

**SPECIAL ISSUE: CONCLAVE 2025**

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MARCH 24, 2025 ₹100

**INDIA  
TODAY****AGE OF  
ACCELERATION**

Row 1, L-R, Sikkim CM Prem Singh Tamang, Telangana CM A. Revanth Reddy, Delhi CM Rekha Gupta, UP CM Yogi Adityanath, ex-US Secretary of State Mike Pompeo, actor Aamir Khan, World Chess Champion D. Gukesh; Row 2, L-R, IAF chief Air Chief Marshal A.P. Singh, army chief Gen. Upendra Dwivedi, navy chief Adm. Dinesh K. Tripathi, US Commerce Secretary Howard Lutnick

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SOLDIERS FOR ALWAYS SAFEGUARDING US & OUR MOTHERLAND



SCAN AND  
WATCH/HEAR  
THE VICTORY  
SONG OF 1999



FROM THE

# EDITOR-IN-CHIEF

Last week, the 22nd India Today Conclave took place at a time when the world is changing at a dizzying pace. Every realm familiar to us is undergoing disruptions at speeds never seen before. Artificial Intelligence is transforming our lives on a real-time basis even as it itself gets transformed by the minute. Then, to top it all, Donald J. Trump's return to the White House has been like a meteor hitting the old world order. We therefore chose 'Age of Acceleration' as the theme for the Conclave. As an array of protagonists, domain specialists and thought leaders gave us a kaleidoscope of first-person perspectives on geopolitics, technology, warfare, politics, education, business, lifestyles and entertainment, it provided us with a fascinating ringside view of a world in intense motion.

Two fast-shooting frontiersmen from the Trumpian universe got us right to the action. In an exclusive live video from Washington DC, Secretary of Commerce Howard Lutnick did some plainspeaking on the hottest topic of the day: tariffs. Rejecting product-by-product tariffs in favour of a broad-based, macro shift, he said, "It is time to do something big that connects the US and India on a grand scale. PM Modi can do this because he has a great relationship with President Trump." If Lutnick was blunt, Mike Pompeo, Secretary of State and CIA director in Trump's first term, sketched an insightful picture of the President's recent actions and way of functioning. The top-billed presence on the podium, he drew from his Trump 1.0 experience to convey one message: ignore the "noise" and watch the "through-lines". Do not be misled by Trump's unpredictable turns. Instead, look at outcomes and what is done, and you'll see a coherent pattern into which all the pieces of the puzzle integrate. Putting up a staunch defence of Trump's policies, he justified America's withdrawal from multilateral institutions saying they were "broken" and dominated by the Chinese.

AI, a realm witnessing a world war of sorts even as the technology itself transforms all domains of human activity, emerged as an all-pervading leitmotif. A gallery of frontline experts gave us illuminating ways to prepare for an AI-driven future while humanity reckons with its unknown unknowns. Eminent British computer scientist Toby Walsh parried alarmist notions of a "zombie intelligence" taking over the world and batted for making AI a democratic force for universal good rather than the monopoly of "White males in Silicon Valley, with their agendas". India, in his view, was well-placed to write its own destiny on silicon. Microsoft India president Puneet Chandok painted AI adoption as an "integral part of skilling" as it begins its "diffusion from commerce to communities, from finance to farms". Deloitte's Nitin

Mittal underlined why India must build AI infrastructure to increase its "manufacturing capacity" of knowledge.

Not a niche subject like before, technology was a theme that washed over everything else at the Conclave. Nowhere did the urgency show more than in the words of India's three service chiefs. Army chief Gen. Upendra Dwivedi highlighted the "nearly 100 per cent" collusion between China and Pakistan on "the virtual front", even as their strategic partnership creates a landscape of threat along India's "two-and-a-half fronts". Navy chief Adm. Dinesh K. Tripathi drew two lessons for India from the Ukraine-Russia conflict: how tech adoption had changed the "character of war", and why India must reduce dependence on fickle big powers and accelerate *aatmanirbharta*. The most telling case for this came from Air Chief Marshal A.P. Singh, who subtly underlined the dangerous deficit the air force faces when China is said to have raised sixth-generation fighter jets, and our indigenisation efforts lag behind.

Even if the domestic theatre seems almost static compared to geopolitics, it bristled with its own notes of dominance and conflict. Uttar Pradesh chief minister Yogi Adityanath was the star among Indian politicians, a line-up that included Telangana CM A. Revanth Reddy, Sikkim's Prem Singh Tamang and Delhi's newly crowned BJP face Rekha Gupta. Fresh from the success of the Mahakumbh, Yogi made a case for UP's renaissance to be built on expanded religious tourism and modern economic hubs. Reddy took a dig at the BJP, calling the Gujarat model "a

Test match model", in contrast to his own "T20 model". Andhra Pradesh's IT minister Nara Lokesh found ways to affirm his party's NDA fraternity, skilfully navigating past the South's concerns over delimitation and Hindi.

Aamir Khan, one week shy of 60 on the day, was the graceful marquee presence from the entertainment world. This roll-call included Shabana Azmi, Zahan Kapoor and corporate czarinas like Namita Thapar and Avarna Jain. But the Conclave also showcased a robot-making innovator, a woman entrepreneur who braved the Maoist threat, and a museum man from Bihar. In times that defy even Moore's Law on the pace of change, historian William Dalrymple took us to an ancient world where India ruled the world of ideas, and world chess champion D. Gukesh, cool as a cucumber at 18, showed why modern India was the king in the old chequered game of thrones. Turn these pages and savour our festival of unique conversations.



April 03, 2023

(Aroon Purie)

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● Impact Offices: 1201, 12th Floor, Tower 2 A, One Indubells Centre, (Jupiter Mills), S.B. Marg, Lower Parel (West), Mumbai-400013; Phone: 022 69193355; Fax: 66063226

● E-1, Ground Floor, Videocon Towers, Jhandewalan Extn, New Delhi.

● Door No: 610, 610A, 612, 5th Floor, Block A, Imperial Chaitanya Building, Anna Salai, Teynampet, Chennai, Tamilnadu-600018.

● 201-Sai, Richmonde Towers, 2nd Floor, Behind White Road,

Bangalore-560025; Phones: 22212448, 22213037, 22218343; Fax: 22218335;

● 52, Jawaharlal Nehru Road, 4th Floor, Kolkata-700071; Phones: 22825398; Fax: 22827254; 6-3-885/7B, Somajiguda, Hyderabad-500082;

Phone: 23401657, 23400479, 23410100, 23402481, 23410982, 23411498;

Fax: 23403484 • 39/1045, Karakkatt Road, Kochi 682016; Phones: 2377057,

2377058 ; Fax: 2377059 • 2/C, "Suryarath Bldg", 2nd Floor, Behind White

House, Panchwati, Office C.G. Road, Ahmedabad-380006; Phone: 26560393,

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# INSIDE

## INDIA TODAY CONCLAVE 2025

### STAR SPEAKER

UP CM Yogi Adityanath at  
 the India Today Conclave



## 10 INDIA TODAY CONCLAVE 2025

CHANDRADEEP KUMAR

# AGE OF ACCELERATION

With AI and the new American president putting the world in flux, a range of eminent figures outline how to deal with the new global order

To watch all the sessions, visit <https://www.indiatoday.in/conclave-2025>

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HERE'S TO  
*India's*  
FINEST YET





## TAJ DEBUTS ITS ICONIC WELLINGTON MEWS BRAND IN THE UAE IN PARTNERSHIP WITH BNW DEVELOPMENTS



L-R: Dr. Vivek Anand Oberoi, Co-Founder and Managing Director, BNW Developments; Mr. Puneet Chhatwal, Managing Director & CEO, IHCL; Mr. Ankur Aggarwal, Chairman and Founder, BNW Developments with Arch. Abdulla Al Abdouli, CEO, Marjan

**Dubai, UAE, March 10, 2025 –** In a landmark collaboration that will redefine the landscape of ultra-luxury living in the UAE, BNW Developments has joined forces with Taj, the iconic brand synonymous with unparalleled Indian hospitality, under the aegis of The Indian Hotels Company Limited (IHCL). This partnership, marked by a formal signing ceremony on March 10th at the prestigious Taj Dubai, signifies Taj's first foray in the UAE into branded residences under the Wellington Mews brand, bringing its renowned legacy of luxury hospitality to the flourishing Al Marjan Island, Ras Al Khaimah. By partnering with BNW Developments, known for its unwavering commitment to architectural magnificence and luxury, Taj will deliver an unparalleled 5-star living

experience to residents in Ras Al Khaimah for the first time. Investors can now expect to enjoy the quintessential Taj experience that defines the concept of Tajness, complete with world-class amenities and the impeccable service that has made Taj a global leader in luxury hospitality.

Building upon the success of projects like the Taj Wellington Mews in Mumbai and Chennai, Taj will now bring its expertise to Al Marjan Island, Ras Al Khaimah for the very first time in collaboration with BNW Developments, the ultra-luxury real estate developers in the UAE. After BNW's multiple successful launches in Al Marjan Island, this partnership further sets the stage for

“

## **BNW DEVELOPMENTS HAS PLAYED A TRANSFORMATIVE ROLE IN SHAPING RAS AL KHAIMAH'S REAL ESTATE LANDSCAPE, LEADING THE LARGEST PRIVATE DEVELOPMENT IN THE EMIRATE'S HISTORY.**

- ARCH. ABDULLA AL ABDOLI,  
CEO, MARJAN

*BNW's upcoming collection of ultra-luxury projects in Dubai and Ras Al Khaimah, establishing its position at the pinnacle of high-end real estate development in the UAE.*



Reflecting on this transformative alliance, **Mr. Ankur Aggarwal** remarked, "At BNW Developments, our mission has always been to transcend conventional paradigms of luxury and create immersive residential experiences that stand the test of time. This esteemed alliance with Taj is not merely a partnership; it is a grand convergence of heritage and masterful craftsmanship, a union befitting those who seek nothing less than excellence."

Echoing this sentiment, **Dr. Vivek Anand Oberoi** stated, "Ras Al Khaimah is the epicenter of avant-garde luxury, and with this partnership, we reinforce our commitment to crafting spaces that embody timeless refinement. Taj's unparalleled hospitality ethos perfectly complements BNW's architectural brilliance, setting a new benchmark for opulent living."

Adding to this narrative, **Mr. Puneet Chhatwal** commented, "IHCL has long been synonymous with excellence in hospitality, and our collaboration with BNW Developments marks an exhilarating step towards crafting luxury experiences in one of the world's most dynamic landscapes—the UAE. This partnership is a confluence of legacy and innovation, designed to cater to the most discerning global connoisseurs and investors."

This alliance stands as a defining moment in the evolution of ultra-luxury living, solidifying BNW Developments' foray into hospitality with its esteemed partner, Taj, expected to launch soon after Ramadan, which will be the **first of many to come**.



# AGE OF AI

WITH AI AND THE NEW AMERICAN PRESIDENT  
PUTTING THE WORLD IN A FLUX, A RANGE OF  
EMINENT FIGURES OUTLINED HOW TO DEAL  
WITH THE NEW WORLD ORDER

# CELEBRATION



► AROON PURIE

Chairman & Editor-in-Chief,  
India Today Group



## INDIA TODAY CONCLAVE 2025 WELCOME ADDRESS

# W

We are standing at a crossroads of history. As they say in the cowboy movies, there is a new sheriff in town. That is Donald J. Trump. And it's no small town. It is the United States of America. The world's largest economy and only superpower. And he's holding friend and foe alike at gunpoint to get a better deal.

He's bent on destroying the world order that America established after the Second World War in 1945. He's weaponising trade. He is claiming that America has been taken for a ride even by its allies. True to character, he's playing two contradictory roles. He has withdrawn America from international institutional frameworks like the WHO and the Paris Climate Accord, and I'm sure there will be more. If he perceives no financial gains for America, he wants out. On the other hand, he's behaving like a CEO of a multinational company who wants to make some acquisitions. He wants Canada to become America's 51st state, and wants to acquire the Panama Canal, Greenland and Gaza.

He also wants to end the Ukraine war by negotiating with Russia without Ukraine. All he wants Ukraine to do is give America the rights to mine its rare earth minerals in return for all the aid they have already got. Shockingly, aid is being converted into a loan without providing any security guarantees which Ukraine desperately needs. He doesn't respect the UN charter that requires countries to respect each other's territory or the global institutions where free trade rules were negotiated. The norms of civil engagement between nations and the language and protocol of diplomacy are all in a churn. The old template is cracking and is being replaced by a sense of anarchy. And he has only been in office for 47 days so far. It seems that geopolitics has turned into reality TV. So, there are interesting times ahead. As one American journalist said, "If it weren't my country, I would take out the popcorn and watch the show." Jokes apart, what America does has serious repercussions for everybody.

The theme for the Conclave is the Age of Acceleration. This means that not only does change happen, but the rate of change gets faster and faster. We could not imagine that Donald J. Trump would step on the pedal so soon to validate our theme.



Thank you, Mr President. Later today, we have Michael R. Pompeo, who was Trump's foreign secretary for nearly three years in his first term. I am sure he will share some rare insights into Donald Trump's mind and working style. We also have the US commerce secretary Howard Lutnick live via satellite to discuss the hottest topic of the day: TARIFFS. Besides the changes in America, there are other powerful forces at work that will impact our lives. In other words, technology.

In particular, the astounding increase in computing power has given birth to Artificial Intelligence. This is transforming every aspect of our lives, from the workplace to politics and even ethics. We are still struggling to determine whether it is a boon or a curse. Nevertheless, it is impossible to halt the march of technology. With Elon Musk right in the heart of the Trump administration, there is even talk of 'techno-fascism'. That is absolute power speaking in the language of technology. All aspects of government and society get technologised. The best one can do is attempt to regulate it without losing its

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**India is fortunate to have PM Modi on the international stage. Somebody the world takes seriously. Not a former comedian or reality TV star**

● ● ●



**Trump is holding friend and foe alike at gunpoint for a better deal. Geopolitics has turned into reality TV. The old template is cracking and being replaced by a sense of anarchy**

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benefits. In the near future, artificial intelligence is predicted to surpass human intelligence. They are calling it the Singularity. You can look at this with excitement or trepidation. I have some questions though:

If machines do everything, what will human beings do? Where will the jobs come from? What will be people's source of income? The economy cannot run without consumers. Barbers will probably be the last to lose their jobs! At least I won't ever get my hair cut from an AI-powered robot.

With its human tech resources, India has the potential to be a significant player in the world of AI. The prime minister is cognisant of this and has created a Rs 10,300 crore India AI mission. One of the pioneers of AI, Sam Altman, said on his recent visit to India that India should be one of the leaders of the AI revolution.

Technology also persuades us to think beyond countries. Whether Donald Trump likes it or not, globalisation will remain a driving force for change. We are inextricably connected through supply chains, telecommunications, and even the controversial migration of people. Globalisation has been a force for good and will continue to be so. It's estimated that over 1 billion people have been lifted out of poverty since 1960. This may hit a speed bump with America's current attitude, but its march is inevitable. International trade will just be realigned.

Other technologies that will change and are changing the world are synthetic biology, which involves gene editing, and cryptocurrency based on blockchain. One will change healthcare, and the other will change how economies are managed. Both these technologies are linked to the advancement of AI.

As far as geopolitics is concerned, we are in for some significant changes.

► Instead of the USA being the lone superpower, China is emerging as a serious challenger. Currently, one is a Diet Dictatorship, and the other is a full-on one with Xi as president for life. They are rivals, but they need each other. Trump may want to play hardball with China, but he has to remember that they play a long game. If he hands over part of Ukraine to Russia, China may test him and invade Taiwan.

► Trump has weakened the trans-Atlantic alliance but united Europe in the process. His cosy relationship with Putin must worry them, though.

► India is in a sweet spot. Both America and China would like to be on good terms with us.

PM Narendra Modi has skilfully negotiated these choppy waters by managing the unpredictable Trump. He did his homework by reducing duties on items close to Trump's heart before his American visit, like the Harley-Davidson motorcycles and bourbon whiskey. He is an experienced leader having held high public office for 24 years. India is fortunate to have him on the international stage. Somebody the world takes seriously. Not like a former comedian or reality TV star.

**O**ne of the unintended consequences of Trump's policies would be a much-needed aggressive opening up of the Indian economy to the world and deregulation to encourage foreign investment. We always seem to act better when faced with a crisis. And, there's no shortage of crises.

We have climate change, the mother of all crises. And it is accelerating and affecting everything and everyone. And here we have a president of a country that historically has been the worst polluter. And he's in denial. Unless the world acts in concert, it will be a terrible legacy to leave for future generations.

One also has to mention the massive success of the Maha Kumbh, which saw 660 million people visit the city of Prayagraj in 45 days. It was the biggest gathering the world has ever seen. The architect of this spectacular event is the chief minister of Uttar Pradesh, Shri Yogi Adityanath.

Democracy survives only when those in power genuinely believe in democratic values. The checks and balances of institutions work only if those in power respect those values. Consider what Donald Trump is doing in a country with such strong institutions. He's weaponising the investigative agencies and persecuting his rivals. He has put in place people who do his bidding. Unlike his previous term, now he has no guard rails. Also, democracy survives when there is a free flow of truthful information. It is the oxygen of democracy. It is a conversation between the rulers and the ruled. ■



## THE YOGI MAHAKUMBH

# A CONFLUENCE OF FAITH

Fresh off the success of the 2025 Mahakumbh in Prayagraj, Uttar Pradesh chief minister Yogi Adityanath was at his buoyant best at the India Today Conclave, speaking at length on several issues, including the mega event and the criticism around it. Calling the grand congregation a testament to unity and discipline, he explained how the holy dip had played the great leveller, erased differences such as rich-poor or that between castes. “The so-called seculars alleged that there is discrimination in the Sanatan tradition, but the Mahakumbh has put a stop to that, for everyone was bathing in the same sangam.... The Kumbh gave a message of unity, and it was there for everyone to see.”

The CM elaborated on the extensive planning behind the Mahakumbh, highlighting how his administration had spatially budgeted for 400-450 million devotees but ended up seeing much higher numbers. On the tragic stampede on Mauni Amavasya which took many lives, he emphasised how the government’s swift response and foresight had saved thousands more. “There were 40 million pilgrims in the area, another 40 million were expected during the day and from 4 am, the *amrit snan* of the *akhadas* was planned. Our first responsibility was to take the injured to hospital through the green corridors. We achieved that within 15 minutes. We also wanted to ensure

### KEY TAKEAWAYS

450 million people were expected for the Mahakumbh, but some 660 mn took the holy dip instead, says UP govt

For the first time, people from the South and even the Northeast actively participated in the Mahakumbh

Religious tourism has taken off in UP. The govt has created five ‘spiritual corridors’ for the benefit of devotees

Heritage and development have to go hand in hand. If you don’t consider India’s traditions ideal, it’ll be a barrier to development

Sambhal is a reality, the mosque was built over a temple. The 10th incarnation of Vishnu will appear here

that there was no panic. The first rule of crisis management is to take care of the survivors and provide critical medical attention to those injured. We fulfilled both duties. We will now wait for the commission report on what went wrong, and take action based on that,” Yogi said.

