

OPINION, P2

Courts sound the bell for liberty

ACROSS THE AISLE, P CHIDAMBARAM

MIND & GAMES**UNHEALTHY FOODS AREN'T JUST BAD FOR YOU, THEY MAY ALSO BE ADDICTIVE**

Food researchers debate whether highly processed foods like potato chips and ice cream are addictive, triggering our brains to overeat

Page 10

FE LINES**Diversity in space**

Space missions will soon have more female astronauts, as well as people with disabilities

Page 6

VOL. XX NO. 17

Follow us on Twitter & Facebook. App available on App Store & Play Store WWW.FINANCIALEXPRESS.COM

FE SUNDAY

FINANCIAL EXPRESS ON SUNDAY

READ TO LEAD

**LEISURE****DIGITAL ACTIVISM**

'This is the best time in history to campaign on issues you care about'

Page 5

NEW DELHI

SUNDAY, FEBRUARY 28, 2021, 14 Pages, ₹10 (Patna ₹11, Raipur ₹10)

PUBLISHED FROM: AHMEDABAD, BENGALURU, CHANDIGARH, CHENNAI, HYDERABAD, KOCHI, KOLKATA, LUCKNOW, MUMBAI, NEW DELHI, PUNE

WHAT'S INSIDE

■ SPOTLIGHT, P7

Home smart home

Home automation is on the rise and so is a shift towards minimalism. The future home, experts say, will be a combination of function, aesthetics and sustainability



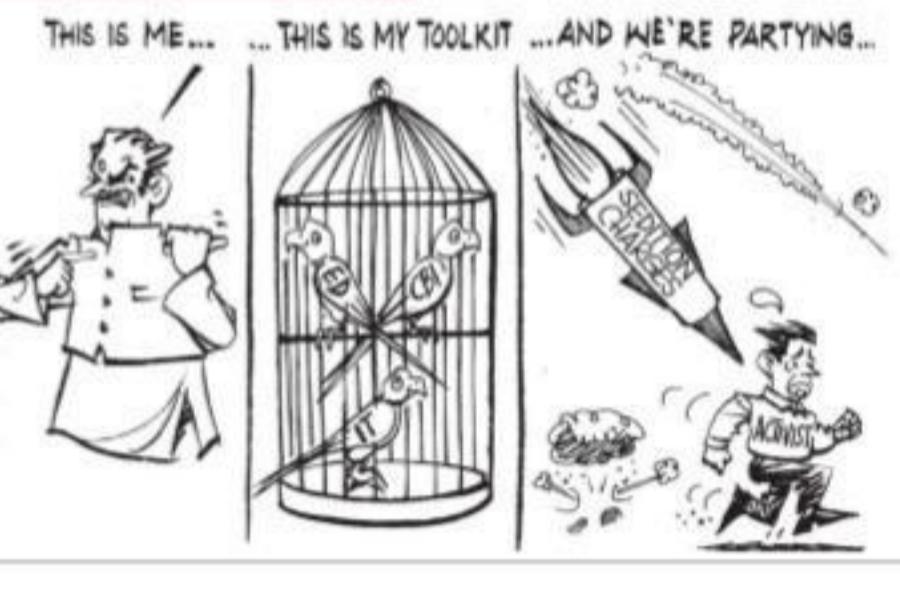
■ WORDS WORTH, P4

A president preaches

Pranab Mukherjee's last memoir begs the question, what should a president write on?

ODD & EVEN

ROHINI PHORE

**QuickPicks****We must continue to trade with China: Rajiv Bajaj**

BAJAJ AUTO MD Rajiv Bajaj on Saturday said that India must continue to trade with China, reports **FE Bureau**. "We must continue to do trade with China because if we conduct our business at the exclusion of such a large country (and) such a large market, we will find ourselves incomplete over time and we will be poorer for the loss of that experience," he said. He drew attention to what happened around June-July last year when the government suddenly came down hard on imports, especially from China.

PAGE 3

SINGLE-DAY SPIKE**India sees 16,488 new Covid cases**

INDIA REGISTERED a single-day spike of over 16,000 Covid-19 cases for the third day in a row on Saturday, pushing the infection tally to 1,10,79,979, while the recoveries surged to 1,07,63,451, according to health ministry. A total of 16,488 coronavirus cases were reported in a day, while the death toll rose to 1,56,938 with 113 new fatalities, showed the data updated at 8 am on Saturday. The active case count has further increased to 1,59,590.

—PTI

COVID-19 VACCINE**Pvt hospitals can charge up to ₹250 per dose from March 1**

Vaccination drive underway

₹150 cost of vaccine plus ₹100 service charge. This arrangement will remain effective till further orders," a source said.

According to sources, states and Union territories have

been informed about it.

