to quality. From the factory floor to global buyer relationships, the company has grown with a simple but powerful belief: trust is built through consistency.

Under Shiv Kumar's leadership, the organisation invested early in robust internal processes and controlled fabric development. This methodical approach laid the foundation for scalable and reliable production. Today, Shree Balaji Knits has developed over 7,000 fabric qualities, spanning core commercial knits as well as premium, performance-driven, and trend-led fabrics for export markets.

A significant milestone in this journey was recently showcased at the NB Excellence Awards, where the company unveiled its Premium Fab-Book—a curated presentation of its design direction, technical capabilities, and growing focus



on premium and sustainable knit solutions. Designed for brands, designers, and international buyers, the Fab-Book reflects Shree Balaji Knits' ability to seamlessly bridge manufacturing strength with refined design sensibility. Each fabric tells a story of thoughtful construction, precise finishes, and clear end-use application. By simplifying the textile selection experience, the Fab-Book represents a rare and progressive approach within the industry.

## Process as the Backbone of Growth

At the heart of Shree Balaji Knits' transformation lies a deeply ingrained process culture. Manufacturing decisions are driven by data, repeatability, and end-use understanding. This enables the company to manage complexity without compromising quality. As production capacities expanded, systems were scaled in parallel, ensuring that growth never diluted standards. Buyers recognise this discipline not only in fabric quality but also in execution reliability, consistency across seasons, and transparent communication.

This process-led mindset has strengthened long-term buyer relationships, particularly in export markets where trust is earned over time. By delivering consistent results season after season, Shree Balaji Knits has positioned itself as a dependable sourcing partner rather than a transactional supplier.

## Interpreting Trends with Manufacturing Intelligence

In a fast-evolving fashion landscape,



● Shiv Kumar

Founder, Shree Balaji Knits

Shree Balaji Knits plays a crucial role in translating creative intent into manufacturable reality. Trends are interpreted beyond colours and aesthetics, factoring in yarn behaviour, machine capabilities, and finishing techniques. This integrated understanding allows the company to deliver fabrics that satisfy both design aspirations and industrial performance requirements.

As brands increasingly seek differentiation through tactile appeal, performance, and user experience, Shree Balaji Knits has strategically moved upmarket. Premium material selection, thoughtful product engineering, and functional performance define this shift, making innovation both purposeful and application-driven.

## Looking Ahead

As global sourcing dynamics continue to evolve, Shree Balaji Knits remains firmly rooted in its founding principles. Growth is intentional, innovation is guided by use, and trust remains the ultimate currency. With a strong process foundation and a forward-looking development strategy, the company is well positioned to shape the future of knitwear manufacturing—offering not just fabrics, but certainty in a demanding world.



# Infinity Labs: Driving India's Network Automation And Cybersecurity Future

**I**nfinity Labs is a Technology Consulting and Software Solutions company focused on Network Automation, Cybersecurity, and Software-defined infrastructure. With strong capabilities in Automation, Network Design, IT Security, Cloud, and Data Center Management, the company serves enterprises and government bodies in India and abroad. Leading this journey is Rakesh Goyal, Founder and CEO of Infinity Labs, a seasoned technology leader with nearly 34 years of experience across global organizations such as Cisco, Nortel, and Bay Networks.

## How does leadership influence the strategic direction of Infinity Labs?

We are guided by a strong and seasoned leadership team overseeing technology, delivery and sales. The company serves a diverse client base that includes PSUs, BFSI, and state

government enterprises. With deep expertise in large-scale network automation, the leadership team has successfully delivered complex projects for major organizations. This experience has shaped a strong emphasis on customer success, people-centric leadership, and disciplined execution, ensuring consistent on-time delivery and adherence to budgets.

## What are the key product categories that define Infinity Labs' portfolio?

We focus primarily on Network Automation and Cybersecurity. Its flagship products include INFINxt (Next-Generation SD-WAN), InfiWall (Next-Generation Firewall), InfiWorX (Network Management and Automation Framework), and InfiTip (Threat Intelligence Platform). These products help enterprises manage complex networks, enhance security, and automate operations efficiently.

Leadership, Make in India Innovation, and the Long-Term Vision of Infinity Labs Ltd.