High polemic on controversial matters is an expected flavour from him, and Yogi didn’t disappoint. On Samajwadi Party MLA Abu Azmi’s statement hailing Aurangzeb, he said, “If someone considers Aurangzeb their idol, he must be suffering from a mental disorder.... It was Aurangzeb who got the Kashi Vishwanath temple demolished, razed the Sri Krishna temple in Mathura, imposed jaziya tax on Hindus. He played with the faith of India. In Uttar Pradesh, we have the best treatment for people who give such statements.” Again, on the Sambhal Juma Masjid issue, the CM claimed the place is mentioned in the Puranas. “There was no Islam at that time, but our Puranas say that the 10th incarnation of Lord Vishnu (Kalki) will be in Sambhal. These are places of pilgrimage that were plundered and destroyed.... Now the ASI is doing a survey based on court orders,” he said.

The take-no-prisoners stand continued on matters like Holi celebrations and, of course, the UP assembly election in 2027, which Yogi framed as a contest between the 80 per cent and the 20 per cent. So the predictions are in: another win for the saffron side. ■



“

**When our friends started making negative comments about the Mahakumbh, I started feeling that now the public will teach them a lesson. And, for sure, the numbers surged, even those who did not want to came to take the holy dip**

• • •

**I am not an heir [to the BJP leadership]. I am a yogi, and I want to work as a yogi.**

**I have been given the responsibility of serving the people of UP, and I am working in that capacity**

• • •

**In the 2027 assembly poll, it will be a battle of 80-20. The 80% will include the BJP and its allies, and we will be in power again. The remaining 20% will consist of the others**

”



## TRUMP, TRADE AND TARIFFS

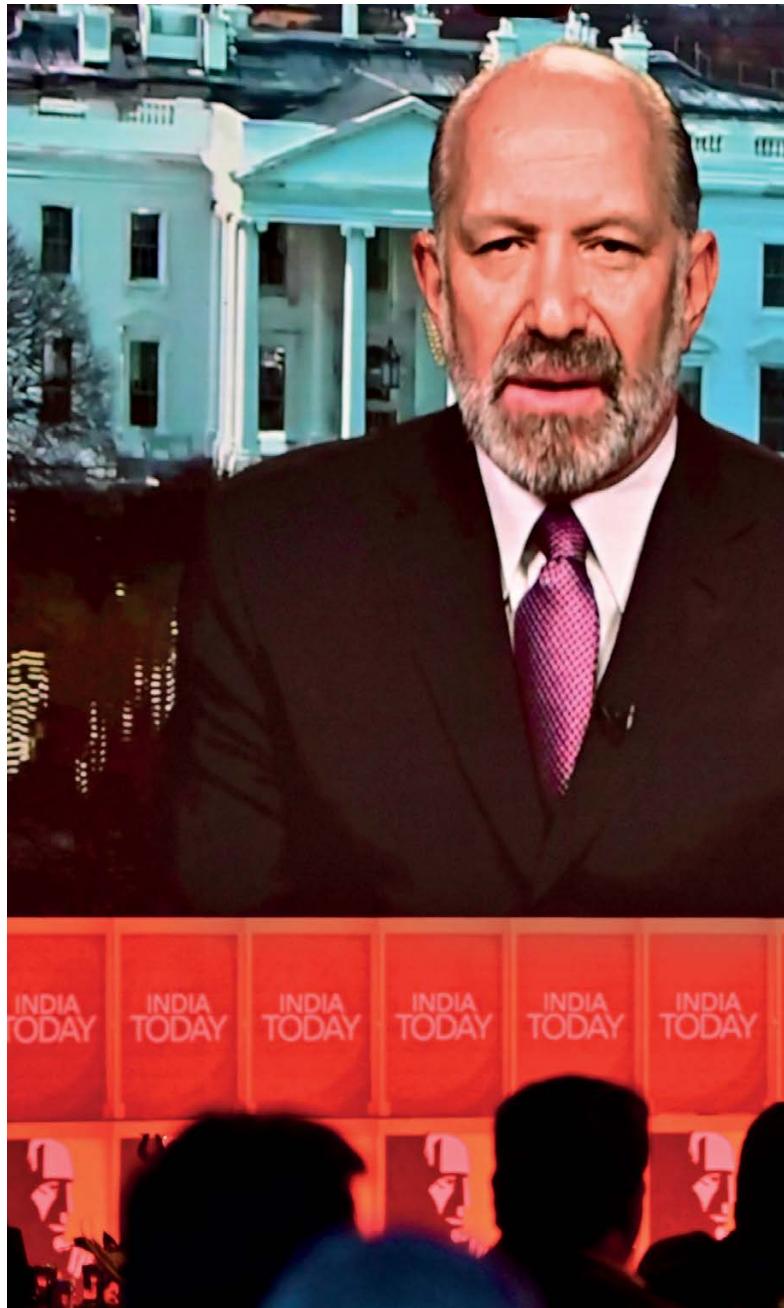
# A TIME FOR SOMETHING GRAND AND BIG

► HOWARD LUTNICK

United States Secretary of Commerce

**D**onald Trump has been in office for just over a month, but has already sent shock waves across the realms of geopolitics and world trade. He has imposed tariffs on China, Canada and Mexico, and threatens to impose reciprocal tariffs on other countries, including India, in April. Howard Lutnick, the newly appointed US Secretary of Commerce, is the key man leading the charge in global trade negotiations on behalf of Trump.

At the India Today Conclave, Lutnick participated live from Washington D.C. and took questions on a range of issues ranging from reciprocal tariffs, America's bilateral relations with India and China, arms supply to India, the US Gold Card visa scheme, and so on. Defending the high tariffs that the US proposes to impose on imports, Lutnick said that the Trump administration looked at trade from its historical perspective. "From the 1870s to 1913, America only had tariffs and no income tax. And then, post the world wars, she tried to export the strength of its economy, the power of its economy, to help rebuild the world," he said.



### KEY TAKEAWAYS

**America would like to focus on a bilateral conversation between India and the United States to bring down tariff levels. It would give India the opportunity to trade with America in a special way**

**The United States wants the Indian market for agriculture to open up. It wants trade "to be more fair" and create strong bilateral ties on that basis**



**America believes the right approach to a trade deal is to put everything on the table while handling it thoughtfully. A US-India trade deal would take everything into account, not product by product**

**The US is interested in doing a macro, large-scale, broad-based trade agreement with India. It will require a different kind of thinking...that PM Modi can do, because he has a great relationship with President Trump**



**India has bought significant amounts of its military hardware from Russia...that needs to end. India is the 'I' in BRICS (which is) trying to create a currency to replace the dollar as the global economic currency. These...don't create the love we deeply feel towards India**



**If people come into America through the US Gold Card, they will only pay tax in America and not on their global income. It will have quick access to the market, it will be quickly approved, and these great entrepreneurs...will build businesses in the US. (This) will reduce our budget deficit**

**It is time to do something big, something grand... that connects the US and India on a large scale. Let's bring India's tariffs (on products from) America down, and it will invite India to have an extraordinary relationship**



India was a big beneficiary of its ability to trade with America when it had low tariffs while protecting its own market with very high tariffs, he said.

"It's been 80 years since that was set in 1945, but it's time for that to change, and President Trump is thinking about it from the term 'reciprocal'. How you treat us is how we would like to treat you," he added. India has some of the highest tariffs in the world, and that will require a rethinking of the special relationship between India and the United States. He said the US would like to focus on a bilateral conversation to bring down the tariff levels that India has to protect some areas of its economy, like agriculture. Lutnick hoped the US and India would have a comprehensive trade agreement.

On Trump's plans to take back the Panama Canal, Lutnick said America spent a trillion dollars, at today's rates,

building the Panama Canal and 38,000 Americans lost their lives to malaria at that time. "Jimmy Carter gave the canal to Panama in exchange for an agreement that says they shall not favour any nation. And what Panama did is that they leased both mouths of the Panama Canal to the Chinese. The Chinese built bridges over the canal, so the US military and all our boats had to go underneath Chinese ports and between Chinese ports," he elaborated.

On Canada, which Trump had threatened to make America's 51st state, Lutnick said that its entire economy leans on America. "It doesn't pay virtually anything into NATO because it just hides behind the United States of America. It knows the United States of America would protect it," he said. He concluded by saying that working for President Trump was the "most favourite" time of his life. ■



To watch the full session, visit  
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INDIA'S WAR ROOM ARMY | NAVY | AIR FORCE

# PUSHING THE ENVELOPE

**W**ith the world and the region in a state of constant turmoil, opinions about the preparedness of the armed forces often come from defence analysts. The audience at the India Today Conclave, however, got to hear all about it from the chiefs of the Indian army, air force and navy as they provided critical insights into India's evolving security landscape. Army chief Gen. Upendra Dwivedi underscored the deepening military and strategic collusion between China and Pakistan, warning that the threat of a two-front war is very real. The continued threat of cross-border terrorism remains a concern—and though local recruitment in Kashmir has declined, Pakistan remains an instigator, with 60 per cent of neutralised terrorists being nationals of that country.

Gen. Dwivedi reaffirmed India's vigilance along the Line of Actual Control with China, noting improvements in disengagement at friction points like Depsang and Demchok. Modern warfare, he said, has shifted to a continuous "grey zone" conflict, where India is in a constant state of "not war, not peace" and faces a "two-and-a-half-front" challenge. Gen. Dwivedi also called the Agniveer recruitment scheme a "great success".

Indian Air Force chief Air Marshal A.P. Singh pointed out the urgent need to modernise air combat capabilities. He dismissed speculation about India

acquiring F-35 stealth fighters from the US, clarifying that no formal offer had been made. On China testing sixth-generation aircraft and the US granting funds to Pakistan for the maintenance of its F-16 fleet, he asserted the need to catch up with the latest technology. "Presently, we are the ones chasing new technology. We need to reach a stage where we call the shots and get such technology made in India. We need to be in a situation where the world will chase us," he said.

## ► AIR CHIEF MARSHAL A.P. SINGH

*Chief of the Air Staff*

**"We need to analyse (the US's F35), what the requirements are and what comes along with it. The cost is a part. We have not given it a thought. No offer has been made till now"**

• • •

## ► GEN. UPENDRA DWIVEDI

*Chief of the Army Staff*

**"India is in a state of 'not war, not peace', and is saddled with all five generations of war—trench, indirect, manoeuvre, hybrid and AI warfare"**





Photograph by BANDEEP SINGH

## KEY TAKEAWAYS

India faces a “two-and-a-half-front” challenge. The collusion between Pakistan and China is 100 per cent in the virtual domain

Accelerating India’s 5th-gen fighter jet project is urgently required. Until then, India might need to buy off-the-shelf fighters

Wartime disruptions in supply chains and shifting alliances highlight the risks of military dependence on foreign suppliers

### ► ADM. DINESH K. TRIPATHI

Chief of the Naval Staff

**“It’s not just about being Aatmanirbhar, but how quickly we achieve it. We must accelerate the pace of technology induction to bolster our naval capabilities”**

He also emphasised the need to accelerate the development of India’s fifth-generation fighter aircraft, the Advanced Medium Combat Aircraft (AMCA). However, he acknowledged that India might have to procure off-the-shelf fighter jets with indigenous modifications until then.

Navy chief Adm. Dinesh Kumar Tripathi drew lessons from the Russia-Ukraine war, overturning the belief that modern conflicts would be short and decisive. He noted how technological adaptation and external support allowed Ukraine to challenge a superior adversary. He stressed that supply chain disruptions and shifting geopolitical alliances highlight the dangers of military dependence on foreign suppliers. Urging faster implementation of *aatmanirbharata* (self-reliance), he called for rapid technological advancements, particularly in naval capabilities, for India’s strategic maritime independence. India’s military leadership delivered a clear message: the country faces security threats and technological gaps, and self-reliance in defence manufacturing is the need of the hour. ■

To watch the full sessions, visit  
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► KIREN RIJU

Union Minister of Parliamentary Affairs & Minority Affairs



**The first job is done, connectivity, digital, physical, moral, a heart-to-heart connection from Delhi to the Northeast. Now it's the turn of soft development to do its part**



**PM Modi is the only one who has gone to the root of the issue to ensure that the problems being faced by the people of Manipur will be settled and solved for ever**



HARDIK CHHABRA



**THE SUN RISES IN THE NORTHEAST**

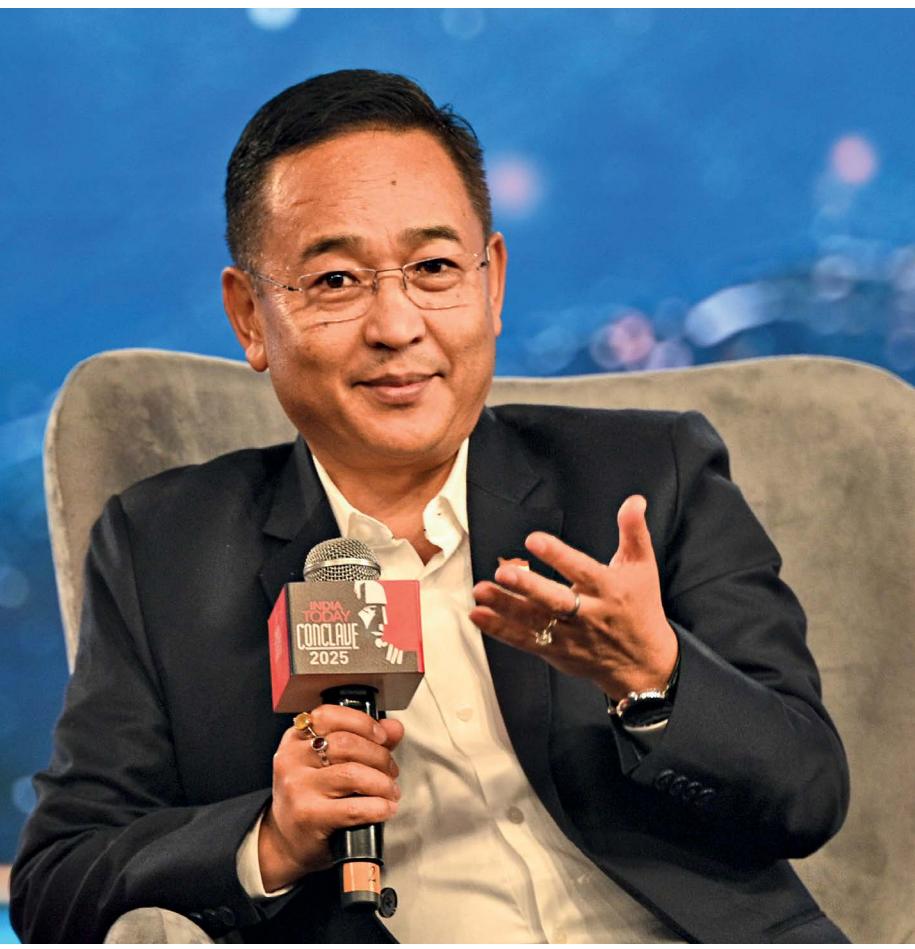
# THE NORTHEAST TRANSFORMATION

**T**here are no two views on the limitless possibilities within the Northeast. Unleashing that potential, though, has been a completely different matter. Discussing this and other topics germane to the Seven Sisters at the 2025 India Today Conclave was Union Minister for Parliamentary and Minority Affairs Kiren Rijiju and Sikkim chief minister Prem Singh Tamang. The session focused on the development in the region in the past decade, including the rapid

strides achieved in infrastructure which has “transformed the Northeast”. As Rijiju put it, “Infrastructure will unleash the potential. So, the first job is done... connectivity, digital, physical, moral, a heart-to-heart connection from Delhi to the Northeast. Now, it's the turn of soft development—education, health, tourism—to do its part. The foundation has been laid and the results will be there for everyone to see in the coming days. These 10 years of strong foundation-building will make the Northeast one of

India's most vibrant regions.”

The minister credited much of the success to the North-East Democratic Alliance (NEDA), which allowed regional parties to flourish rather than being overshadowed by the Bharatiya Janata Party (BJP). Sikkim CM Tamang echoed the sentiment, calling the BJP his “big brother” and asserting that the Centre's support had “transformed the region from a political platform into a developmental one”. Tamang also highlighted some of the upcoming projects in



ARUN KUMAR

◀ PREM SINGH TAMANG

Chief Minister, Sikkim



**Before 2014, the Northeast was merely a ‘political platform’. But now, it has transformed to become a ‘development platform’. There is no paucity of funds for projects**



**It is a historic year for Sikkim, we are completing 50 years of becoming India's 22nd state... We will celebrate it for a whole year after the inauguration by the PM**



## KEY TAKEAWAYS

▼ **The infrastructure that has come up in the past 10 years, including rail and road networks, has transformed the Northeast**

▼ **The improved connectivity—physical and digital—has laid the foundation for unleashing the region’s potential**

▼ **The next target is ‘soft development’, gains in the education, health and tourism sectors to make the Northeast the country’s most vibrant region**

▼ **The Northeast states are now looking to emulate the ‘Sikkim model’. The state now has the highest per capita income in the country**

▼ **Environmental degradation is a big worry in the region, with Arunachal Pradesh the worst affected**

▼ **The Manipur crisis, still simmering after close to two years, is admittedly a blot, but the Centre is striving to bring about a lasting peace**

Sikkim, including an alternative route to NH-10 and a railway connection, which is expected by 2027. Of course, a few persistent challenges remain, such as relative poverty, deforestation and the continuing crisis in Manipur. The Northeast has been particularly plagued by deforestation, with the Union minister admitting that some areas have been severely affected, especially in Arunachal Pradesh, which has the largest forest cover in the country. The two leaders were hopeful that the Supreme Court ruling banning tree felling would improve the situation.