The Union health ministry on Friday had said beneficiaries would be able to self-register in advance by downloading the Co-WIN 2.0 portal and through other IT applications such as Aarogya Setu, which will show the government and private hospitals serving as vaccination centres with date and time of the available schedules. The beneficiary would be able to choose the centre of her choice and book an appointment for vaccination, the ministry said.

"₹250 will be the ceiling —

—PTI

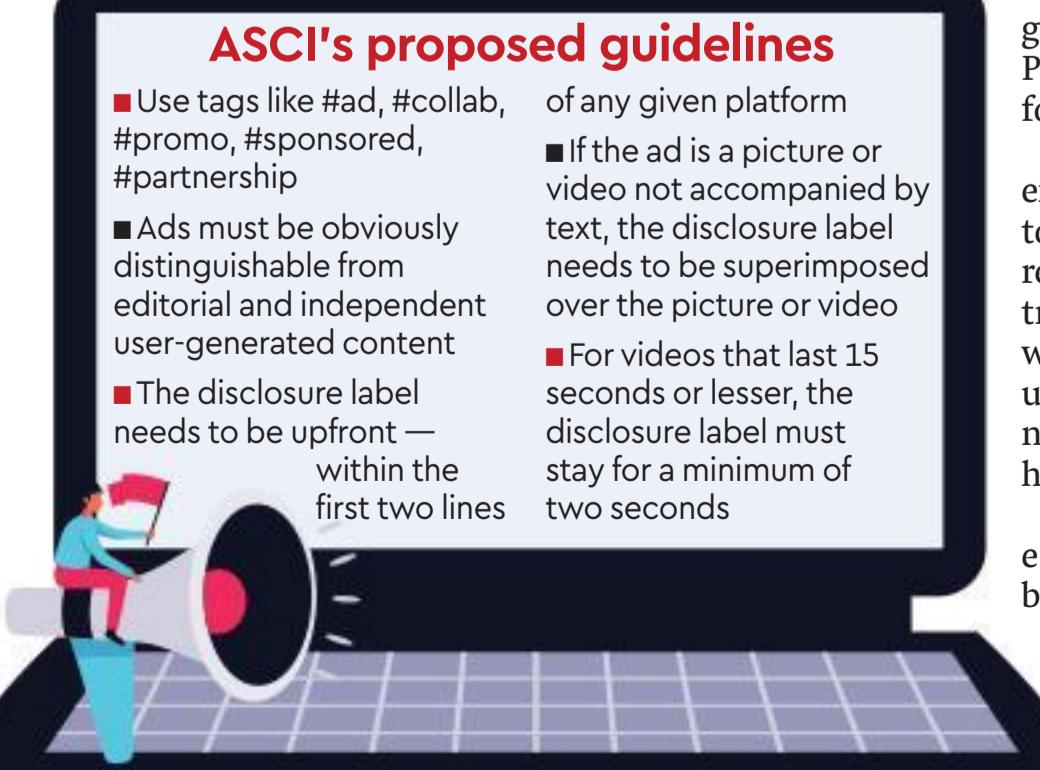
Influencer marketing under ASCI scanner

Influencers will have to disclose paid-for posts, but regulation will be challenging

VENKATA SUSMITA BISWAS
Mumbai, February 27

INFLUENCER MARKETING IS all set to be regulated in India. Advertising Standards Council of India (ASCI), the industry body that regulates advertising communication, has developed a set of guidelines for influencer marketing on digital media platforms. The guidelines will come into effect by the end of March after consultations with industry stakeholders.

financialexpress.epaper.in



Influencer marketing is booming in India on social media platforms and is estimated to be worth \$75-100 million as per digital marketing agency AdLift. "Brands allocate 10-15% of their digital media spends to influencers

marketing. The market is now growing at 40-70% Yo-Yo," says Prashant Puri, CEO and founder, AdLift.

The categories of brands engaging advocates have grown too. "Influencers are not restricted to the beauty, food or travel categories anymore. We work with influencers for products like paints, laminates etc," notes Ankita Chauhan, group head, strategy, Tonic Worldwide.

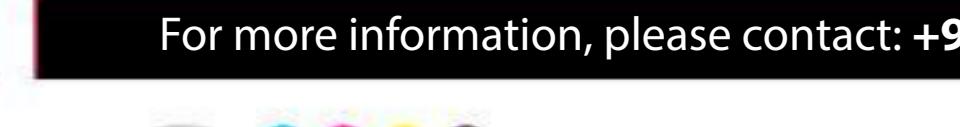
The concern with influencer marketing is that lines between advertising and content have started to blur on digital platforms. "Consumers are unable to distinguish between what is a paid for piece of brand communication versus a plain social media post."

Continued on Page 11

of any given platform. If the ad is a picture or video not accompanied by text, the disclosure label needs to be superimposed over the picture or video. For videos that last 15 seconds or lesser, the disclosure label must stay for a minimum of two seconds



Get dazzling glamour with...