## ● Rakesh Goyal

Founder and CEO, Infinity Labs Ltd.

## How do Make in India products and deployments strengthen the company's position?

The vision is rooted in building world-class products in India with a global outlook. Its solutions are engineered to perform in the most demanding environments, combining rugged design, open architecture, and feature-rich solutions, competing head on with the world's best. Every product is fully designed and manufactured in India, aligned with the Make in India and Atmanirbhar Bharat initiatives.

## How has Infinity Labs evolved in terms of scale and market presence?

We have achieved strong and consistent growth, recording an impressive CAGR of approximately 50 percent in the last financial year, along with a year-on-year growth rate of 25-30 percent. This performance has led to a significant expansion of its global presence across the US and UK. Building on this momentum, the company plans to expand into the Middle East in the coming year.

## How does the company distinguish itself from other players in the market?

The key differentiator is its end-to-end, Make in India product ecosystem. I envision Infinity Labs growing on the strength of its people—our most powerful pillar. Inspired by our Hon'ble Prime Minister's vision of Make in India and the dream of a Viksit Bharat @2047, we are committed to building indigenous technologies that shape a future which is secure, resilient, and digitally empowered. **This journey is not just about innovation—it is about purpose, nation-building, and creating impact that lasts for generations.**





## Nandan Nilekani: The Architect of Aadhaar and India's Digital Identity Revolution

**N**andan Nilekani is one of India's most influential technology leaders and public innovators, best known for shaping both a global IT powerhouse and the country's digital public infrastructure. As the Co-Founder and Chairman of Infosys Technologies Limited, he played a pivotal role in building Infosys from a start-up into a globally respected technology services company, setting benchmarks in corporate governance, transparency, and scalable innovation. His leadership at Infosys helped establish India as a trusted global hub for information technology and knowledge services.

### Transforming Governance Through Aadhaar

Beyond the corporate world, Nilekani's most transformative contribution has been in public service. From 2009 to 2014, he served as the Founding Chairman of the Unique Identification Authority of India (UIDAI), with the rank of a Cabinet Minister. Under his leadership, Aadhaar became the world's largest biometric digital identity system, laying the foundation for financial inclusion, direct benefit transfers, and efficient public service delivery. Aadhaar emerged as a cornerstone of India's digital economy, enabling millions to access

### A leader Driving India's Digital Public Infrastructure and Inclusive Innovation

#### ● Nandan Nilekani

Co-Founder and Chairman

Infosys Technologies Limited

banking, welfare, and digital services for the first time.

Nilekani's work reflects a consistent focus on technology as a tool for inclusion and empowerment. He is the Co-Founder and Chairman of EkStep Foundation, a not-for-profit initiative dedicated to improving foundational literacy and numeracy through learner-centric, technology-driven platforms. In January 2023, his global influence was further recognized with his appointment as Co-Chair of the G20 Task Force on Digital Public Infrastructure for Economic Transformation, Financial Inclusion, and Development, reinforcing India's leadership in building open, scalable digital systems for the world. Global Recognition and Leadership

His achievements have been widely acknowledged. He has received honors such as the Padma Bhushan, the Joseph Schumpeter Prize, and multiple lifetime achievement awards. He has been widely recognized as one of the world's most influential thinkers and business leaders, with his work acknowledged for its impact on technology, innovation, and the future of artificial intelligence by various think tanks and business magazines.

An accomplished author, Nilekani has articulated his vision through books like *Imagining India*, *Rebooting India*, and *The Art of Bitfulness*, offering insights into governance, technology, and the human side of the digital age. Looking ahead, his roadmap continues to focus on strengthening digital public infrastructure, ethical use of technology, and building systems that balance innovation with inclusion, ensuring technology serves society at scale.

## Mohit Kamboj Bharatiya: A Journey Rooted in Enterprise and Service

An evolving journey across business, public life, and social service driven by purpose and responsibility.

**M**ohit Kamboj Bharatiya is known as an entrepreneur, industrialist, social worker, and philanthropist. His journey reflects steady growth shaped by personal effort, business experience, and responsibility. Over the years, he has built enterprises, engaged with public life, and supported causes that focus on dignity, inclusion, and long-term impact.