Regarding the violence in Manipur which is now nearing the two-year mark, Rijiju called it an “unfortunate” crisis. He cited the Union government’s hands-on approach, and pointed out that since President’s Rule was declared, there have been very few incidents of violence. He said he was very hopeful that with the support and cooperation of all the factions, peace and normalcy would return to Manipur very soon. ■



**The Congress weakness is that it is a liberal and democratic party where a leader can come out and protest. Can anyone in the BJP do this?**



**The BJP doesn't have any representation and can't win elections in the South. So they want to take revenge on us, find new ways to punish the southern states**



Photograph by BANDEEP SINGH

► **A. REVANTH REDDY**  
Chief Minister, Telangana



## KEY TAKEAWAYS

▼  
**The delimitation move favours the North and strengthens the BJP. The southern states must fight it unitedly**

▼  
**You are already doing SC/ ST census, so why not a caste census and extend reservations to deserving sections?**

▼  
**Hyderabad's competition is not with Ahmedabad or Mumbai, it is with New York and Tokyo. Telangana model is the best**

## TELANGANA'S TRANSFORMER

# REVANTH IS MORE THAN READY

Telangana chief minister Anumula Revanth Reddy, 55, is a man in a hurry. Speaking at the India Today Conclave, the first-time CM said his top priorities were making capital city Hyderabad future-ready, which includes making a bid for the 2036 Olympics. “We have already hosted international sporting events like the Afro Asian Games. We also have very good infrastructure and home-grown, world-class performers like Nikhat Zareen, Sania Mirza and P.V. Sindhu. Our infrastructure is 100 times better than Ahmedabad,” declared Revanth, positioning Hyderabad as a direct competitor to the Gujarat capital for the sporting spectacle. Besides the Olympics, his lament is the absence

of a level playing field. “Modiji is giving the Ahmedabad Gift City an unfair advantage by allowing foreign investors to take back profits. Why not give this to Hyderabad too?” he asks. Even so, Telangana, he asserted, is ready to take on any comers. An exclusive agency has been set up to develop a 30,000-acre Future City. “The Gujarat model is the outdated Test match model while Telangana is the Twenty20 model, one that can be adopted for the whole country, as it provides for development, welfare and good governance,” says Reddy. The CM also accused the BJP of taking “revenge” on the southern states through the proposed delimitation exercise and urged the Centre to hold an all-party meeting on the issue. ■

## IOG Dr. Styx Paul Awards 2024-25

FOCUS  
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The top dignitaries of Obstetrics and Gynaecology fraternity, along with the leadership of Apeejay Styx and Svrana Group, comprising Mrs. Sushma Paul Berlia, Mr. Nishant Berlia, Mr. Aditya Berlia and Dr. Neha

# APEEJAY STYX AND SVRANA GROUP ORGANISES 11<sup>TH</sup> IOG DR. STYX PAUL AWARDS 2024-25

The Apeejay Styx and Svrana Group recently hosted the 11th Indian Obstetrics and Gynaecology (IOG) Dr. Styx Paul Awards 2024-25. The aim was to continue its noble mission to foster ground-breaking research and recognise exemplary contributions in the field of Obstetrics and Gynaecology.

Instituted to recognise excellence in scholarly papers published in the IOG Journal for Basic & Clinical Research, these highly regarded awards recognise and celebrate medical research and practice excellence. This eagerly awaited annual occasion, now an integral part of the national and global medical community, was conducted in New Delhi, drawing esteemed professionals from across the globe.

The IOG Dr. Styx Paul Awards 2024-25 were conferred on authors for the best papers published in the journal across three distinguished categories: Best Case Report, Best Review Article, and Best Original Study. Additionally, Special Awards were presented to recognise exceptional contributions made by members of the medical fraternity in various domains.

The highlight of the event was the illuminating

Oration Lecture delivered by Dr. Errico Zupi, Professor of Obstetrics and Gynaecology, University of Siena, Italy. An acclaimed expert in the field, Dr. Zupi is the former Editor-in-Chief of the Journal of Endometriosis and Pelvic Pain Disorders and a former advisor to the American Association of Gynaecologic Laparoscopists. His address on: Maximizing Ultrasound Utility Across Obstetrics & Gynaecology presented indispensable observations, enriching the discourse and enhancing the discussion on cutting-edge diagnostic and therapeutic uses in the field.

Dr. Zupi elucidated the pivotal role of ultrasound in obstetrics and gynaecology, tracing its evolution and highlighting its wide-ranging applications and cutting-edge advancements. He underscored how ultrasound has revolutionised maternal and foetal health assessment, progressing from early static imaging to real-time dynamic visualisation, Doppler ultrasound, and sophisticated 3D/4D imaging. He also shed light on its indispensable role in pregnancy monitoring, early detection of foetal anomalies, evaluation of gynaecological conditions, and advancements in assisted reproductive technologies, reinforcing its significance in modern

medical practice.

Mrs. Sushma Paul Berlia, Chairman, Apeejay Styx and Svrana Group, and daughter of Dr. Styx Paul said, "These awards in the name of Dr. Styx Paul are meant to go beyond remembering his illustrious life by cherishing the values he stood for and to take them forward." She added that apart from his immense contribution to education and industry, Dr. Styx Paul was also deeply involved in supporting healthcare issues and the welfare of women and children. She added that through his life journey, Dr. Styx Paul exemplified that against all odds, extraordinary heights can be achieved by dreaming with determination, grit and resilience, to attain the grandest version of oneself.

Mr. Nishant Berlia, Dr. Neha Berlia and Mr. Aditya Berlia, Co-owners and Directors (Family Business Board), Apeejay Styx and Svrana Group, also graced the occasion with their esteemed presence. All of them are grandchildren of Dr. Styx Paul, and are spearheading various verticals of the group, under the overarching leadership of Mrs. Sushma Paul Berlia. The Indian Obstetrics & Gynaecology (IOG) Journal, established in 2011, serves as a premier specialty publication that caters to emerging and seasoned authors and researchers in the field of Obstetrics and Gynaecology. It provides a comprehensive platform for the publication of high-quality research, fostering academic excellence and innovation.

Published by Apeejay Styx Publishing Pvt. Ltd., the journal maintains editorial independence in its scientific content, ensuring credibility and rigorous peer review. The IOG Journal is indexed in EBSCO and Google Scholar and has also been included in the prestigious UGC Care List, further solidifying its reputation as a respected resource in the medical research community.

As in previous years, the conference acted as a great platform for networking for doctors and researchers, where they could share information, learn from each other's experiences, and discuss important issues in the Obstetrics and Gynaecology field.



Mrs. Sushma Paul Berlia, Dr. Errico Zupi and Dr. J B Sharma (Editor-in-chief, IOG Journal)



REKHA GUPTA

Chief Minister, Delhi

Photograph by BANDEEP SINGH



LOTUS CAPITAL

## PROMISES TO KEEP

In her first major media interaction after assuming office, Delhi chief minister Rekha Gupta spoke on the priorities of her administration before confidently stating that her style of governance would be an absolute departure from that of her two predecessors, Aam Aadmi Party's Arvind Kejriwal and Atishi. Speaking at the India Today Conclave, Gupta touched on all the burning issues of the day, including Delhi's air pollution crisis and the rejuvenation of the Yamuna river. "You won't need to leave Delhi this winter," Gupta promised the audience, explaining

her plans to tackle the air and water pollution simultaneously. She promised visible change within months and said she was focusing on the adoption of electric vehicles and taking extensive steps to prevent stubble burning.

Gupta promised clear outcomes on the Yamuna rejuvenation within three years. The BJP leader told the audience: "In three years, you will join a cruise with us; and you will attend a live meeting about it." In response to a question about the CM's residence—the 'sheesh mahal' (glass palace) as her party used to call it during Kejriwal's

I will not stay there [the CM's residence or 'sheesh mahal' renovated by Kejriwal]. This is the public's money and I have no right to spend it for my comfort

• • •

You won't need to become old to see a change in the Yamuna. You will be able to see it in three years...you will be able to go on a cruise with us, even do a live conclave on it

### KEY TAKEAWAYS

Gupta has implied that hers will be a proactive, on-ground approach, marked by frequent engagement with Delhi's residents

Stressed that her governing style would be one of teamwork, in close coordination with the Centre

Has set uniform goals for resolving urgent civic matters like waste management, air pollution and Yamuna rejuvenation

This victory is that of the people of Delhi and of the leadership PM Modiji has given. His word is enough for me. We are a team, we are doing it together



Modiji has made women-led development a reality. With Rekha Gupta as CM, he has sent a message to all the daughters of India that they can go further than ever before



reign—Gupta responded, “I won’t stay there at all. It is the public’s money and I have no right to spend it on my comfort.”

The CM also said her leadership style would present a contrast with that of the AAP leader, insisting that material proof would soon be forthcoming and it won’t be just empty promises. “You want me to make the same promises like Mr Kejriwal? I don’t want to say sorry like Mr Kejriwal when he was exiting,” Gupta added.

On how she’d manage senior colleagues in her cabinet, the first-time legislator said Prime Minister Narendra Modi’s guidance was all that mattered. “We are a team. Modiji is our leader and his word is sufficient. The path is clear for us—we are to work for Viksit Delhi and Viksit Bharat,” she said. Oozing confidence, Gupta also quoted a verse from poet Rahat Indori: “Shaakhon se toot jayein woh patte nahin hain hum, aandhi se koi keh de ki aukaat mein rahe (We are not leaves to fall off a branch, someone tell the wind to not cross limits.” ■



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**FROM IT TO AI**

### ► **NARA LOKESH**

**Minister of HRD;  
IT Electronics &  
Communication;  
RTG, Andhra Pradesh**

# BIG CHIP OF THE OLD BLOCK

**“If you accept AI, if you adapt to it, it will definitely transform lives. If you resist, you will be out of a job”**

**“Karnataka has Bengaluru, Tamil Nadu has Chennai, Telangana has Hyderabad, Andhra has Chandrababu Naidu. He is our competitive advantage”**

**N**ara Lokesh may be the inheritor of Andhra Pradesh's most illustrious political legacy, but he wears the fact lightly. The grandson of Telugu Desam Party (TDP) founder N.T. Rama Rao and the only son of Chief Minister N. Chandrababu Naidu, the 42-year-old insists he is a mere “*karyakarta* (worker)”. “Being Chandrababu's son makes it 10 times harder. I am at a great disadvantage, because he sees me every day,” he said at the India Today Conclave.

Asked how a Carnegie Mellon and Stanford graduate transformed into a son-of-the-soil politician, Lokesh explained, “Carnegie Mellon and Stanford are good for business. Padayatra is very important for politics.” He recalled his long march—226 days over 3,000 km in 2023—which helped him appreciate the state and its nuances. “I am able to connect with issues far better



Photograph by BANDEEP SINGH

### **KEY TAKEAWAYS**

Andhra Pradesh government's **Mana Mitra** offers 200 citizen services now through WhatsApp. Within one month, it has got 2,000,000 users

Andhra is planning a statewide skill census, to get the younger generation prepared for the future. Pilot study done in Mangalagiri constituency

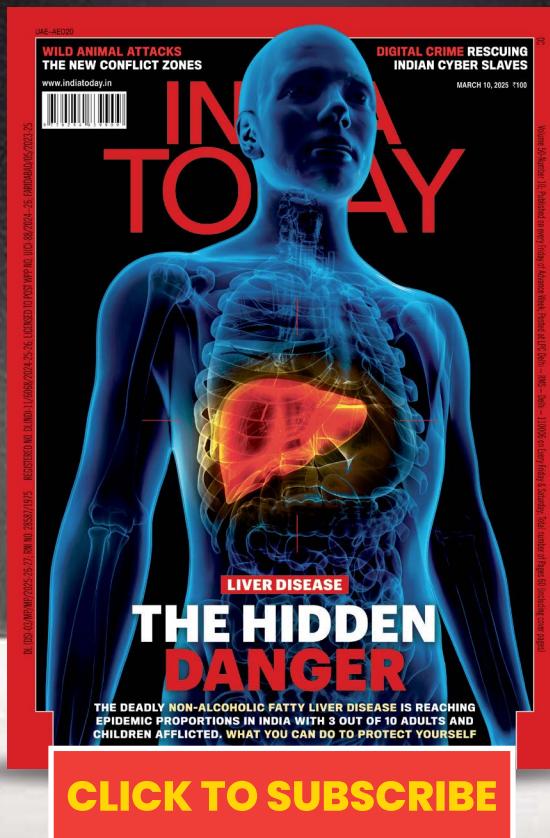
The state is revamping the entire education curriculum, from KG to PG, to prepare the next-generation thought leaders

now. I truly believe the transition is complete and I am able to contribute in Mr Naidu's cabinet quite successfully,” he said.

Given Naidu's track record on leveraging IT, it's no surprise that Lokesh's first year as minister saw the introduction of ‘WhatsApp governance’, where the social media lynchpin is becoming integral to provide government services on the mobile phone. There are also plans to build a ‘Data City’ in Visakhapatnam .

“I believe we are at the cusp of the next IT revolution. If a state has the right ecosystem and it translates into ease of doing business, it is at the right point to accelerate itself to the top. Andhra is there now,” said Lokesh. On the pioneering ‘skill survey’ done in his Mangalagiri constituency, Lokesh disclosed it was being tweaked for a similar statewide study, adding it could be more vital than a caste survey. ■

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## THE ART OF DEALING WITH TRUMP 2.0

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# TRUMP IS AN IDEA WHOSE TIME HAS COME

▶ MIKE POMPEO

*Former US Secretary of State (2018-2021); former Director, CIA (2017-2018)*

Former US Secretary of State Mike Pompeo believes that Donald Trump's second term is largely a continuation of his first, the key difference being that Trump is now more prepared. While the first 50 days of Trump 2.0 have been full of "noise", Pompeo sees in them not flux but the enduring of consistent Trumpian themes. At the India Today Conclave, as he offered insightful commentary on global institutions, US foreign policy and the shifting geopolitical landscape, the only drastic departure from the past Pompeo presented was in his own dramatic physical transformation—the former CIA director appeared leaner, reportedly having lost 90 pounds in six months.

Discussing the Russia-Ukraine war, Pompeo acknowledged that the confrontation between Trump and Ukrainian president Volodymyr Zelensky at the White House was "unfortunate", but assured it would not impact US policy on Ukraine. He reiterated Trump's long-standing stance that Europe must take greater responsibility for its own security, rather than relying on US military and economic support. "The President has been clear: we need Europeans to invest, to stop buying Russian natural gas—these were the things he

**Don't listen to the noise, don't listen to the soundbite, don't follow tweet by tweet. Look at the things the Trump administration does and delivers**

•••

**I think the meeting with President Zelensky... was very unfortunate. But it's not going to change much in terms of how the US is going to interact with the conflict in Ukraine**

•••

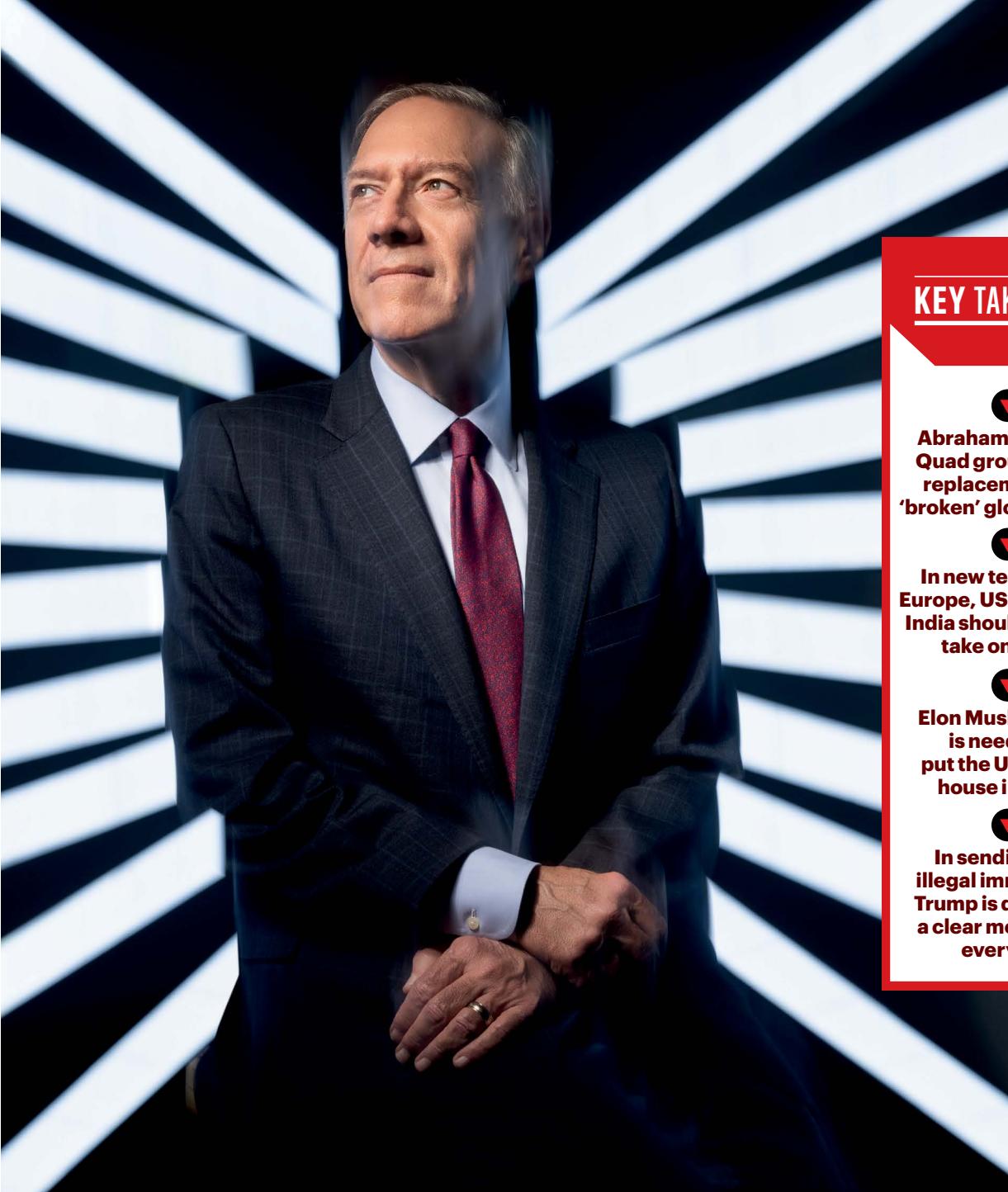
**Global multilateral institutions are broken, they no longer serve their purpose. They've walked away from their charters, and are dominated by the Chinese Communist Party**

spoke about throughout his campaign," Pompeo remarked.

He justified Trump's decision to withdraw funding from bodies like the World Health Organization and the UN Human Rights Council, stating that they had strayed from their original purpose. He argued that multilateral organisations like the United Nations—once pillars of global stability—are ineffective and "broken" and influenced by the Chinese Communist Party. He stressed that Trump was not abandoning multilateralism but rather redefining it through alternative alliances like the Abraham Accords and the Quad alliance as a counter to growing Chinese aggression.