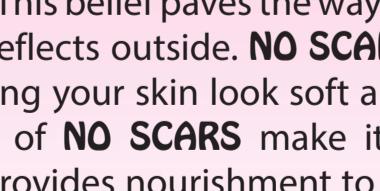
**Long Lasting Premium Quality Soap**

Nothing makes a woman more beautiful than the belief that she is beautiful. This belief paves the way to real beauty inside which reflects outside. **NO SCARS BEAUTY SOAP** helps making your skin look soft and radiant. The components of **NO SCARS** make it a wonderful moisturizer & provides nourishment to all the skin types.

TORTEX

"don't bother for scars any more."

To get blemish free skin use **NO SCARS**. It helps to reduce and remove, scars and marks.



NO SCARS

For more information, please contact: +91 97792 14455 / care@torquempharma.com

New Delhi

Opinion

SUNDAY, FEBRUARY 28, 2021

JUST AS WE were giving up hope, there are signs that the defence of individual liberty is not a lost cause.

The idea that India was being ruled by foreigners who had no 'right' to rule India or deprive Indians of their liberty came very late to India, if you consider that, in America, the Declaration of Independence was signed on July 4, 1776.

Over a hundred years later, the idea of Independence — of a sovereign Indian state — germinated in India. At the Calcutta Congress in 1906, Dadabhai Naoroji sought *Swaraj*, but it was for limited self-government. In 1916, Bal Gangadhar Tilak and Annie Besant started the 'Home Rule' movement and demanded the status of a 'dominion' under the British Empire. It was only at the Lahore Congress in 1929 that the Congress Working Committee adopted the declaration on *Purna Swaraj* or complete independence.

On attaining independence, India borrowed heavily from ideas that were in vogue in France and the United States, in particular the war cry of the French Revolution, "Liberty, Equality and Fraternity", and the statement from the US Declaration of Independence "that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness". The key word is Liberty.

Assault on liberty

Never before in the history of independent India have the powers of the State been mobilised so ruthlessly to suppress every voice of dissent or protest or defiance. During the Emergency (1975-77), the target was the political opposition. Now, the target is every voice of dissent — be it political, social, cultural, artistic or academic. The farmers at Singhu and Tikri are protesting against the farm laws, not against the BJP as a political party; yet they are targeted by the investigating agencies. There are voices of protest against crimes perpetrated on Dalits, against discrimination, against price rise, against denial of information, against polluters, against the corrupt, against police excesses, against monopolies, against cronyism, against denial of workers' rights, against ruinous economic policies and so on. Every voice of dissent or protest is regarded as opposition to the BJP government and is sought to be suppressed.

Ms Disha Ravi was supporting the farmers' protests, by all accounts she was not a political partisan, yet she was portrayed as an enemy of the state. Before her, there was a journalist, Mr Siddique Kappan, who set out to write a story on the victim of rape and murder in Hathras; he was portrayed as a conspirator to overthrow the established government. Students and women protesting the Citizenship (Amendment) Act were portrayed as the *tukde tukde* gang attempting to break up the sovereignty and integrity of India. Ms Neelam Kaur supported workers fighting for their rights and she was jailed on charges of rioting and attempt to murder. A joke that was not uttered attracted the charge of outraging religious feelings and Munawar Faruqui, a comedian, was put in jail. The

ACROSS THE AISLE

P Chidambaram



INSIDE TRACK

COOMI KAPOOR



Vaccine wastage?

At personal financial risk and with the support of international funding, Serum Institute of India CEO Adar Poonawalla began manufacturing the Covishield vaccine months before the government clearance in January. By December last year, the SII had stockpiled some 200 million doses of Covishield. With the government solely in charge of vaccine distribution as of now, till this month-end, the supply far outstripped actual vaccinations. A large proportion of those on the computerised list of prioritised beneficiaries did not show up to take the jabs. Should the vaccination drive continue at the present pace, some 25% of the original SII vaccine stock will expire by the end of April without being used. If the procedure for inducing private players for the vaccine drive is not worked out smoothly and speedily, a large number of vaccine dosages could end up being wasted.

TRUCE OVER
Rahul Gandhi was annoyed when at a recent farmers' rally organised by Congress dissident Sachin Pilot in Rupangarh, Rajasthan, Pilot's supporters shouted slogans only in favour of their leader, rather than Rahul Gandhi or Ashok Gehlot, who were also on the dais. Ajay Maken requested Pilot to leave the stage so that the sloganning could stop. This has further hardened positions and the shaky patch-up between Gehlot and Pilot seems about to fall apart. Despite a high command directive, the Rajasthan Chief Minister has neither shed any of his numerous portfolios nor has he accommodated the rebels. Even while filling up membership of such coveted committees as the Rajasthan Public Services Commission and the state Information Commission, he has ignored Congresspersons. The wife of poet Kumar Vishwas, who contested against Rahul Gandhi in Amethi in 2014, is one of the CM's controversial choices.