Born in 1984 in Amritsar, Punjab, Mohit spent his earliest years in North India. When he was one year old, his family moved to Varanasi. Growing up in this historic city influenced him deeply, grounding him in culture, community, and service.

He completed his schooling in Varanasi and, in 2004, moved to Mumbai for higher studies. He earned a bachelor's degree in commerce and economics, strengthening his understanding of markets, trade, and finance. Mumbai also exposed him to the realities of enterprise and competitive growth.

### Early Life, Education, and the Making of an Entrepreneur

Soon after completing his education, Mohit decided to start his own venture. In 2005, he embarked on his entrepreneurial journey, learning along the way. He focused on understanding industries from the ground level and building relationships based on trust and mutual respect.

Over time, his business interests expanded across sectors including bullion and refinery, real estate, infrastructure, RMC, hospitality,

and entertainment. Rather than limiting himself to one area, he diversified to manage risk and adapt to changing market conditions.

### Building Businesses and Expanding Leadership

A major milestone came when he took on the role of Group CEO at Aspect Global Ventures. The position broadened his responsibilities to include projects spanning infrastructure, energy, sports, and global investments. This phase marked a shift from domestic expansion to a wider outlook, aligning teams, projects, and partnerships.

Mohit adopted "Bharatiya" as his surname to reflect unity and national identity. For him, it represents equality and shared citizenship beyond traditional divisions.

### Philanthropy, and a Commitment to Social Impact

Philanthropy is a significant part of his work. In 2019, he founded the Mohit Kamboj Bharatiya Foundation to support social initiatives designed for lasting outcomes. One key focus is empowerment of the transgender community through education, skill training, and employment opportunities, helping individuals become self-reliant and gain social acceptance.

Another initiative provides dignified last rites for unclaimed deceased individuals. In many large cities, people pass away without family support; the foundation helps ensure respectful final rites in accordance with their religion.



#### ● Mohit Kamboj Bharatiya

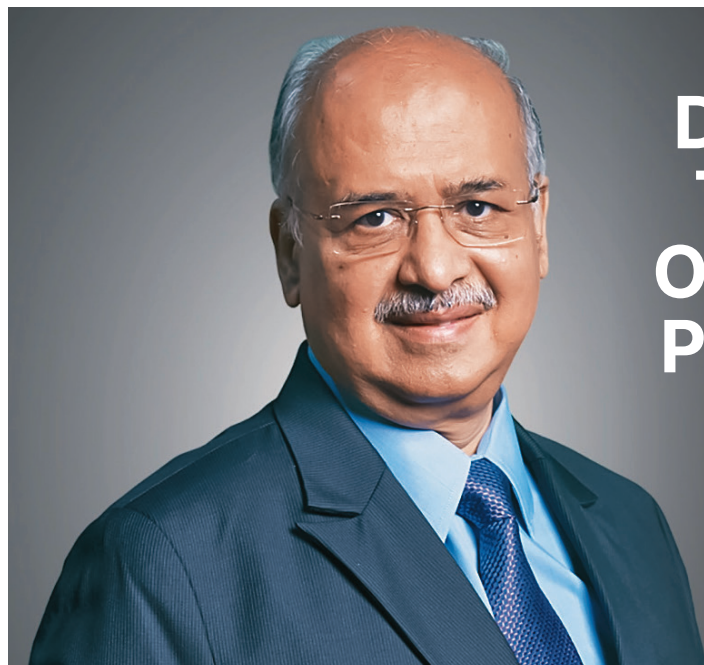
Group CEO, Aspect Global Ventures

The foundation also supports cultural and heritage restoration, contributing to the revival of temples and culturally important sites that preserve tradition and strengthen community identity.

He supports practical solutions, measuring results over time and improving programs through consistent community feedback directly.

Across these efforts, the emphasis remains on dignity over publicity. Mohit often speaks about balancing ambition with responsibility, believing that success carries an obligation to give back. Looking ahead, his focus remains on growth with purpose expanding businesses while strengthening social initiatives that create value and encourage inclusive progress.