On asked why illegal Indian immigrants to the US, while being deported back, were handcuffed, shackled and videographed, Pompeo asserted that they were "all convicted criminals who were in American jails". He said deportation of illegal immigrants was needed to protect American sovereignty and that Trump had done more in this regard "in 20 days" than had happened in the term of his predecessor Joe Biden.

The former secretary of state replied in the affirmative when asked if the US would honour its promise to come to the military aid of Taiwan if it faced aggression from China, though



## KEY TAKEAWAYS

▼ **Abraham Accords, Quad grouping are replacements for 'broken' global bodies**

▼ **In new tech like AI, Europe, US, Japan and India should unitedly take on China**

▼ **Elon Musk's DOGE is needed to put the US's fiscal house in order**

▼ **In sending back illegal immigrants, Trump is delivering a clear message to everyone**

Photograph by BANDEEP SINGH

he said that with sufficient deterrence, it would not come to that. He added that joint military exercises conducted by the US and India are just such a deterrent against Chinese political and military interference in the Indo-Pacific as well as along its Himalayan land border with India. He also called for closer defence ties between India and the US.

In the same vein, Pompeo said that US efforts to ensure the continuance of all that the Chinese Commu-

nist Party disdains—"basic property rights, human dignity"—are deeply connected to the success of India. "From an American perspective, how do you think of China without thinking of India?" he asked.

Pompeo acknowledged that while Trump's tweets dominate headlines, they are not indicative of policy changes. On Trump's stand on tariffs, Pompeo said that the US president believes bilateral trade deficits are bad, and would

like nations like India to get rid of the high tariff and non-tariff trade barriers to be good commercial partners.

Is the former secretary of state looking forward to be part of the Trump administration again? Pompeo said that he would have to say "yes" if he is called to serve the American people.

Pompeo's remarks provided a clear defence of Trump's policies, highlighting continuity and a focus on deal-making that benefits the US and its allies. ■



## NAVIGATING GEOPOLITICAL SHIFTS

# THE RUSSIA RUSH HOUR



Russia appreciates New Delhi's diplomatic balance during its ongoing conflict with Ukraine, said Russian ambassador to India Denis Alipov at the India Today Conclave 2025. While clarifying that Russia does not seek New Delhi's mediation, he commended India's consistent advocacy for peace. Speaking at the session titled 'Navigating Geopolitical Shifts', moderated by India Today Group Editorial Director Raj Chengappa, Alipov drew a "red line" on Ukraine's NATO membership, declaring, "We need to have a Ukraine that does not pose a danger to us." He emphasised Russia's claims over Crimea, dismissed Ukraine president Zelensky's legitimacy and blamed the West for prolonging the conflict. Alipov stated that Russia has secured its strategic objectives in Ukraine and is not in a rush for talks. While Moscow is open to negotiations and even tripartite talks,

► DENIS ALIPOV

Russian ambassador to India



We can do without any **peace negotiations** with Ukraine.  
We are winning this war



The USSR collapsed, but NATO remains and **declares Russia an enemy**. How do we regard that?



India has always called for a **peaceful resolution**, and we value that very much



### KEY TAKEAWAYS

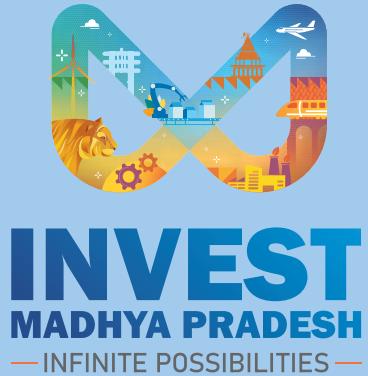
Ukraine's NATO membership is a red line—Russia will not negotiate on this issue. Moscow blames NATO for prolonging the war

Russia is prepared to sit in a trilateral format for peace talks, though Moscow does not regard Zelensky as a legitimate president

Alipov accused Ukraine and its western backers of obstructing chances for peace.

On the second Trump administration, the Russian envoy said, "The approach of the current US administration, in comparison to its predecessors, is showing the right signs to stop the conflict in Europe." Alipov blamed NATO's expansion for fuelling the crisis. He added that since Ukraine's war effort was dependent on "NATO and other western backers", the conflict would have ended if this support had not been there.

Alipov urged India to expand economic ties with Russia despite western discouragement. He spoke about Moscow's recent offer to co-produce the fifth-generation Su-57 fighter jets—"a very lucrative deal for India". On Russia's position vis-a-vis the changing dynamics in India-China relations, Alipov said, "We are in favour of...building confidence between India and China. We don't want to take sides." ■



**Massive ₹30.77 Lakh Crore  
Investment to Boost Employment  
for 21 Lakh People**



### Madhya Pradesh: The Cotton Capital Leading the EV Revolution- A Golden Opportunity for Investment

Prime Minister Narendra Modi, while inaugurating the two-day Global Investors Summit in Bhopal on Monday, urged investors to seize the moment for investment in Madhya Pradesh. He emphasized, "I have said from the Red Fort—this is the time, the right time. This is the moment to invest in Madhya Pradesh, whether it's new investments or expanding existing ones."

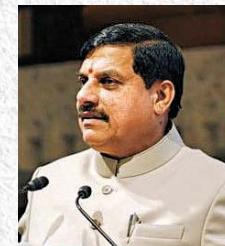
He highlighted that three key sectors—**Textiles, Tourism, and Technology**—will play a crucial role in the future, generating millions of jobs. The summit, being held in Bhopal for the first time, witnessed the participation of thousands of investors, ambassadors, and company representatives from across the world. On the first day alone, investment proposals worth ₹22.50 lakh crore were received, which, if implemented, could create **13.43 lakh jobs**.

PM Modi further stated, "The world has faith in India. Global institutions like the World Bank, OECD, and the UN have given positive remarks about India's economy and growth." He also highlighted Madhya Pradesh's leadership in agriculture, minerals, and energy production.

-Narendra Modi, Prime Minister



-Dr. Mohan Yadav,  
Chief Minister, Madhya Pradesh



### Madhya Pradesh Committed to Achieving the Goal of a Developed India Under PM Modi's Leadership

Under the leadership and guidance of **Prime Minister Narendra Modi**, the **Madhya Pradesh government** is taking new steps toward **sustainable development and industrial investment** in the state. The **Global Investors Summit's** theme, "Infinite Possibilities," reflects the limitless opportunities for industries and investments in the state.

"Infinite Possibilities" is not just a concept; it is a vision that represents the vast opportunities available across all sectors in Madhya Pradesh. PM Modi's mantra—"Sabka Saath, Sabka Vikas, Sabka Prayas, Sabka Vishwas"—conveys the message that when we unite to light the flame of hope in the limitless sky of possibilities, it is not just one but all who benefit. This embodies the essence of our **Sanatan culture**.

Under **PM Modi's leadership**, **India has resolved to become a developed nation by 2047**, with the ambitious goal of transforming the country into a **\$35 trillion economy**. To achieve this vision, **Madhya Pradesh is committed to playing a crucial role in making India a developed nation**, with the collective efforts of all its citizens.



# PM Modi Invites Investors to Boost Growth in Textiles, Tourism and Technology



**P**rime Minister Narendra Modi extended his congratulations to Madhya Pradesh Chief Minister Dr. Mohan Yadav for the successful organization of the Global Investors Summit, aimed at achieving the vision of a "Developed Madhya Pradesh for a Developed India."

Addressing the summit, PM Modi stated that, for the first time in history, the entire world is looking toward India with optimism. He emphasized that India has proven its capabilities across various sectors, which has resulted in global trust and confidence in the country. He further added that this trust is also being experienced in Madhya Pradesh.

Madhya Pradesh is the fifth-largest state in India in terms of population and is a leader in agriculture and mining. Additionally, the state is blessed with the Narmada River. With the ongoing infrastructure development in India, Madhya Pradesh has reaped significant benefits, as a major part of the Delhi-Mumbai National Highway passes through the state. The region boasts a road network spanning five lakh kilometers, providing immense potential for logistics. With such capacities, Madhya Pradesh has the potential to become one of India's top five states.

PM Modi also congratulated Chief Minister Dr. Mohan Yadav for declaring 2025 as the "Year of Industries."

## 18 New Policies Launched to Boost Industrial Investment

During the event, PM Modi virtually launched 18 new policies aimed at promoting industrial investment in Madhya Pradesh. These include the Madhya Pradesh Industry Policy 2025, MSME

Policy, Export Promotion Policy, Logistics Policy, Startup Policy, Animation-VR-Gaming-Extended Reality Policy, GCC Policy, Semiconductor Policy, Drone Promotion and Utilization Policy, Film Tourism Policy, Tourism Policy, Pumped Hydro Storage Policy, City Gas Distribution Policy, Aviation Policy, Renewable Energy Policy, Health Investment Promotion Policy, and Integrated Township Policy.

### MP: India's Cotton Capital

Encouraging industrialists to invest in Madhya Pradesh, PM Modi highlighted that the state has over 300 industrial zones and immense investment opportunities. The state has a surplus energy capacity of 31,000 MW, with 30% coming from renewable sources. Recently, a floating solar power project was inaugurated in Omkareshwar. The energy boom in the state has significantly contributed to its industrial growth.

Additionally, the foundation stone for the 45,000 crore Ken-Betwa Link Project has been laid, which will enhance irrigation capacity across 10 lakh hectares of land. This will boost the textile industry and food processing sector in the state. PM Modi referred to Madhya Pradesh as the Cotton Capital of India, being the largest producer of textile materials and cotton supply in the country. The state is also known for its Mulberry Silk and Chanderi Sarees. Among the seven major textile parks being developed in India, one is located in Madhya Pradesh.

Madhya Pradesh also holds a strong position in India's tourism sector, with significant developments along the Narmada River, making it a unique and attractive destination.

### Madhya Pradesh Making Strides in the Electric Vehicle Sector

PM Modi recalled that two decades ago, investors hesitated to invest in Madhya Pradesh. However, today, the state is making rapid progress in the electric vehicle sector. By January 2025, two lakh electric vehicles are expected to be registered in the state, reflecting its growing investment appeal in emerging sectors. The government is also promoting investments in lithium batteries and nuclear energy.

Additionally, 100% of Madhya Pradesh's railway network has been electrified, and the newly developed Rani Kamalapati Station has become a visual attraction. Following this model, 80 more railway stations in the state are being developed. The aviation sector is also expanding, with airports in Gwalior and Jabalpur undergoing major upgrades.

# GIS-2025 Will Take Madhya Pradesh to New Heights: CM Mohan Yadav



A historic milestone was achieved in Bhopal, the capital of Madhya Pradesh and the City of Lakes, on January 24. It is a matter of great pride that the 8th Global Investors Summit (GIS) 2025 commenced under the guidance and blessings of our esteemed Prime Minister Narendra Modi. These two days will establish new dimensions of progress and development in Madhya Pradesh.

The theme of this year's summit, "Infinite Possibilities," reflects the unlimited opportunities for industry and investment in the state. This grand gathering of investors will mark a new chapter in Madhya Pradesh's development journey. It is a privilege that Bhopal, the city of Raja Bhoj, is ready to embrace a glorious future while preserving its proud heritage.

We are immensely delighted that our visionary Prime Minister has personally graced this summit, giving his invaluable blessings for the golden future of Madhya Pradesh. This summit has attracted delegates from various countries, top industrialists, and investors, along with members of the Indian diaspora connected to the state. On behalf of 8.5 crore citizens of Madhya Pradesh, I extend a heartfelt welcome to all investors.

Under Prime Minister Modi's leadership, India is scaling new heights of growth, progressing toward becoming the world's third-largest economy. India's global stature and respect have risen significantly, and his vision is to make India the world's leading economic and strategic power by 2047. Aligning with this vision, Madhya Pradesh has developed a growth roadmap that is both rooted in heritage and globally oriented.

With the inspiration of our Prime Minister, we embarked on a journey of investment and industrial growth a year ago.

Madhya Pradesh, India's second-largest state by area, is rich in water resources, forests, minerals, heritage, and agriculture. Every region of the state has its unique strengths, potential, and requirements. Keeping this in mind, we pioneered the concept of Regional Investors Summits to showcase the skills and industries of different regions.

To ensure ease of doing business and direct investor engagement, we organized a series of investment summits starting from Ujjain in March 2024, covering Jabalpur, Gwalior, Sagar, Rewa, Shahdol, Narmadapuram, and key cities like Mumbai, Coimbatore, Bengaluru, Kolkata, Pune, Delhi, as well as international destinations like the UK, Germany, and Japan. Through these conferences and roadshows, Madhya Pradesh has received investment proposals worth ₹4.8 lakh crore, generating approximately two lakh new job opportunities, reflecting strong investor confidence in the state.

We have declared 2025 as the "Year of Industry and Employment" and set ambitious targets to drive investments. To simplify and facilitate investments, we introduced 19 sector-specific policies covering industries such as automobile, textiles and garments, agriculture, pharmaceuticals, IT, data centers, animation and gaming, drones, semiconductors, minerals, petroleum, tourism, education, and healthcare.

Honorable Prime Minister has recognized Madhya Pradesh as the "Textile Capital" and a "Favorite Manufacturing Destination" of India, which is a matter of immense pride for us. He has also given us the 'Triple-T' mantra—Textiles, Tourism, and Technology—which we are committed to following.



MP... INFINITE POSSIBILITIES



# Madhya Pradesh Emerges as Top Tourism Hub with ₹4,468 Crore Investment at GIS-2025



The Tourism Summit at the Global Investors Summit (GIS) 2025 showcased vast investment opportunities in Madhya Pradesh's tourism and hospitality sector. Investors and industry leaders explored the state's rich tourism potential, enhanced infrastructure, and connectivity, which promise an unparalleled experience for visitors.

Madhya Pradesh stands out as a premier investment destination in tourism, offering world-class facilities to visitors while preserving environmental sustainability. The state is home to tigers, cheetahs, leopards, gharials, and vultures, with a growing number of tiger reserves. Unique to Madhya Pradesh, wildlife coexists harmoniously with human settlements, with cheetahs spotted in villages near Sheopur and tigers occasionally seen in urban areas of Bhopal.

## KEY MOUs TO BOOST TOURISM, WOMEN'S SAFETY & ADVENTURE TRAVEL

**Several Memorandums of Understanding (MoUs) were signed during GIS 2025 to enhance tourism infrastructure and services:**

- **MakeMyTrip's 'Pink Toilets' Initiative in Orchha** – Modern women-friendly toilets at major tourist spots, operated by local self-help groups (SHGs), creating employment for women.
- **Indiahikes to Develop New Trekking Routes** – Focus on adventure tourism, promotion through videos and photography, and skill development workshops for local entrepreneurs.
- **Alchemy Cruise Lines' Expansion** – Plans for a cruise service on the Narmada River from Kukshi (Madhya Pradesh) to the Statue of Unity (Gujarat).
- **Gwalior Fort Tourism Development** – MoU for infrastructure enhancement and cultural activities at the historic site.
- **UN Women Collaboration for Gender Equality** – Awareness programs and workshops for women's empowerment and economic upliftment at key tourist destinations in Madhya Pradesh.

With these significant investments and partnerships, Madhya Pradesh is set to emerge as India's top tourism and hospitality hub, blending heritage, adventure, luxury, and sustainability.

## MAJOR INVESTMENT PROPOSALS IN TOURISM (₹4,468 CRORE TOTAL)

1. **Ayodhya Cruise Lines** – ₹70 crore investment for cruise tourism projects in Madhya Pradesh.
2. **Knowledge Mining & Engineering Works Ltd.** – ₹100 crore investment in cruise tourism and water sports.
3. **Jehan Numa Group of Hotels** – ₹18 crore investment to establish a premium hotel in Mandu.
4. **Amazon Prime, Hollywood Projects, Zee5 & Other Investors** – ₹300 crore investment in film tourism.
5. **Treasure Group** – ₹600 crore investment in luxury resorts in Khandwa, a mini golf course in Khajuraho, and a golf resort near Sanchi.
6. **ICHL (Taj Hotels)** – ₹1,960 crore investment for five new luxury hospitality units in Indore, Ujjain, Gwalior, Pench, and national parks.
7. **ITC Hotel Pvt. Ltd.** – ₹250 crore investment in heritage hotels in Dhar and Bhopal.
8. **Imagica World Entertainment Ltd.** – ₹200 crore investment for a water park near Indore.
9. **MRS Group** – ₹200 crore investment for luxury boutique hotels in Panna, Rewa, and Chanderi.
10. **Neemrana Hotels** – ₹20 crore investment in developing the Raja-Rani Mahal in Chanderi.
11. **Oberoi Group** – ₹450 crore investment for a new luxury unit at Rajgarh Palace, Khajuraho.
12. **Evolve Back Resorts** – ₹150 crore investment in a wellness resort near Panna Tiger Reserve.
13. **Hilton Group** – ₹200 crore investment to establish two hotels with 254 rooms in Jabalpur and Bhopal.
14. **IndiGo Airlines** – Expansion of tourism facilities at Gwalior Fort.



MP... INFINITE POSSIBILITIES



Global Investors Summit 2025: A Golden Era of Investment in Madhya Pradesh

# Adani Group to Invest ₹1.1 Lakh Crore in Madhya Pradesh



Madhya Pradesh is rapidly emerging as a premier investment destination, attracting leading industrialists from across the globe. The excitement surrounding the Global Investors Summit 2025 (GIS 2025) is evident, with major business leaders expressing their commitment to investing in the state.



**B**usiness tycoon Gautam Adani, while attending GIS 2025 in Bhopal, held a one-on-one discussion with Chief Minister Dr. Mohan Yadav. He acknowledged that Prime Minister Narendra Modi's initiatives like 'Make in India' and 'Digital India' have propelled the country's economy to new heights. Applauding Madhya Pradesh's rapid development under CM Yadav's leadership, Adani announced a massive investment of ₹1.1 lakh crore in sectors like cement, sewage management, mining, smart meters, and thermal energy. This investment is expected to generate 1.2 lakh jobs by 2030.

Additionally, the Adani Group is planning to develop a Greenfield Smart City with an additional investment of ₹1 lakh crore, which is poised to be a game-changer for the state's infrastructure and urban development.

## SWITZERLAND EYES INVESTMENT OPPORTUNITIES IN MADHYA PRADESH

**Martin U. Maier**, Consul General of Switzerland in Mumbai, expressed his excitement at exploring investment opportunities in Bhopal. He highlighted that the European Free Trade Association (EFTA)—comprising Switzerland, Iceland, Liechtenstein, and Norway—has signed a Trade and Economic Partnership Agreement (TEPA) with India, paving the way for \$100 billion in investments over the next 15 years. Maier emphasized the importance of attracting Swiss companies to invest in India's growing economy, with Madhya Pradesh being a key destination.

## Industry Leaders Applaud Madhya Pradesh's Growth

**Several top industrialists have acknowledged Madhya Pradesh's pro-business policies and growing industrial landscape:**

● **Nadir Godrej, Chairman, Godrej Industries:** "Madhya Pradesh is progressing rapidly, and investing here has always been beneficial. The government's simplified business regulations have made the state even more attractive to investors."

● **Sanjiv Puri, Chairman & MD, ITC:** "With its strategic location and rich natural resources, MP is ideal for investment. The agricultural sector has witnessed significant transformation, and the presence of diverse industries is growing."

● **Vineet Mittal, Chairman, Avaada Group:** "Since 2010, we have been investing in MP and securing projects from NTPC, NHPC, and others. We plan to invest ₹50,000 crore over the next five years in solar energy, wind power, pump storage, and battery storage projects."

With strong government support, strategic policies, and an investor-friendly environment, Madhya Pradesh is set to become a key industrial and economic powerhouse in India.



## Key Departments Receive Major Investment Proposals at GIS-2025



The highest investment in GIS has been received by the Department of Industrial Policy and Investment Promotion. After that, investment proposals worth ₹5.72 lakh crore were received under Renewable Energy. These will create an additional one lakh jobs. After the proposals received by other departments, in addition to the major departments, the total investment figure reaches ₹24.51 lakh crore.



### Adani Group ₹2.10 lakh crore

will be invested, providing employment to 1 lakh people.

THE TOTAL INVESTMENT PROPOSALS RECEIVED IN GIS

**₹26.61 lakh crore**  
and the total proposed employment is  
**17.34 lakh.**

The total investment proposals, including RIC, interactive sessions, and GIS, amount to

**₹30.77 lakh crore**  
and the total proposed employment is  
**21.40 lakh.**

### Skill Development

PROPOSED INVESTMENT

43 Thousand Crore

PROPOSED EMPLOYMENT

51 Thousand

### MSME

PROPOSED INVESTMENT

21 Thousand Crore

PROPOSED EMPLOYMENT

1.3 Lakh

### Public Health & Family

PROPOSED INVESTMENT

17 Thousand Crore

PROPOSED EMPLOYMENT

49 Thousand

### Higher Education

PROPOSED INVESTMENT

7 Thousand Crore

PROPOSED EMPLOYMENT

15 Thousand

### Food Processing

PROPOSED INVESTMENT

4 Thousand Crore

PROPOSED EMPLOYMENT

8 Thousand

### Medical Education

PROPOSED INVESTMENT

3 Thousand Crore

PROPOSED EMPLOYMENT

9 Thousand

### Aviation Department

PROPOSED INVESTMENT

1,400 Crore

PROPOSED EMPLOYMENT

1 Thousand

### PWD

PROPOSED INVESTMENT

1.30 Lakh Crore

PROPOSED EMPLOYMENT

4 Thousand



MP... INFINITE POSSIBILITIES



# Bhopal Secures 22 MoUs, Major Investments in Higher Education & Tourism



The Global Investors Summit (GIS) 2025 has brought substantial investment commitments to Bhopal, with 22 Memorandums of Understanding (MoUs) signed across various sectors. The Indore-Bhopal zone emerged as the top investment destination, securing 61% of the total investment proposals. Out of the 83 MoUs signed in the summit, 51 were directed towards Indore and Bhopal zones, highlighting their growing economic potential.

## KEY INVESTMENTS IN BHOPAL

### ● IT & Digital Innovation:

For the first time, Madhya Pradesh introduced an IT policy, simplifying investments in animation, visual effects, and gaming. As a result, Bhopal alone attracted ₹4,600 crore in investment proposals for Global Capability Centers (GCCs), data centers, and animation & graphics projects.

### ● Renewable Energy:

Leading companies like Jindal India Renewable Energy, KPI Green Energy, Seklink Renewables, and Trident Limited have proposed major investments in Bhopal's renewable energy sector.

### ● Tourism & Hospitality:

Ten major hospitality groups have proposed investments in hotels and resorts, with six projects in Indore and four in Bhopal. Companies like Fielday Rooms & Hotels and Treasure Group have committed investments in Bhopal's tourism infrastructure.

## GLOBAL COMPANIES EYE BHOPAL FOR EXPANSION

To attract tech giants like Amazon, Google, and Apple, Tholons will invest ₹500 crore to establish Bhopal's first Global Capability Center (GCC), creating 40,000 jobs.

## OTHER MAJOR PROJECTS INCLUDE

- Shreetech's ₹4,000 crore data center in Bhopal, generating 2,000 jobs.

- Beyond Studios ₹100 crore animation & graphics studio, providing 2,500 jobs.

**With such significant commitments, Bhopal is emerging as a key hub for IT, tourism, and renewable energy, paving the way for rapid economic growth.**

# NRIs to Invest ₹9,000 Crore in Madhya Pradesh, Focus on Renewable Energy & IT

On the second day of the Global Investors Summit (GIS) 2025, the Pravasi Madhya Pradesh Summit witnessed Non-Resident Indians (NRIs) committing investments worth ₹9,000 crore in the state. The Madhya Pradesh Industrial Development Corporation (MPIDC) officials confirmed that major investment proposals came from:

**Hong Kong Group – ₹6,500 crore**

**UK Group – ₹1,200 crore**

**UAE Group – ₹1,000 crore**

These investments are primarily directed towards renewable energy and technology sectors. Additionally, some NRIs have expressed interest in investing in Bhopal's IT Park.

## NRIs Enthusiastic About IT & Startups



- 550 NRIs registered for the summit, with 520 attending the entire event, including 200 young entrepreneurs.

- 12 NRIs have shown interest in investing in IT startups, and MPIDC will assist them in launching their projects.

- The state government has simplified land allotment processes for startups, making it easier for entrepreneurs to set up their businesses.

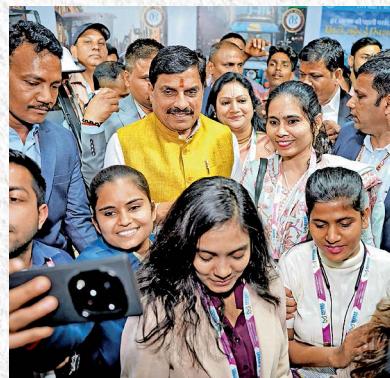
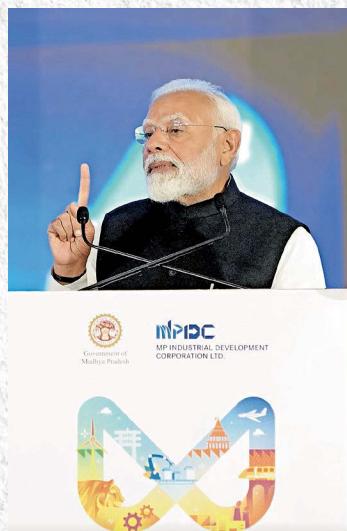
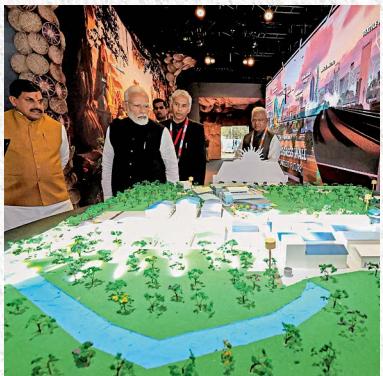


MP... INFINITE POSSIBILITIES



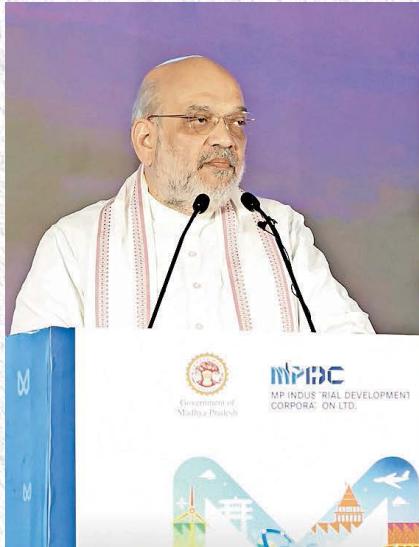
**INVEST  
MADHYA PRADESH**  
—INFINITE POSSIBILITIES—

## PHOTO GALLERY





# GIS-2025 SUCCESS: MP Prepares for Industrial Boom with 21 Lakh Job Opportunities



With a record-breaking ₹30.77 lakh crore investment proposals received through the Global Investors Summit (GIS) 2025 and Regional Industrial Conclaves, Madhya Pradesh is now shifting its focus towards execution. If these investments materialize, the state is expected to generate 21.36 lakh new job opportunities.

## Key Sectors Driving Investment & Employment

### ● Industries Department:

₹8.61 lakh crore investment, 6 lakh jobs

### ● Urban Development:

₹2.3 lakh crore investment, 2.3 lakh jobs

### ● Renewable Energy:

₹5.72 lakh crore investment, 1.4 lakh jobs

## Bhopal to Get a World-Class Convention Center & Aviation Incentives

Chief Minister Dr. Mohan Yadav announced that a permanent convention center will be built in Bhopal for hosting large-scale events like GIS. Additionally, to boost air connectivity, the state will offer incentives for local and international flights, with ₹10 lakh per flight for international routes starting from Madhya Pradesh.

## UNION HOME MINISTER AMIT SHAH'S VISION: MAKING MP INDIA'S MANUFACTURING HUB

At the summit's concluding ceremony in Bhopal, Union Home Minister Amit Shah praised the ₹30.77 lakh crore investment proposals as a major milestone for Madhya Pradesh. He emphasized the need for rapid implementation of MoUs and assured that the government will provide a business-friendly administration with a transparent and stable policy framework.

"Madhya Pradesh was once considered a backward state, but in the last 20 years under BJP rule, everything has changed. By 2027, India will become the world's third-largest economy, and by 2047, a fully developed nation. To achieve this, all states must work together as 'Team India,' and this summit will play a crucial role in that journey," said Amit Shah.

### Two-Pronged Approach to Ensure Investment Execution

#### 1 Single Window System for Seamless Execution

- A dedicated 'Industry Cell' will be set up in every district, overseen by the District Collector.
- Investors will get immediate support for any requirements.
- 2025 to be observed as 'Industry & Employment Year' to accelerate business expansion.

#### 2 Proactive Government Support

- Officials to actively chase investors instead of vice versa.
- Weekly reviews by Additional Chief Secretaries and monthly monitoring by the Chief Secretary.
- Strict tracking of investment projects to ensure smooth execution.



TRADE, TARIFF,  
TRAFFIC & TRUMP

# CHOPPY TRADE WATERS

With the sword of reciprocal tariffs hanging over its head, India lost no time in trying to seal a trade deal with the United States that aims to increase bilateral trade from \$200 billion (Rs 17.4 lakh crore) at present to \$500 billion (Rs 43.6 lakh crore) by the turn of the decade. But neither that deal nor India's decision to lower tariffs on some US imports like Harley-Davidson bikes or bourbon whiskey is likely to ward off the planned reciprocal tariffs. So what then are India's options? "The last time Donald Trump was in office, he was the least prepared president because nobody expected him to win. This time, he's probably the most prepared president," Ashok Malik, partner, The Asia Group, said at the India Today Conclave. Trump has spent four years preparing his agenda, and tariffs are an important part it, Malik added.

Arun K. Singh, former ambassador of India to the US, said that whatever happens, America wants to be No. 1. "As long as a technology competition exists with China, the US will find India a very, very valuable partner. US companies have realised that to maintain their edge, they need a partnership with India," he said. Ex-Union commerce secretary Anup Wadhawan was of the view that the best way to get to self-reliance was to have an open economy with minimum barriers. "Aatmanirbhar Bharat means you realise your competitiveness. So, you make it easy for your businessmen to invest and operate and, at the same time, make it easy for them to access inputs and technology from across the world," he said. So, Aatmanirbhar Bharat and reduced barriers at the border go together, he concluded. ■

**India's opportunity will come if we want to plug into the reordering of supply chains. To tap this, we have to do bilateral and multi-sectoral trade agreements**

**-Arun K. Singh, Former Ambassador of India to the United States**



**The best way for us to get to Aatmanirbhar Bharat is to have an open economy with minimum barriers, for it means you realise your competitiveness**

**-Anup Wadhawan, Ex-Commerce Secretary**

**More than reciprocal tariffs, look at sectoral tariffs, which is Trump's route to bring back industrialisation to America. Whether he succeeds or not...we are in for a wild ride**

**-Ashok Malik Partner, The Asia Group**





## GAZA RIVIERA SOLUTION OR SACRILEGE?

# CONFLICTING VISIONS OF PEACE

**T**wo contrasting perspectives on Donald Trump's grand plan for Gaza emerged at the India Today Conclave 2025. Dr Zeina Jallad, director, Palestine Land Studies Center, fiercely criticised Trump's proposal to rebuild Gaza and resettle its inhabitants in Jordan and Egypt. She labelled it a modern echo of the 1917 Balfour Declaration that partitioned West Asia amongst imperial France and Britain, accusing Trump of orchestrating a forced expulsion that commercialises Palestinian land into a 'riviera' while ignoring their

Photographs by BANDEEP SINGH



### EINAT WILF

*Author & former Member of Parliament, Israel*



**Gaza can be the Dubai of the Mediterranean. It has all that's needed to become a pearl of the Mediterranean**



**If you attack a country there will be consequences. The October 7 attack was planned over decades**



### DR ZEINA JALLAD

*Director, Palestine Land Studies Center; Assistant Professor of International Law, American University of Beirut*



**Trump is snatching the Palestinians' right to live, commercialising everything to a Riviera. Palestinians have the potential to build their own Riviera... But how do we create a normal condition for them to live?**



rights and violating Palestinian sovereignty. She also denounced western stereotypes portraying Palestinians as barbaric, emphasising their dehumanisation and their sufferings at the hands of a vengeful Israel. In contrast, former Israeli MP Einat Wilf endorsed Trump's vision, arguing Gaza's natural assets—its Mediterranean shores and fertile soil—could transform it into a "Dubai of the Mediterranean". She blamed Palestinians for turning Gaza into a "weaponised landscape" with tunnels instead of skyscrapers. Wilf also defended Israel's continuing rejection of a two-state solution, claiming Palestinians consistently reject peace offers and opt for violence.

The session highlighted the deep ideological divide over Gaza's future—one side deplores forced displacement, the other sees an economic opportunity. Meanwhile, Arab leaders, led by Egypt's \$53 billion reconstruction plan, have rejected Trump's displacement vision at a summit in Cairo, favouring the reconstruction of Gaza. ■

# AI FOR ALL

► **TOBY WALSH**

Chief Scientist,  
UNSW.ai, Sydney



What really surprises me is the rate at which the field is unfolding...a billion dollars is being spent on AI every day around the world. We've never seen that scale of investment in one technology ever before

You need not be too worried today about machines taking over... computers don't have any initiative of their own. But you do have to worry that humans are going to direct the technologies in ways that could be harmful

## KEY TAKEAWAYS

AI is gobbling up 20% of the entire global R&D budget

Argument that regulation stifles innovation is a myth

To harness the power of AI, technology should be in the hands of everyone

The analogy that Toby Walsh likes to use for Artificial Intelligence (AI) is that of electricity. It's everywhere, even in the remotest corners. But what's now seen as a universal necessity too was once the monopoly of a few who had the first-mover advantage, he pointed out at the India Today Conclave. "AI is going to be the same," said Walsh, a chief scientist at the University of New South Wales, who has been working in the field of AI for four decades. In the long term, however, he reckons the winner in the AI landscape won't be "one super-duper" company or the ones with the deepest pockets. India, he added, could "do very well" if it plays its cards right because it has both the brainpower and the data—the two ingredients necessary for AI.

But should we be worried about machines taking over? Walsh, who has authored several books on AI, is not among those alarmists. "At the moment, machines do exactly what we tell them to do," he explained. His worry, instead, is about humans. In the wrong hands, AI could supercharge "misinformation and disinformation" much more than social media did. In the process, it could transform the nature of warfare and democracy itself, he fears. To harness the power of AI, Walsh said technology should be in the hands of everyone and not just the people in Silicon Valley "who are making those fundamental decisions about what the future will be like".

"Let's not forget. There are many technologies we have regulated as a planet," he pointed out, referring to nuclear, chemical and biological weapons. Therefore, he thinks that the argument of tech companies that regulation necessarily stifles innovation is "a bit of a myth." ■



## ARTIFICIAL INTELLIGENCE MAN VERSUS MACHINE

# THE AGE OF THE AI AGENTS

The disruption that DeepSeek's emergence has caused in the field of Generative Artificial Intelligence (GenAI) has re-energised the discussion on 'Sovereign AI'. The term broadly refers to a nation's ability to create its own AI infrastructure, including foundational large language models (LLM)—such as DeepSeek-R1, developed by a Chinese startup at a much lower cost than OpenAI's industry-leading GPT-4—the building blocks of GenAI.

"A lot of countries, similar to India, are absolutely going down the path of sovereign AI," said Nitin Mittal, a GenAI innovation leader at Deloitte Consulting, who joined Microsoft's Puneet Chandok for a session on AI at the India Today Conclave. The parallel Mittal draws is with the manufacturing ecosystem that produces physical goods. "AI is about manufacturing intelligence. It's a digital good. What's the manufacturing capacity to actually manufacture that digital good? That's your sovereign AI infrastructure."

The other part of the

**The pace of innovation with AI is unlike anything else we've ever imagined. We are not talking of innovation in years or months. We're talking of innovation in weeks and days**

**-Nitin Mittal**  
Principal, Deloitte Consulting

“



**You will not lose your job to AI, but you will lose your job to somebody who can use AI really well. The imperative for India is skilling**

**-Puneet Chandok**  
President, Microsoft India & South Asia;  
Chair, CII AI Council

”

emerging AI story is that of innovative products—such as AI agents—built on top of this infrastructural layer. "I genuinely believe 2025 is becoming the year of agents. These are autonomous software systems that understand your context, your objectives, and they get stuff done for you," said Chandok.

"We have gone from GenAI telling something, to doing something," added Mittal. "That's the bigger innovation.... In the first phase of GenAI, you could have used ChatGPT. You is-

sued a prompt and it would tell you something, give you information, give you insights, satisfy your curiosity. Now, it's about actually executing a task, executing a workflow, executing an interaction."