## Dilip Shanghvi: The Architect Of India's Global Pharmaceutical Powerhouse

A Leader Who Built Sun  
Pharma into a Global  
Pharmaceutical Powerhouse

### ● Dilip Shanghvi

Founder and Executive Chairman Sun  
Pharmaceutical Industries Limited

**D**ilip Shanghvi, Founder and Executive Chairman of Sun Pharmaceutical Industries Limited, stands as one of India's most influential first-generation entrepreneurs. From modest beginnings to building India's largest pharmaceutical company, his journey reflects disciplined leadership, long-term vision, and an unwavering focus on quality-driven growth. He also serves as Chairman of Sun Pharma Advanced Research Company Ltd. (SPARC), which is dedicated to developing innovative drugs and advanced delivery technologies.

### Building Sun Pharma from the Ground Up

Shanghvi's entrepreneurial journey began in Kolkata, where he worked in his father's pharmaceutical distribution business. Identifying an opportunity beyond trading, he ventured into manufacturing and founded Sun Pharmaceutical Industries in 1983 with a small loan from his father. Starting with a single manufacturing facility in Vapi, Gujarat, Sun Pharma initially focused

on psychiatric medicines, a niche segment that allowed the company to build credibility, operational strength, and financial stability.

Over the next decade, Sun Pharma expanded steadily across therapeutic areas and geographies. By the early 1990s, rising profits enabled Shanghvi to invest significantly in research and development, laying the foundation for sustainable, innovation-led growth. His leadership philosophy combined cost efficiency, scientific rigor, and a sharp focus on high-value products, setting Sun Pharma apart in a competitive generics market.

A defining element of Shanghvi's strategy has been growth through acquisitions. The landmark \$4 billion acquisition of Ranbaxy Laboratories in 2014 transformed Sun Pharma into India's largest pharmaceutical company and positioned it among the world's leading generic drug manufacturers. Despite regulatory challenges and profit pressures between 2014 and 2018, Shanghvi's steady leadership guided the company through restructuring and recovery. By 2023, Sun Pharma reported profits exceeding ₹8,000 crore, driven by strong performance in specialty and complex medicines.

Under his guidance, Sun Pharma

has strengthened its global footprint through strategic acquisitions such as Ocular Technologies in the US and Concert Pharmaceuticals, reinforcing its presence in specialty dermatology and innovative therapies. The company's competitive differentiator lies in its balanced portfolio, combining scale in generics with a growing emphasis on specialty products and proprietary R&D.

### Leadership Beyond Business

Beyond business, Shanghvi plays an active role in public and academic institutions. He has served on the Reserve Bank of India's Central Board, chairs the Board of Governors at IIT Bombay, and contributes globally as a trustee of the Rhodes Scholarship at Oxford. Honored with the Padma Shri in 2016, he has received numerous national and international awards for entrepreneurial excellence.

Looking ahead, Shanghvi's vision centers on deepening Sun Pharma's leadership in specialty medicines, advancing innovation through SPARC, and strengthening India's role in global healthcare, while continuing to inspire the next generation of entrepreneurs through institution-building and responsible leadership.

## Dr. K. G. Priya: The Architect of Intelligent Change and Empathetic Leadership

As organisations scale across markets and technologies accelerate change, leadership must evolve beyond authority to responsibility, relevance, and inclusion.

**I**n the high-stakes world of global operations and Artificial Intelligence, Dr. K. G. Priya is not just building smarter systems; she is widening the doorway for a more inclusive future. As the Global Transformation & COE Leader at NIQ, she manages the transformation of one of the world's most intricate data ecosystems, proving that technological depth and people-first leadership are not mutually exclusive.

### The Genesis of a "Self-Written Script"

Dr. Priya's journey began with a childhood curiosity that refused to accept the "scripts" society offered. Growing up, she realized that the world had a habit of assigning roles before an individual could discover their own potential. In an environment where the path to influence was often cleared for others, she focused on widening her own horizon.

Early in her career, Dr. Priya learned an unspoken rule of leadership environments: credibility was not automatically granted. It was earned repeatedly through consistency, depth, and mastery of one's domain. For her, excellence was not optional; it was the entry ticket. She realized that unless women were present in the top echelons of execution and strategy, their perspectives were often overlooked, not by intent, but by habit. This insight shaped her approach to every role. She focused on mastering complexity, understanding systems end-to-end, and delivering outcomes that spoke louder than assumptions. Over time, performance became her

positioning and results became her voice.