According to Chandok, roughly a third of the code for all of Microsoft's new products in the past year has been written by the GenAI tool GitHub Copilot. The need of the hour, says Chandok, is skilling and learning so that these AI tools can be used effectively. ■



Photographs by HARDIK CHHABRA

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**The harder it is to learn something, the more likely you'll remember it for longer periods of time.... If you get domain expertise, you'll be able to use these [AI] tools in a much more powerful way later on**

**-Bharat N. Anand, Vice Provost for Advances in Learning, Harvard University; Henry R. Byers Professor of Business Administration, Harvard Business School**

”

## FUTURE.AI THE NEW CLASSROOM

# FUNDAMENTALS COME FIRST

In an era of rapid technological advances, how should you approach the raft of Artificial Intelligence (AI) tools that are now available to carry out your tasks? Bharat N. Anand, Vice Provost for Advances in Learning at Harvard University, offers a simple thumb rule: the cost of errors and the time saved. For tasks that require precise information and where the cost of making a mistake is high, people will still be very careful about how they use Generative AI (GenAI). But for chores where GenAI can automate the mundane fairly well, the sheer amount of time saved will drive adoption.

The same logic applies to the field of education, Anand said at the India Today Conclave. At Harvard, for instance, an interview of faculty members who were using GenAI in their classrooms yielded some interesting examples: a faculty copilot

### KEY TAKEAWAYS

Cost of error and time savings will drive GenAI adoption; has potential for several use cases in the classroom

But it could widen the digital divide, with benefits accruing disproportionately to those with domain expertise

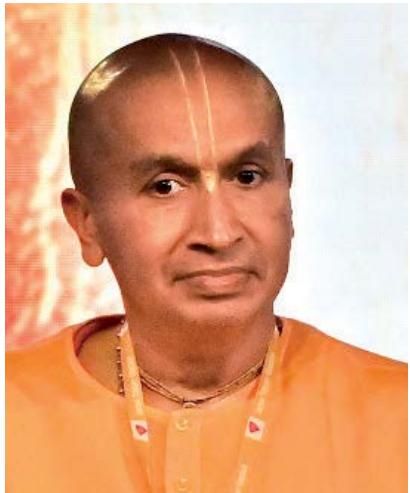
chatbot that works like a teaching assistant available 24/7, and teachers saving time on designing tests and quizzes by refining the content that GenAI produces. Even an early experiment evaluating AI bot tutors against actual instructors in terms of students' learning outcomes suggested high engagement levels with the bots.

But will AI level the playing field in education, with everyone having access? Anand reckons there's a possibility it might go the opposite way, widening the digital divide, with benefits accruing disproportionately to those who already have domain expertise. "When you have knowledge of a subject and you start using ChatGPT, the way you interact with it, you are basically using your judgement to filter out what's useful and what's not," he explained. Therefore, Anand's advice to students is to study hard because domain knowledge will enable them to use AI tools more effectively. "And I would say to kids, follow the teachers who inspire you," he added. "And the reason is, if you can get inspired and passionate about a subject, that's going to build something that will last all your life...curiosity, which is intrinsic motivation." ■



## PLAYING GOD THE RIGHT TO LIVE FOREVER

K. ASIF



### ► GAURANGA DAS

*ISKCON monk, spiritual teacher and motivational speaker*

ARUN KUMAR



### ► HENRIQUE JORGE

*Founder & CEO, ETER9*

HARDIK CHHABRA



### ► SAJEEV NAIR

*Founder, Vieroots Wellness Solutions, Limoverse, and World Biohack Summit*

# THE ETERNAL DEBATE

**A**rtificial Intelligence is advancing fast enough to start saving human memories and thoughts forever, leading to an era of digital immortality. These AI-created clones can simulate human behaviour, learning from their human counterparts. Once trained well enough, an 'eternal' can become a path to spiritual changes by giving us deep insights into life, memory and perspectives. Tech entrepreneur Henrique Jorge has been working at ETER9 to achieve this, a world where these clones will be able to ensure that a human being is remembered forever. "Imagine, Einstein could live in this platform and teach the students directly in the digital way," he explained during a session at the India Today Conclave.

Such AI technology is also becoming relevant for biohacking, which can use the deep machine understanding of a human being to push the boundaries of longevity and improve health outcomes by "switch-

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**We are not against technology, we are not against modernisation, we are not against digital, but the question is, who is controlling whom?**

**-Gauranga Das**

•••

**Imagine my clone, if I'm a bad person, my digital version is also a bad person. But there are tools and regulations that could stop this**

**-Henrique Jorge**

•••

**When we are talking about optimisation, it's not just the body, it's the body, brain and the mind.... With today's technology, you can do a much better job**

**-Sajeev Nair**

ing off" certain harmful genes in the body. "What's the harm in living absolutely healthy for 120 years and contributing the best to society?" asked Sajeev Nair, a fellow panelist working in the field of biohacking.

But to have a digital version of yourself frozen into a machine forever does raise many concerns about ethics, authenticity and privacy. The greatest concern being of hacked data leaks and humans becoming controlled by the machines themselves. As ISKCON monk Gauranga Das, who added a spiritual dimension to the debate, said: "We need the assistance of machines, but the values and morality should always remain human." This was reiterated by the other two, who, too, felt that at the end of the day, the dividing line between human and machine should remain. While digital platforms and technology create opportunities and ease of convenience, the human soul cannot be imprisoned within one. And, according to Das, that soul only belongs to the Supreme. ■

LIVE DEMO ROBO SOLDIERS & CYBER HOUNDS

# THE ROBO REVOLUTION

The India Today Conclave witnessed the live demonstration of an AI-powered humanoid robot—Spaceo, built from scratch by Pune-based Muks Robotics using materials totally sourced from India—and two cyber hounds named Guardeo. The startup founder, Mukesh Bangar, a certified dentist who had a penchant for assembling electronic products even as a child and later developed interest in neural networks and AI, made a career pivot in 2020 to launch the robotics firm. He shared his incredible journey as an innovator, educating himself on robotics by watching videos on YouTube, and how his innovations promise to change the technological landscape. ■

## KEY TAKEAWAYS

Every new technology creates the fear of large-scale cuts in jobs. But AI would create new jobs

Spaceo Prime, a humanoid robot, comes with advanced AI technology intended for space missions. Pro model is for industrial use

While robots made in India will be cheaper than those made in the US, China will still have an edge on the cost front. India's strength will be in developing software

We do not have competition within India. Our competition is with the US and China. If firms like ours get the right kind of support, India could be the next superpower in robotics and AI

- Mukesh Bangar  
Founder, CTO & CEO, Muks Robotics



Photograph by BANDEEP SINGH

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**The PCR test, used to identify infections, is a real test, but its inventor said, don't use it at too high a cycle threshold or it will generate false positives**

• • •

**Bill Gates was a major investor in the mRNA injection. They were flowing millions of dollars into previously very respected news outlets to, quote unquote, overcome vaccine hesitancy**

• • •

**Millions of dollars went to professional organisations representing doctors, obstetricians, gynaecologists and, paediatricians, to make sure doctors in their organisations didn't go off script**

• • •

**You don't crowd people into households, multi-generational households, lock them in, depress their immune systems by closing off beaches and playgrounds as we did in the US and western Europe**

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## BIG PHARMA x TECH HELPING OR HARMING?

◀ NAOMI WOLF

*Author, Columnist, Professor; Co-founder and CEO, DailyClout*

# INCONVENIENT TRUTHS

**N**aomi Wolf's *The Pfizer Papers* dives right into the polemical heart of the debate around vaccines that flared up during the Covid-19 pandemic in the US. An advocate for women's health, Wolf launched an investigation into the vaccine approval process when, according to her, she began to come across reports of menstrual irregularities and related issues following vaccine administration. According to Wolf, she landed a dubious goldmine of sorts: "There are 450,000 documents, internal documents, Pfizer's own documents, collated as they tested and developed this injection. And a successful lawsuit against the Food and Drug Administration, which had custody of these documents, resulted in the release of these documents." Convinced that most journalists would not report on the papers, Wolf says

she put together the project with 3,250 doctors and scientists from all over the world and produced 109 reports on these documents, 50 of which were published in the book.

According to Wolf, billions of dollars were poured in to overcome valid scientific questions about the Pfizer vaccine and combat any sort of vaccine hesitancy. The rushed release and approval of a vaccine, which she says bypassed the stringent 10-15-year safety evaluation process, causes "serious reproductive damages, with live birth rates dropping by 13-20 per cent" in her reckoning. Research papers affirming the vaccine's safety, Wolf claims, were in academic journals the rich had bought up, along with the journalists. Wolf, in her session, did note that the Indian vaccines might have performed differently if similar outcomes were not recorded here. The pandemic, according to her, has changed billions of lives and bodies forever due to the isolation and 'unsafe vaccine administration'. ■

### KEY TAKEAWAYS

Many Covid vaccines were allegedly approved rapidly, bypassing traditional safety mechanisms, "leading to large-scale reproductive damages" in the US, Wolf said

Indian vaccines, which were not mRNA-based, may not have had the same impact, she added

Corruption in academia needs to be dealt with to avoid what Wolf alleged were paid-for peer review processes that pave the way for unsafe drugs and/or vaccines



## OBESITY TREATMENTS TREND, NECESSITY OR OVERREACH?

“

**Prevention is far easier than curing obesity. So, act sensibly when you eat, what you eat, what you actually do as an exercise. And also, when you need, please visit your doctor; treatment is far easier now**

• • •

Semaglutide (marketed as Ozempic) has undergone extensive clinical research. [Regulatory] bodies have carefully evaluated the entire data.... Only when the benefit outweighs the risk, a medicine comes [into the market]

”



Photograph by BANDEEP SINGH

► VIKRANT SHROTRIYA

Corporate Vice President & Managing Director, Novo Nordisk India

# THE ABC OF WEIGHT LOSS

**M**edical research increasingly recognises obesity as more than just a cosmetic issue. Many governments, including India, now classify it as a disease—a metabolic abnormality marked by excess fat. Obesity is linked to 229 health conditions, including diabetes, hypertension, osteoarthritis, infertility and mental health disorders like depression and anxiety. However, combating obesity isn't just about willpower. According to Vikrant Shrotriya of Novo Nordisk India, who spoke on obesity treatments at the India Today Conclave, genetic and metabolic factors predispose individuals to consume more calories than needed. While food availability may have increased, human bodies remain wired to store fat for survival.

With the rise of weight-loss drugs like Ozempic, which Novo Nordisk markets

### KEY TAKEAWAYS



**Obesity causes metabolic abnormality in the body. It needs to be understood from a biological point of view rather than in a cosmetic sense**



**Medicine is not a magic cure for obesity. It needs to be taken alongside healthy lifestyle choices such as mindful eating and regular exercise**

as a medication for type 2 diabetes, many see them as a ‘magic pill’ for obesity. But Shrotriya busts this myth: “This is not a magic pill. This is not an excuse that I can party and take an injection [later]. This is a medicine for those who can’t change their weight despite diet and exercise.”

But effective weight loss requires a multifaceted approach that goes beyond medication. Shrotriya refers to it as “ABC—Attitude, Behaviour and Choices”. The benefits are substantial. According to Shrotriya, even a 5 per cent reduction improves glycemic control and lowers blood pressure. At 10 per cent, the risk of type 2 diabetes and fatty liver decreases, and with 10-15 per cent loss, some may experience diabetes remission. A combination of medication, mindful eating, regular exercise and medical guidance can, thus, significantly enhance the quality of life. ■

# A HEALTHY FIGHT AGAINST WRINKLES



Even before you get into a physical activity, **you need to understand how your body behaves** and evaluate yourself. You must start with a moderate regime of walking and running...and gradually change this pattern

- Dr Sunil Dagar

COO, Fitness enthusiast and Marathoner

You should not only have a good diet, you should also keep your mind full of good thoughts too, **for a good mind can create a good body.** Youthful living is not just about exercise but your emotional health as well

- Dr Upasana Arora

MD & CEO, Yashoda Medicity

Sudden cardiac deaths **are not that subtle and sudden**, they give some indication. You can't get out of a treadmill and go for weights. Routine things can be done to keep fit, even with pollution all around

- Dr Amit Sharma

Senior Consultant, Orthopaedics, Joint Replacement & Arthroscopy

There will always be challenges and curveballs, **but we have to actively make a decision** that today, no matter what, I'm going to be happy and make time to exercise. I think discipline is what's needed when we run out of motivation

- Gul Panag

Actress

Fasting de-sensitises cells to excessive insulin. It is important because frequent snacking leads our cells into being insulin-resistant, leading to more insulin being released. This leads to ageing

- Dr Gagan Saini

Senior Radiation Oncologist



**PLAYING GOD  
THE RIGHT TO DIE  
WITH DIGNITY**

# NEED TO BALANCE CARE AND CHOICE

In recent years, there has been active debate on whether healthcare should be focused on saving lives or the quality of life. This debate has only gathered pace after the Supreme Court, in a historic verdict in 2018, allowed for ‘passive euthanasia’ while recognising the right of patients to make advance directives or ‘living wills’. The verdict enabled terminally ill patients to refuse life support if their condition was found to be incurable, thereby saving them months, perhaps even years, of a life filled with pain and no hope of a cure or relief in sight.

The India Today Conclave brought together an eclectic mix of experts to discuss the legal, medical and spiritual aspects of an individual’s right to die with dignity. “To not let a person who has lived with dignity die with dignity, I think is very unfortunate,” said Supreme Court lawyer Nisha Bhambhani. But Dr Sanjeev Bagai, Chairman, Nephron Clinics, had a word of caution: “This law is liable to be blatantly misused in various nooks and corners of this country, be it for property, be it for inheritance, be it for lack of finances, be it for lack of insurance.”

As such, none of the panelists was in favour of active euthanasia, which employs lethal drugs and remains illegal

We’re dealing with passive euthanasia. Somebody only being fed by artificial feeding...in that event, to not let a person who has lived with dignity die with dignity, I think is very unfortunate

-Nisha Bhambhani  
Senior Advocate, Supreme Court

Any law has to be **scalable, sustainable, implementable and enforceable**. What happens in the interiors of India if this law goes like wildfire, there will be uncontrollable misery

-Dr Sanjeev Bagai  
Chairman, Nephron Clinics



All spiritual traditions focus on the sanctity of life... karma and dharma, and the right to perform our duty and tolerate pain. Active euthanasia is not at all supported

-Gauranga Das  
ISKCON monk, spiritual teacher, motivational speaker

There is a national programme for palliative care. It needs to be implemented; we’re struggling with it. Less than 4 per cent of Indians who need palliative care have access to it

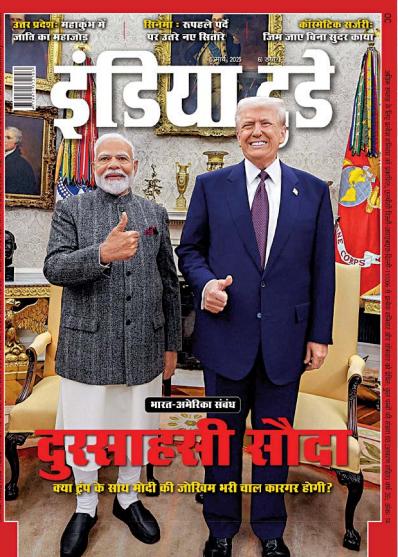
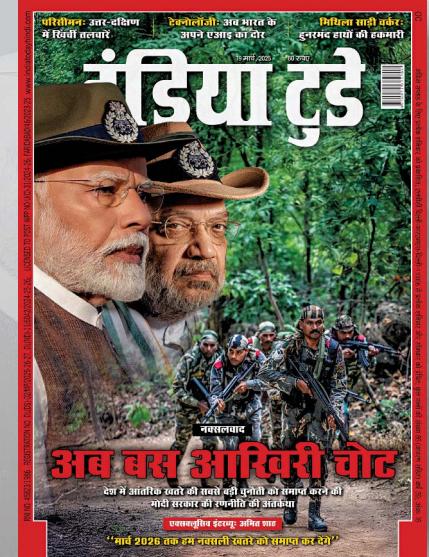
-Smriti Rana  
Head, Strategic Programmes and Partnerships, Pallium India

in India, and the discussion emphasised the importance of pain management in a country like ours where many critically ill patients do not have access to painkillers. “At any given point in time right now, there are 7-10 million Indians in moderate to severe pain, which will not allow them to be at this table having this discussion with us. The acceptance of death is also grace...and what

we can do is to make it as comfortable and dignified as possible,” said Smriti Rana, who works in the area of palliative care. ISKCON monk Gauranga Das added, “One of the best ways in which we can lessen and decrease that pain is to provide the best kind of medical and emotional support to the patient and if you can add spiritual understanding... nothing like it.” ■

# इंडिया टुडे

देश की भाषा में देश की धड़कन



# सबसे भरोसेमंद खोतों से, सबसे सटीक जानकारी

## सब्सक्राइब करें और पाएं 68% तक की छूट

मोदी सरकार की रणनीति की आंकड़ा

एससक्रीय इंटरव्यू : अमित शाह

“मार्च 2026 तक हम नवाचली खातों को उत्पादा कर देंगे”



### हाँ! मैं इंडिया टुडे को सब्सक्राइब करना चाहता/चाहती हूँ

अपनी पसंद के सब्सक्रिप्शन को टिक करें और फॉर्म को इस पते पर भेज दें— वी केएर, लिविंग मीडिया इंडिया लि. सी-९, सेक्टर-१०, नोएडा २०१३०१ (भारत)

टिक करें	अवधि	कुल अंक	कवर प्राइस (₹)	ऑफर प्राइस (₹)	प्लान	डिस्काउंट
<input type="checkbox"/>	1 वर्ष	52	3120	999	डिजिटल	68%
<input type="checkbox"/>	1 वर्ष	52	3120	2699	डिजिटल+प्रिंट	14%

कृपया फॉर्म को ब्लॉकलेटर में भरें

मैं चेक/डीडी जमा कर रहा/रही हूँ जिसकी संख्या.....है और इसे दिनांक.....को लिविंग मीडिया इंडिया लिमिटेड के पक्ष में ..... (बैंक का नाम).....रूपये की धनराशि (दिल्ली से बाहर के चेक के लिए ₹ 50 रूपये अतिरिक्त जोड़, समान मूल्य के चेक मान्य नहीं होंगे) के लिए बनवाया गया है।

नाम..... पता.....

..... शहर..... राज्य..... पिन.....

मोबाइल..... ईमेल.....



सब्सक्राइब करने के लिए यहाँ स्कैन करें।

ऑफर के विषय में विशेष जानकारी के लिए निम्न माध्यमों से संपर्क भी कर सकते हैं

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*Spiritual guru and Acharya  
Mahamandaleshwar, Niranjani Akhara*

► SWAMI CHIDANAND SARASWATI

*Spiritual head, Parmarth  
Niketan Ashram*

ARUN KUMAR



### MAHAKUMBH THE TIPPING POINT OF SANATAN DHARMA

## A SELF, NOT A SELFIE, MOMENT

The recently concluded Mahakumbh, despite setbacks like the tragic stampede that claimed at least 30 lives near the Sangam, has emerged as a pivotal moment for Sanatan Dharma. As one of the largest religious gatherings globally, it has sparked unprecedented interest, reinforcing its significance beyond a spiritual congregation.

At the India Today Conclave, spiritual leaders Swami Kailashanand Giri and Swami Chidanand Saraswati discussed how the Mahakumbh is reshaping perceptions of Sanatan Dharma, a term that has been (inadequately) translated as 'eternal law' and has become synonymous with Hinduism. Swami Kailashanand emphasised its historical and spiritual significance, pointing to the growing interest of foreigners in Sanatan practices. "When foreigners see lakhs of sadhus taking a dip for purification, they feel a connection and want to be part of this experience. The Ganga not only grants *moksha*, but first offers knowledge, then detachment, then devo-

**“Who doesn't need peace and spirituality? Sanatan is the only faith that carries a message of peace, inclusion, and harmony”**

—Swami Kailashanand Giri



**“You can wear jeans but don't forget your genes. You can get new cars but don't forget your sanskars (values)”**

—Swami Chidanand Saraswati

tion and, ultimately, salvation," he said. He also revealed that Apple founder Steve Jobs's widow Laurene Powell Jobs, whom he had named 'Kamala' after giving her *diksha*, had shared her experience with tech mogul Elon Musk, who apparently expressed interest in attending his spiritual camp.

Swami Chidanand spoke about the Kumbh's transformation over the years and the unity it fosters. "Some came in private jets, while others walked barefoot, but there was no division—only unity," he said. He highlighted the peaceful coexistence of different communities in Prayagraj, citing its 267 mosques and 22 per cent Muslim population, and shared that not a single incident of violence was reported despite nearly 670 million people attending the Mahakumbh. The spiritual leader also addressed concerns that youth engagement with Sanatan Dharma is superficial and driven by social media trends. "This is not a selfie moment, it is a self moment," he said, urging the younger generation to embrace their roots while adopting modernity. ■

► ANISH CHATTERJEE

Advisor, Climate Change, GIZ India

► NILANJAN GHOSH

VP, Development Studies, and Senior Director, Kolkata Centre, Observer Research Foundation

► MADHURA MITTAL

Executive Director, Climate Change & Sustainability, PwC India

► ANKIT GUPTA

GM, Sustainability, ITC Limited



## ANDAMAN AND NICOBAR ISLANDS TOWARDS A CLIMATE RESILIENT FUTURE

RAJWANT RAWAT

# SUSTAINING THE ANDAMANS

The India Today Conclave served as the platform for unveiling a report titled 'Towards a Climate Resilient Future: Strategies for Andaman and Nicobar Islands', published by PwC India. Released by Dr Keshav Chandra, former chief secretary of A&N Islands, the report highlights three key areas: the need to balance development goals with environmental safeguards; essential adaptation and mitigation strategies; and challenges in financing these measures without putting a burden on the local communities.

In his opening remarks, Sanjeev Krishan, chairman of PwC India, stressed the significance of the growth versus environment debate, particularly "at a time when climate change seems to be getting less and less importance globally". Dr Chandra, too, underscored the urgency to find a "solution". "We need to take care of all development aspects," he concluded during his presentation.

SANJEEV KRISHAN

Chairman,  
PwC India



KESHAV CHANDRA

Former Chief Secretary,  
Andaman & Nicobar Islands



A subsequent panel discussion focused on the climate risks confronting the region, including mangrove degradation, rising temperatures and water stress. Experts emphasised the need for systematic risk assessment, adaptation strategies, private sector engagement, sustainable tourism and leveraging the region's blue economy potential. ■

**Financing is a big, big issue everywhere....** The problem with the companies doing CSR is that they don't want to go out five kilometres away from their factory

-Anish Chatterjee



I consider **climate change as a developmental problem**. It emerges from the forces of development precisely because of our unbridled human ambition

-Nilanjan Ghosh



**The first thing we've seen [in A&N Islands] is that the mangrove cover is retreating....** The other issues are submergence of land, and monoculture

-Madhura Mittal



**You can't be resilient on your own; it's a collective thing.** You can't protect your factory if you can't protect the neighbourhood

-Ankit Gupta



“

## ► WALTER K. ANDERSEN

American academic & Author

**Is the RSS political? Well, when it had to write a constitution, it said it was a cultural organisation. But it has always been political, from the very beginning**

• • •

**This particular sarsanghchalak (Mohan Bhagwat) has been very careful about taking sides, and has preferred to try and work out a consensus**

”



# THE MANY LIVES OF THE SANGH

American academician and author Walter K. Andersen, who has co-authored two books on the Rashtriya Swayamsevak Sangh (RSS), made a bit of a revelation at the India Today Conclave. He said that contrary to the public perception of the Sangh as an iron-clad, authoritarian body, the organisation—which turns 100 this year—has its share of internal debates and disagreements. “It has always had disagreements which have been spelt out. So, it is not as if you have a kind of a quasi-dictator at the top who tells everybody what to do,” said Andersen. “I was always amazed in relating to the people in the RSS, the extent that you had internal divisions and debates,

## KEY TAKEAWAYS



**When you hear RSS head Mohan Bhagwat talk of Muslims as if they’re Hindus, what he means is Hinduism as a kind of large ethnic group, a culture rooted in this country**



**The RSS grew so fast because, from the beginning, the group focused on the sense of a family**

including on how closely to be related to the present government in India.”

But when a decision was made, the RSS affiliates were firm that they should follow the advice of the leadership. The unity of India and the concept of it as the motherland has always been the major ideological framework of the RSS. A factor in the growth of the RSS was the nature of the organisation—since its inception in 1925, the group had always focused on creating a sense of family. Andersen also tried to clear the air on some of the tropes the Sangh has been foisted with over the years, including it being anti-women, Brahminical, anti-Muslim and much else. Clearly, “complex questions” which elicited complex answers. ■

# SHE POWER RISING

**N**amita Thapar, the executive director of Emcure Pharmaceuticals who has become a household name after her stint in *Shark Tank India*, remembers the time when a banker chose to respond to her father—Emcure founder Satish Mehta—even as she was the one who had posed a question. Avarna Jain of Saregama had a similar story to share, that of a friend who was told to “bring along the decision-maker” after a recent meeting.

According to Namita, the “new breed” of women entrepreneurs is changing such mindsets. Anu Ranjan, president, The Indian Television Academy, agrees. “Wherever we are, we are doing fabulously. More women should be encouraged to come forward, as we think very clearly,” she said.

I've used my voice to bust taboos and educate people on uncomfortable topics related to women's health

-Namita Thapar

Executive Director, Emcure Pharmaceuticals Ltd



At our company, the pay has nothing to do with if you're a woman or a man. It's about your ability, capability, position

-Avarna Jain

Vice Chairperson, Saregama



Women today are in every sphere and should encourage other women to come forward

-Anu Ranjan

President, The Indian Television Academy



The three women leaders came together at the India Today Conclave, highlighting the challenges women face in their respective industries while also acknowledging the progress made and areas that still need improvement. The session also focused on the role television plays in challenging stereotypes, addressing unspoken issues, and empowering women to move beyond traditional roles. “Television has been and will always remain relevant. OTTs are mostly paid platforms and are still inaccessible to most of the people in the country,” noted Anu. ■

Photographs by BANDEEP SINGH



## KEY TAKEAWAYS

▼  
Women leaders keep facing biases, highlighting the need for deeper cultural change

▼  
Safety concerns keep many women away from field jobs even as their participation in creative and other spheres is rising



BANEGA TOH BADHEGA INDIA

# HEARTLAND BLOSSOMS

India is growing because rural India is, building its future in myriad ways, though entrepreneurship, social change and, not to forget, cultural preservation. Three speakers from diverse fields came together to talk about this extraordinary transformation at the India Today Conclave—Ashok Kumar Sinha, additional director of the Bihar Museum; Shaikh Raziya, founder of Bastar Foods in Chhattisgarh; and Rajiv Marda, board member at the Dharm Sangh Vishwavidyalaya Sharmarth Nyas, Churu, Rajasthan—discussing how access to infrastructure has helped transform lives of the disadvantaged sections.

Through their experiences, they talked about how the institutions they

## KEY TAKEAWAYS

Businesses are driving social change, helping to wean away tribal youth from Naxalism

Cultural preservation meets modernisation at institutions like Bihar Museum and DSVSN

India's grassroots projects are getting global kudos

represent have brought about change, be it by creating self-employment opportunities for the tribal youth in the LWE-affected villages of Bastar; or a modern-day gurukul which is providing a mix of modern and religious education free of cost; or the new Rs 800 crore Bihar Museum in Patna which is spreading awareness about art and laying the seeds of a new cultural awakening. In the process, they are also putting the spotlight on ideas and goods that for long have been on the sidelines—Sanskrit as a domain specialisation, or mahua, which has long been a go-to superfood for tribals in the hinterland and is now becoming a source of fascination for the West. ■

HARDIK CHHABRA



Some 2,000 people come every day to visit the new Bihar Museum, including children from all over. We are not just about artefacts, we organise music and dance programmes, and special events for children

—Ashok Kumar Sinha  
Addl Director, Bihar Museum

Our raw material comes from Bijapur, Sukma, Dantewada and Bastar, all Naxal-affected areas.

But there is good road connectivity now, which has helped us. We now export to the US and Australia

—Shaikh Raziya  
Founder, Bastar Foods

We blend ancient gurukul traditions with modern education. We bear all the expenses of our students, who are poor. Some of them, after becoming Shastri and Acharya, have settled in the US, UK and Singapore

—Rajiv Marda  
Board Member, DSVSN, Churu



K. ASIF

#### ► JEAN TOUBOU

CEO, Pernod Ricard India

**"The alcobev market is regulated all over the world, so we accept this regulation and the taxation that goes with it. India is complex, and this regulation, which is different in different states, does create difficulties"**

#### ► VIVEK SAHNI

Co-founder & CEO, Kama Ayurveda

**"Just give A-beauty a chance. We opened in the UK a year ago; we're at Harrods, and in Notting Hill. London has bad water and hard water and all their hair is falling out. So, they're using Bhringadi hair oil, and it's growing back"**

#### ► RAHUL MISHRA

Designer

**"Anything which is handmade, which is driven with purpose, driven with the idea of heritage, will become far more relevant in the time of AI, because things are going to be made far faster. So, power of hand is here to stay"**

### LANGUAGE OF LUXURY THE INDIA THREAD

## AS THE NICER THINGS OF LIFE ALL POUR IN

**W**ith an annual growth rate of 30 per cent, India's luxury market that stands at \$17 billion (Rs 1.48 lakh crore) is not just a gossamer dream woven in tall tales but a dynamic industry with global ambitions. With the turnover all set to triple by 2030, its remarkable transformation has been stoked by innovation, a precipitous increase in the number ofHNIs (high net worth individuals) and disposable incomes, as well as a shift in consumer attitudes. However, its growth story is not just dominated

by an expanding appetite for global brands, but also providing a fertile canvas for home-grown luxury brands to expand and experiment.

As India emerges as the next global luxury hub, Jean Touboul, CEO, Pernod Ricard India, one of the leading premium spirits brands in the world; Vivek Sahni, co-founder and chairman of Kama Ayurveda, a driving force in the homegrown beauty and wellness space; and Rahul Mishra, visionary fashion designer and the first Indian to showcase at the Paris Haute Couture Week, are perfect examples of India shining,

If Pernod Ricard India's journey to becoming the largest alcohol player in the country by revenue is a mixed bag of rising premiumisation of spirits, elevated consumer tastes and growing disposable incomes, international fashion runways are mostly festooned with clothes that are more or less made in India. Whereas, in the beautyverse, it is the proliferation of A-beauty that has tickled imaginations across the globe. Kama Ayurveda has taken this idea of Ayurveda and made it available to urban Indians and, now, to a global audience with their stores in the UK. ■



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**CINEMA**  
**60 YEARS OF AAMIR KHAN**

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# ROAD TO EXCELLENCE

► **AAMIR KHAN**

*Actor, Producer*

**W**hat better time than on the eve of age 60 to look back at a glorious, nearly four-decade-long stint in Bollywood? Superstar Aamir Khan did exactly that, and more, at the India Today Conclave. With several Rs 100, 200 and 300 crore films, and one—*Dangal*—that breached the Rs 2,000-crore mark, Aamir’s has been a long, eventful journey since he burst on to the silver screen as the loveable Raj in *Qayamat Se Qayamat Tak* in 1988 at age 23. That boyish charm continued in many a film—*Dil, Jo Jeeta Wohi Sikandar, Andaz*

*Apna Apna, Rangeela, Raja Hindustani, Dil Chahta Hai....* Along the road, however, Aamir also took a serious turn, not just acting in meaningful roles, but also making socially relevant cinema (*Lagaan, Lal Singh Chadha, Dangal, Taare Zameen Par, Secret Superstar, Laapataa Ladies*). He may not have chased success, but seems surprised that he found so much of it. But where others would congratulate themselves, Aamir is self-deprecating, admitting how he still battles nerves before a film’s release. There were some light-hearted reminiscences too, like how he’d be the only actor to reach set on time during the shoot of *Andaz Apna Apna*

and how Javed Akhtar warned him against getting Amitabh Bachchan to be the narrator in *Lagaan* given the number of flops he had voiced. Through it all, the now sexagenarian did not forget to count his blessings—namely, the two women he was married to—Reena, and Kiran Rao. “We are divorced, but that doesn’t mean we don’t respect and love each other,” he said. As for his children, he said, all he ever wanted was for them “to be happy”, “explore and be curious about things” than be toppers in class. Papa was right. *Bada naam karega*, he had said all that many years ago. Aamir sure has, and how! ■

## KEY TAKEAWAYS

**Aamir’s risk-taking comes at a heavy price—he can’t sleep before a film’s release. From producing and starring in the 3-hour, 42-minute period sports drama *Lagaan* to directing *Taare Zameen Par*, which centred on a kid battling dyslexia, Aamir always takes a leap of faith with scripts**

**Authenticity matters to him, which is why he felt ex-wife Kiran Rao was the right director for *Laapataa Ladies*. “I didn’t want a director who would overdo it,” he said. “I know her sensitivity, her creative instinct... I wanted someone who was honest in their narrative”**

**Excellence, not success has been the driving force in Aamir’s storied career, which began with *Qayamat Se Qayamat Tak* in 1988. It’s also why Rajkumar Hirani wanted Aamir, then 40-something, to play an 18-year-old in *3 Idiots***



To watch the full session, visit <https://bitly.cx/95sV>



“

**In my head, I'm still 18 or 20. It's only when I look in the mirror that I realise, no, I'm not**

• • •

**When I started out, I was very nervous about getting things right. I'm still nervous about getting things right**

• • •

**I'm a very romantic person...a sucker for mushy romantic films. I do believe in love. I feel it exists very strongly**

• • •

**Once I decide that this is the thing I want to do, then I just throw myself all in. Sometimes it comes out right, sometimes it doesn't**

• • •

**I genuinely feel all of us are blessed with multiple intelligences. Unfortunately, we measure intelligence essentially through reading and writing**

“

*Photograph by BANDEEP SINGH*



THE LADIES CARTEL

# A BOX FULL OF SURPRISES

Photograph by BANDEEP SINGH

Women are ruling the roost on Indian streaming as more female-fronted web series get greenlit and find favour. Netflix's latest original show, *Dabba Cartel*, only confirms this, as it trends #1 on the platform. Created by Shibani Akhtar and billed as 'Narcos Thane', it centres on five women who start a tiffin service, although the contents of the dabbas are anything but legal.

Streaming is also where the meatier parts are coming to actresses, regardless of their age. "It was really not thinkable, even 20 years ago, that a woman of the age that I am would play the central figure," said Shabana who, at 74, headlines the show. On OTT, content takes precedence over box office collections. The shelf life is also longer, which means "writers and producers get the courage

to make different content", she added.

With six central female characters—Azmi, Jyothika, Nimisha Sajayan, Shalini Pandey, Anjali Anand and Sai Tamhankar—the series stands out with its strong characterisation. Shibani admits that she lucked out in getting a talented cast who were secure and assured and put the project upfront. "There is this excitement and understanding that you are sharing space with people that are an integral part of the story," Shibani said. "When you allow for that to happen, the story becomes more beautiful."

Women are women's worst enemies was a myth that was busted on the sets of the show. It's what made the process of shooting the show easy. "I realised that women are out there just waiting to uplift each other," Jyothika said. "We didn't question each other's role, we didn't have any debate and we enjoyed our work." ■

## DABBA DELIGHT

All three artists shared not just what they'd like in their dabba but also that of their significant other. While Shabana picked samosa and only samosa and Jyothika said she'd share her South Indian breakfast dabba with her actor-husband, Suriya, Shibani opted for junk food in French fries, chocolate chip cookies and doughnuts



### ► SHABANA AZMI

Actress

**“You think I had a choice? She [Shibani] is my daughter-in-law. She pulled me by the ear really. I had to do it”**

• • •

**“To play a part that appears to be almost simple, you have to do a lot of homework and riyaaz to make it seem effortless”**

**“It's part of the women's movement that's been filtering down and entering every realm and every sphere of what women are doing... finally, you're happy to own that men and women are different, and celebrating that difference”**

• • •

### ► SHIBANI AKHTAR

Creator & Executive Producer, Dabba Cartel

**“I wanted to create a story that was female-led and I knew I wanted the genre of crime drama.**

**We have so many cartel stories from around the world, but I think what made this one so unique was the backdrop of Thane”**

**“We were all treated equally, all had well-written characters and were all secure in our places—that brought us all together”**

• • •

**“The toughest characters to play are the ones which are the real-life ones which women resonate with”**



To watch the full session, visit <https://bitly.cx/7T4w>

“

**Nalanda University was the Harvard, Oxbridge, Nasa of its day. It was the very first plan of a university quad, the kind you see in Oxford or Cambridge today**

•••

**Everyone in America, Britain, Africa, Australia, Canada can tell you about Archimedes and Pythagoras, but no one outside India knows about Aryabhatta or Brahmagupta, mathematicians of absolutely equal stature who shepherded the number system that the whole world uses in just nine figures plus zero**

”



► **WILLIAM DALRYMPLE**

*Author*



**THE GOLDEN BIRD**

# INDIA'S ANCIENT SOFT POWER

The most anticipated session of the India Today Conclave, William Dalrymple did not disappoint. Armed with anecdote, historical evidence, maps, ancient and modern, and numerous slides, the author of *The Golden Road* held his audience enthralled, as he set out to “situate India’s rise in its historical context because history shows very clearly that for most of history, India has been the richest region of the world”. Debunking the idea of the Silk Road as some sort of “geopolitical trade route”, Dalrymple argued it was India that was the principal trading partner of the Roman Empire and every year, fleets of hundreds of ves-

sels left the Egyptian coast, went down the Red Sea, and arrived in India, not China. The Silk Road, in his view, prospered from Chinese propaganda.