### The Future of Intelligent Operations

Holding a Doctorate in AI and Machine Learning, Dr. Priya views technology as a catalyst for human potential rather than a replacement for it. In the landscape of global operations, she believes the challenge is no longer just about digitisation, it is about intelligent resilience.

The rise of AI enabled reasoning and agentic AI represents a fundamental change in enterprise function. For Dr. Priya, leadership in this space requires a delicate balance between automation and intuition. She is dedicated to building frameworks where data serves as a competitive differentiator while ensuring that the underlying systems remain ethical, transparent, and scalable. In her view, success in the modern era is defined by how effectively a leader can bridge the gap between complex technological capabilities and actionable global insights.

### The Intersection of Ambition and Humanity

Some of Dr. Priya's most defining moments occurred when professional expectations collided with personal realities. She observed firsthand that organizations do not lose talent because of ambition gaps; they lose it when empathy disappears. That understanding reshaped her leadership philosophy: ambition must coexist with humanity, and scale must be matched with care.

This commitment to inclusive



### ● Dr. K. G. Priya

Global Transformation & COE Leader, NIQ

excellence is why she champions "unveiling the universe" of those she leads. She maintains that true transformation is not only about technology; it is about empowering people and building environments where diverse talent can thrive. Whether she is mentoring the next generation of women in tech or driving operational change, her focus remains on helping individuals build independent professional identities rather than conforming to inherited expectations.

### The Future Worth Building

As organisations prepare for a future shaped by data, automation, and AI, Dr. Priya contends that leadership must evolve beyond hierarchy. She believes the leaders who will shape the next chapter are those who combine technical competence with human understanding, ambition with responsibility, and scale with purpose. To her, that is the only future worth building.

### Executive Perspective

- **On AI:** "Technology is the tool; human intent is the architect. We must lead with a vision that prioritizes ethical innovation."
- **On Leadership:** "Credibility is built in the trenches of consistency and mastery."
- **On Inclusion:** "Widening the doorway means ensuring you aren't the only voice speaking at the table."



# The Architect Of Ambition: Mahesh N R And The Business Of Building What Lasts

From drafting blueprints to building a Diversified Empire, the CEO of TSL Group is proving that the best foundation for business is a visionary design.

● **Mahesh N R**, CEO, TSL Group



## From Blueprints to Belief

Before he stepped into boardrooms and balance sheets, Mahesh N R was trained to read blueprints. As an architect by education, he learned to think in systems—how spaces connect, how people move through them, and how strong foundations determine longevity. That mindset continues to shape his entrepreneurial journey.

In 2011, Mahesh made a bold shift from architecture to entrepreneurship, co-founding TSL Hospitality with limited capital but deep conviction. What began as a modest venture backed largely by family support has since evolved into a diversified hospitality group serving more than 20,000 guests every month. Strategic partnerships with global names such as Radisson and Wyndham reflect not just scale, but credibility built over time.

## Challenging Conventional Wisdom

Mahesh's approach has never been about following the obvious path. One of the most defining decisions of his career came when he launched two international hotel properties within a 500-metre radius of each other—a move that raised immediate skepticism within the industry.

Where many saw the risk of internal competition, Mahesh saw an opportunity to create an ecosystem. By clearly differentiating the guest experience at each property, both hotels complemented rather than competed with one another. The result was a lesson in strategic thinking: proximity, when planned with intent, can amplify value instead of dividing it.

## Growth with Purpose

As TSL Group moves steadily toward its long-term vision of 1,000+ rooms by 2030, expansion remains thoughtful rather than hurried. Bengaluru continues to be a key growth market, with upcoming projects in Whitefield and along the Yelahanka Airport Road designed for business travellers and urban professionals.

Looking beyond Karnataka, Mahesh has turned his attention to the Noida–Lucknow–Ayodhya corridor, driven by rapid infrastructure development and progressive public-private partnership models. Near the upcoming Noida International Airport, TSL is exploring business and transit-focused hotel formats catering to corporate travellers,

airline crews, and MICE tourism. In Ayodhya, the strategy is more nuanced—creating immersive retreats that respect the city's spiritual significance while offering contemporary comfort.