On the influence of India’s knowledge systems on China, Dalrymple pointed to the fact of Buddhism rising to be China’s state religion for a while despite its Indian origin. “Indians are not fully aware of the influence of Buddhism and Indian thought on China. Today, China and India are often made up to be rival poles of influence. But there was never any Chinese religion which came and took over India,” he added.

“If you look at the map of the influence of Buddhism, you have its origins

in places like Lumbini, Bodhgaya and Sarnath.... Within 200-300 years, it spreads to Gandhara and Central Asia, reaching China, Mongolia, Korea and Japan. It moves down to Vietnam, Laos, Thailand, Cambodia and the Philippines. This was the golden age of Indian soft power,” he explained.

It wasn’t just religious and philosophical ideas but also Indian languages and scripts that spread. In fact, Dalrymple said, every single script in Southeast Asia today is an evolution out of the Pallava script. “Which is why, if you are a Tamil or a Malayalam speaker, you can actually read the beginnings of Thai and Mon and Khmer,” he noted. ■

# NO LIMITS FOR SKY

SPORT CRICKET'S MODERN MAESTRO

► SURYAKUMAR YADAV

Indian cricketer

**O**n the periphery of the Kensington Oval in Barbados last summer, Suryakumar Yadav executed a manoeuvre that pierced the gossamer divide between triumph and despair. Leaping near the boundary rope, catching a ball that seemed destined for the lower bleachers—it was pure cricketing ballet. “I’ve watched it more than 222 times,” Yadav confessed at the India Today Conclave, reflecting on the catch that culminated in India’s T20 World Cup victory. The moment serves as an apt metaphor for his career—a study in calculated risk and meticulous preparation. Once dismissed as “one-dimensional”, Yadav’s transformation into a 360-degree batsman and subsequently India’s T20 captain is a compelling narrative. “At the end of the 2018 season, I realised the things I need to do if I want to be the best,” Yadav recounted. A reconstructed fitness regimen was put in place, nutritional discipline followed, with a monastic dedication to his craft.

Yadav’s philosophy as captain mirrors this: boldness tempered with strategic intention. Under his stewardship, India’s T20 team has approached the previously unthinkable 300-run mark. “We decided, if two batters get 75-75 and we’re getting about 180-190, how about seven batters trying to split that and get 12-ball 30s each?” he recalled.

As India prepares to host the next T20 World Cup in 2026, in Yadav’s philosophy, cricket transcends statistics. “Whatever happens, you win or you learn.” ■

To watch the full session, visit  
<https://bitly.crx5IX3>

## KEY TAKEAWAYS

SKY's trademark shots were not flashes of brilliance but the product of relentless practice—rehearsed “10,000, 20,000 times” until they were instinctive

Rather than depending on a few to score 75 runs each to reach 180-190, Yadav as captain encourages seven batters to aim to contribute “12-ball 30s”

Photographs by BANDEEP SINGH



First you dream about playing for India, then you dream that you want to do something special, and then comes that one day when you lead your country

● ● ●

I was called a one-dimensional player. To reach the top, I changed my diet, cut down on friends, started training...in 2019-20, I played a lot of domestic cricket. In 2021, I got the fruits of what I did for the last 2-3 years

“



# THE YOUTH VOX

Photographs by BANDEEP SINGH

## CHESS INDIA'S GRANDMASTER GUKE SH

▲ D. GUKE SH

*World Chess Champion*

**"Throughout my career, my parents never made me know about the financial struggles they were going through.... It means a lot to me that they don't need to think about money anymore.**

**We can lead a comfortable life and not struggle like before"**





## BOLLYWOOD NEW KAPOOR ON THE BLOCK

► **ZAHAN KAPOOR**

Actor

**"[Being part of the Kapoor family] is a *do-dhari talwar* (double-edged sword).... It brings pressure, it brings expectation, yet there is forgiveness.... Thankfully, my parents made sure that I wasn't carrying that weight on my shoulders"**

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**POLITICS**  
INDIA'S YOUNGEST MP

► **PUSHPENDRA SAROJ**

*Lok Sabha member from Kaushambi, UP*

**"Politics today is based on religion and caste. But the youth want issue-based discussions. I aim to represent them...talk about change. Maybe then they will follow my example and step into politics"**



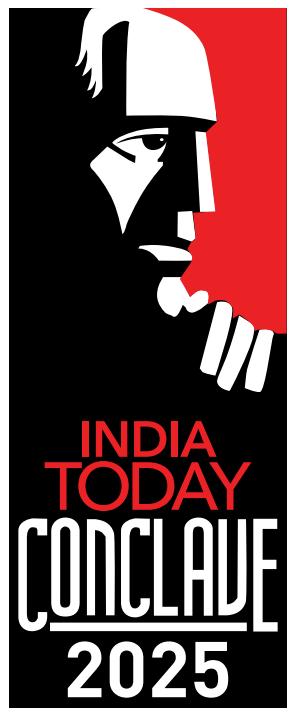
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**BUSINESS**  
A CASE FOR TOMORROW

◀ **RISHABH SHROFF**

*Partner, Cyril Amarchand Mangaldas*

**"The next-gen spends too much time on the investing side, not on the build side. Unless you've been on the factory floor or in the boardroom, you don't really understand how to value and invest in businesses"**



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*Haq, ek behtar zindagi ka.*

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**INDIA TODAY CONCLAVE 2025**  
**VOTE OF THANKS**

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► **KALLI PURIE**

*Vice Chairperson and  
Executive Editor-In-Chief*

# THE CHAMPIONS OF CHAOS

A world in flux—and flex—mode. We are all watching with rapt attention the antics of a hyperactive omnimedia-present president. Talking about everything everywhere all at once. The 24-hour news channel that is the White House. Everything we know or take for granted is up for grabs. From the sanctity of borders to diplomatic decorum to the premium of being good to the authority of long-respected international bodies. Bodies like the UN, WHO, Climate Accord that have created a framework for our world to live in peace and prosperity.

Throw into this mix AI that is raising searing, piercing existential questions at the heart of it all. What does it mean to be human? Are we just a sum total of our thoughts, just a pimped-up large language model really? In which case, can we live forever in a machine? Or are we the body that can be hacked to never die?

And you have a heady cocktail.

It feels a bit chaotic. But I think two things thrive in chaos: newsrooms and Indians. Newsrooms are wired to revel in the unpredictable, in change, in breaking news. Nothing gets us excited and moving like being at the forefront of an unfolding live situation. And the world today is in an



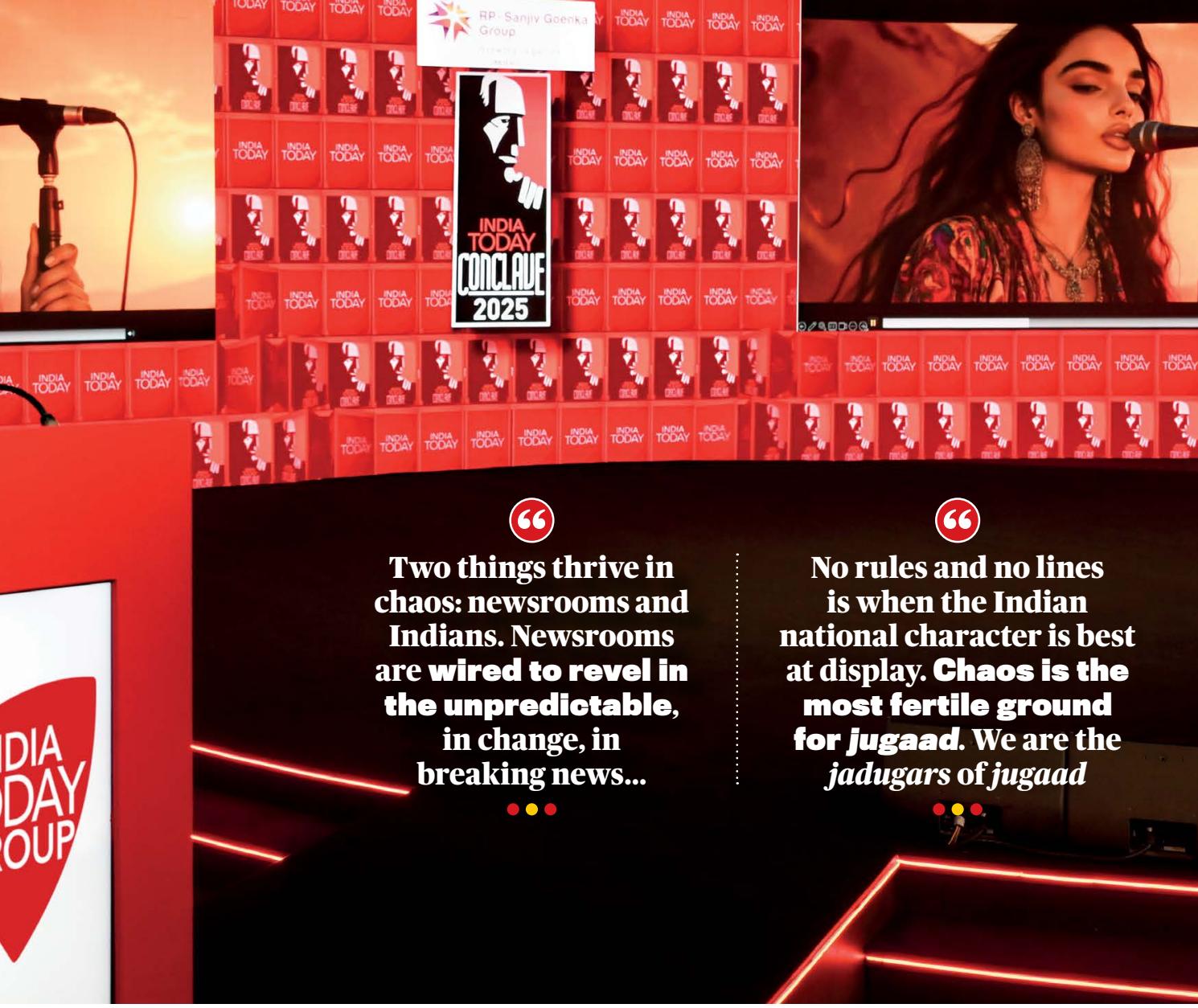
unfolding of gigantic proportions. The age of acceleration. Where everything as you know it is being upended. So many unanswered questions, a breaking news bonanza.

The second category that thrives in chaos is Indians. We love the chaotic energy of Kumbh, big fat weddings and unpredictable geopolitical situations. No rules and no lines is when the Indian national character is best at display. We are

“

**Two years ago, we had launched India's first AI news anchor, Sana. Now, we're taking another leap... we are launching Aishan, our first AI-generated pop star**

•••



“

**Two things thrive in chaos: newsrooms and Indians. Newsrooms are wired to revel in the unpredictable, in change, in breaking news...**

• • •

“

**No rules and no lines is when the Indian national character is best at display. Chaos is the most fertile ground for jugaad. We are the jadugars of jugaad**

CHANDRADEEP KUMAR

champions of chaos. When there is no plan, we shine. Chaos is the most fertile ground for *jugaad*. We are the *jadugars of jugaad*, it is what makes us master innovators.

I find myself fortunate heading an Indian newsroom in the very best of times. The icing on this cake is having 50 years of credibility and supportive sponsors. In times of chaos, you rely only on those that you trust, those that will navigate you through the turbulence. An Indian newsroom with credibility. It seems I have ALL the cards.

Two years ago, we had launched India's first AI news anchor, Sana. And we have not stopped since then. Today, we are taking another leap... we are introducing Aishan, our first AI-generated pop star. Everything about him—his looks, his voice, his music, his video—is AI-generated. Even his smile is AI-generated. With Aishan, we are introducing a new genre of music for the world. We call it...A-POP.

A-POP is not robotic. It is humans partnering with machines to create a new sound. Lyrics written by humans, composed by AI, sung by AI. Or sometimes the other way around.

A-POP is fluid, it is electronic, it is collaborative, it is the new frontier of music. AISHAN is our first AI Popstar. But he won't be alone! Joining him is the electrifying female Pop Star—Ruh—with her foot-tapping single 'Rehma Tere Saath'. Ruh opened for real-life Honey Singh's concert in Indore.... Her music is very addictive, and it gets stuck. As you know, AI doesn't eat drink or sleep, so they are on to their new projects. I am excited to see what comes out of this collaboration. It is an exciting journey ahead. And today is just DAY ONE.

In conclusion, I want to remind you the rarest mineral of all on this earth is your attention and your time. Everyone is out to get it, from the politicians to the tech oligarchs. And it's in short supply. Basic economics. I ask you to raise your price. Negotiate hard. Make the best deal you can. Spend your time and attention on things that value YOU, enhance YOU, respect YOU, augment YOU. Not the ones that make you a commodity and sell you without your permission. You have done well by choosing to spend time with us. I hope we continue to make ourselves worthy of your time and attention. ■



# CANDID

THOUGHT LEADERS FROM VARIED FIELDS  
UNFILTERED MOMENTS ON THE SIDELINES





**1.** Kalli Purie and Aroon Purie with Yogi Adityanath

**2.** Aroon Purie and A. Revanth Reddy

**3.** Mike Pompeo with Ajit Doval

**4.** Rekha Gupta and Rekha Purie with Raj Singh Bhandal

**5.** Suryakumar Yadav and Yogi Adityanath

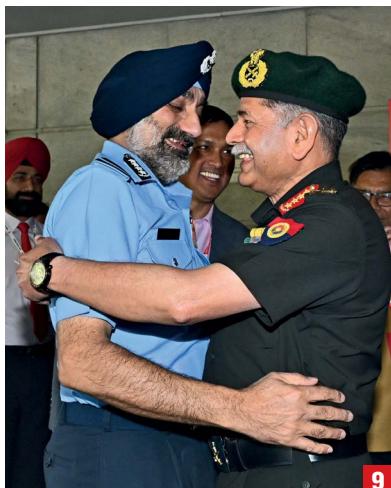
**6.** Ajit Doval with Aamir Khan

**7.** Mike Pompeo with Aroon Purie

**8.** Kiren Rijiju, Rekha Gupta and Prem Singh Tamang

**9.** Air Chief Marshal A.P. Singh meets General Upendra Dwivedi

**10.** Nara Lokesh and Kinjarapu Rammohan Naidu



9

10





**11.** Kalli Purie and Aroon Purie with humanoid robot Spaceo

**12.** Bandeep Singh

**13.** Aroon Purie, Gauranga Das and D. Gukesh

**14.** Air Chief Marshal A.P. Singh with Admiral Dinesh K. Tripathi

**15.** Jyothika and Shabana Azmi

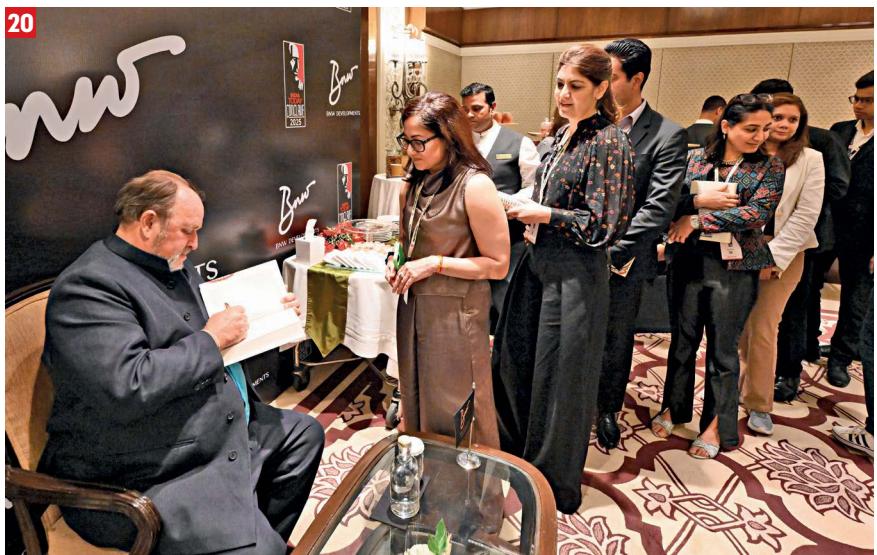
**16.** Kiren Rijiju with Swami Kailashanand Giri

**17.** Joseph Radhik

**18.** Suryakumar Yadav giving an autograph

**19.** Rahul Mishra with Rishab Rikhram Sharma

**20.** William Dalrymple signing books





# A SITAR IS BORN

Rishab Rikhiram Sharma's virtuosity with the sitar has made him popular on social media. Excerpts from the 26-year-old's session at the India Today Conclave:

**Q+A RISHAB RIKHIRAM SHARMA | MUSICIAN**

**Q. Has the sitar made Rishab popular or is Rishab popularising the sitar?**  
Both, I used to play the guitar but I was just drawn to the sound of the sitar...its natural reverberation. We have six top strings but 13 sympathetic strings that are tuned to a particular raag. So, if you play one note, there are four other strings that resonate along with it.

**Q. Is there a rapper or rockstar in you?**  
I would say so, because I don't try to stick to a typical Indian classical image. My music is a reflection of who I am as a person. I listen to rappers such as Kanye and Playboi Carti. I've never had a filter, even though my gurus were like, 'just listen to classical music'.

**Q. You don't always dress like a classical musician. Is it because you are catering to a generation that measures musical success by how viral it becomes?**  
I don't like how they (classical musicians) dress, so I was like, 'I am gonna start a fashion line of cool clothes for classical musicians to wear'. Even the mehendi on my hands is a reflection of that.

**Q. Does criticism from the purists bother you?**

I get criticised for my music, especially by the purists, but I have made my peace with it. My music is deeply rooted in tradition. My family, who are in the business of making instruments, are trying to bring back the surbahar. At the end of the day, as long as children are picking up the sitar instead of a guitar, that is a win for us.

Photograph by  
**BANDEEP SINGH**

DS GROUP



95  
GLORIOUS  
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Create  
what is Worth  
Creating

At **Dharampal Satyapal Group**, we believe the mark of our creation goes beyond our name. It's in the taste, innovation and delight that we infuse in our well-loved brands. It's in the balance between sustainability and prosperity. And in the obsessive pursuit of quality that makes our creations worthy of you.



CHewing OF PAN MASALA IS INJURIOUS TO HEALTH.



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TO EXCEL,  
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