## A Foray Beyond Hospitality

Mahesh's entrepreneurial instincts are not limited to hotels. In 2021, he co-founded Calistta Jewellery after identifying a gap in the market for refined, accessible designs aimed at younger consumers. Built with the same discipline and attention to detail that defines his hospitality ventures, Calistta has recorded consistent year-on-year growth and is now preparing to expand into lab-grown diamonds and e-commerce.

## Designing What Endures

For Mahesh N R, success is not measured solely by numbers or expansion milestones. It lies in building businesses that are resilient, relevant, and rooted in strong fundamentals. Though he may no longer design physical structures, his work continues to reflect an architect's sensibility—carefully planned, purpose-driven, and built to last.

# Arnifi: The System Of Record for Global Entity Formation and Management

● **Manu Midha**, Managing Director & CEO, Arnifi



Taking a company into a new country rarely ends at incorporation. What follows is a long operational journey involving licenses, ownership structures, compliance timelines, documentation, renewals, and coordination across jurisdictions. For most founders, this information is scattered across emails, spreadsheets, and multiple service providers, making it difficult to maintain control as the business grows. Arnifi adds structure and clarity to this process.

## An Overview of Arnifi

Arnifi is a digital-first platform that helps companies create, manage, and operate legal entities across countries through a single, centralized system. Rather than treating entity setup as a one-time service, Arnifi supports businesses throughout the lifecycle of their entities, from formation to ongoing operations.

## The Arnifi HQ Platform

At the center of the platform is Arnifi HQ. Arnifi HQ is a centralized dashboard where users can log in and create, view, and manage all their companies from one place. It brings together entity details, licenses, ownership structures, compliance status, documents, and ongoing regulatory requirements across jurisdictions into a single view. This makes it easier for founders and operations teams to understand the state of their businesses without relying on fragmented tools or external follow-ups.

Built for end-to-end digital setup and ongoing operations, Arnifi HQ supports digital KYC and onboarding, structured documentation, approval workflows, and continuous compliance tracking. As companies expand into additional markets, the platform scales with them, allowing teams to manage multiple entities while maintaining visibility and control.

## The Role of Arnifi AI

Alongside the core platform, Arnifi offers Arnifi AI, an AI-powered assistant designed to support founders during the early stages of business setup. Arnifi AI helps users navigate entity options, cost considerations, documentation requirements, and procedural questions across jurisdictions, bringing clarity before formal setup begins.

While Arnifi AI supports exploration and decision-making, Arnifi HQ remains the primary platform where entities are created, managed, and operated.

## Presence Across Markets

Arnifi operates across more than 13 jurisdictions, including the UAE, Saudi Arabia, Qatar, Bahrain, Oman, Singapore, and the United States. In key markets such as the UAE and Saudi Arabia, the platform supports businesses across mainland and free zone structures, covering licensing, visas, corporate tax registration, accounting, compliance, and regulatory alignment.

To date, Arnifi has supported over 750 company setups across sectors including technology, e-commerce, logistics, manufacturing, consulting,

and professional services.

## About the Founder

Arnifi was founded by Manu Midha, an entrepreneur with over a decade of experience supporting businesses as they expand into new markets. Based in Dubai, Manu has worked closely with founders and leadership teams navigating regulatory and operational complexity across regions.

Before founding Arnifi, he held leadership roles at OYO, Souq.com, and Infibeam, and has also co-founded ventures in the SME financing space. An alumnus of IIT Kharagpur and IIM Ahmedabad, Manu started Arnifi to replace fragmented, consultant-driven expansion processes with a structured, technology-led platform.

## Why companies choose Arnifi

What differentiates Arnifi is its focus on long-term operations. The platform is designed to support businesses not just at the point of entry, but throughout their growth across markets. By combining a centralized management platform, guided support through Arnifi AI, and on-ground execution teams, Arnifi helps founders maintain clarity and control as their international footprint grows.

As more companies operate across borders from day one, the need for a reliable digital platform to manage entities over time is becoming increasingly important. Arnifi addresses this need by giving businesses a clear, structured way to manage their presence across countries.