Mamata and media
Senior Bengali journalist Jayanta Ghosal has quit as West Bengal government's information and development officer after just two months to join the India Today media group as an editorial consultant. Ghosal's former job was to liaise with the West Bengal government and New Delhi. A task for which he was well-suited given his old associations with both the BJP and Mamata Banerjee. But Abhishek Banerjee's aide Kunal Ghosh slammed Ghosal for praising the PM's foreign policy in a Bangladeshi publication. As part of his new duties, Ghosal, along with Prashant Kishor, persuaded Banerjee to join the India Today Conclave at Kolkata, which she had avoided attending for the last two years. But her presence turned out to be more of an embarrassment than an asset. She caustically pointed to popular TV anchor Rajdeep Sardesai's long absence from the group's channel.

True friend

The recent death of Captain Satish Sharma elicited far more concern from the Gandhi siblings than for old family loyalists such as Ahmed Patel or Motilal Vora. Priyanka Vadra postponed a *kisan panchayat* and Rahul Gandhi insisted on being a pallbearer for Sharma. The media uses the term 'friend' to describe many close political associates of the Gandhis, from Arun Nehru and Arun Singh in Rajiv Gandhi's time to Jyotiraditya Scindia, Sachin Pilot, Milind Deora et al of the Rahul Gandhi brigade with Manmohan Singh as prime minister. The truth, however, is that the Gandhi family has a clear dividing line between actual friends who frequent the house and others who interact at the office, even if located at 10, Janpath or 12, Tughlak Lane. Very few fall in the former category. The Gandhis have a deep suspicion, with justification, that many party members try to cosy up to them only for their own advancement. After Sharma's death, among the few who are still counted as close family friends are Sam Pitroda and Suman Dubey.

Kishor's rival

Tamil Nadu Chief Minister Edappadi Palaniswami has a counter to pollster Prashant Kishor, who is working for the rival DMK. He is the AIADMK's IT in-charge Sunil Kanugolu. A former McKinsey consultant, Kanugolu worked with Kishor on Modi's 2014 election campaign. He was campaign adviser to the DMK for the 2016 Assembly elections. Later, he joined the BJP's Association of Billion Minds, a strategy war-room for the Assembly elections. He helped the DMK alliance



Demonstrators protest against the arrest of 22-year-old climate activist Disha Ravi, in Kolkata

REUTERS

assault on every aspect of liberty is complete and manifest.

Passive spectators

The court — especially the lower judiciary — was a passive spectator, routinely upholding arrests and mindlessly sending people to police custody or judicial custody. The settled law of the country was not followed. In *State of Rajasthan vs Balchand*, Justice Krishna Iyer had declared that "The basic rule may perhaps be tersely put as bail, not jail..." In *Manubhai Ratilal Patel*, the Supreme Court had underlined the duty of the Magistrate to "...apply his mind whether there is a warrant for police remand or justification for judicial remand or there is no need for any remand at all". Despite these rulings, courts merrily send people to jail.

The saga of under-remand and under-trial prisoners is an outrageous

violation of liberty. Once in every month or two, the prisoner will have a date in court. Invariably, one of the following will happen: the Investigating Officer will be absent or the Prosecutor will be absent or the Prosecution Witness will not turn up or the medical report will not be ready or the Judge did not have time or the Judge will be on leave. The prisoner will return to jail with another 'date' and fading hope. It is not much better in the higher courts: thousands of bail applications are pending in the High Courts and the Supreme Court and are rarely disposed of in one hearing. I have found that the main reason is the stubborn opposition of the investigating agency (police, CBI, ED, NIA, etc) to every application for bail.

Reassuring verdicts

An Arnab Goswami has its lessons. The Supreme Court (Justice D Y Chan-

drachud) reminded us that "Deprivation of liberty even for a single day is one day too many." I am happy that many more judges are no longer tolerating the bull-headed opposition of the investigating agency and are weighing in favour of liberty. In *Varavara Rao*, the High Court of Bombay granted the 82-year old poet bail on medical grounds. In *Disha Ravi*, Judge Rana underlined the essence of democracy: "Difference of opinion, disagreement, divergence, dissent or for that matter even disapprobation are recognized legitimate tools to infuse objectivity in state policies."

As courts uphold liberty, I feel as if a second struggle for independence has begun, and those languishing in jails may be able to breathe the air of liberty.

Website: pchidambaram.in
Twitter: [@PChidambaram_IN](https://twitter.com/PChidambaram_IN)

The Big Three dominance

The Grand Slam race continues as Roger Federer, Rafael Nadal and Novak Djokovic continue to hold the aces

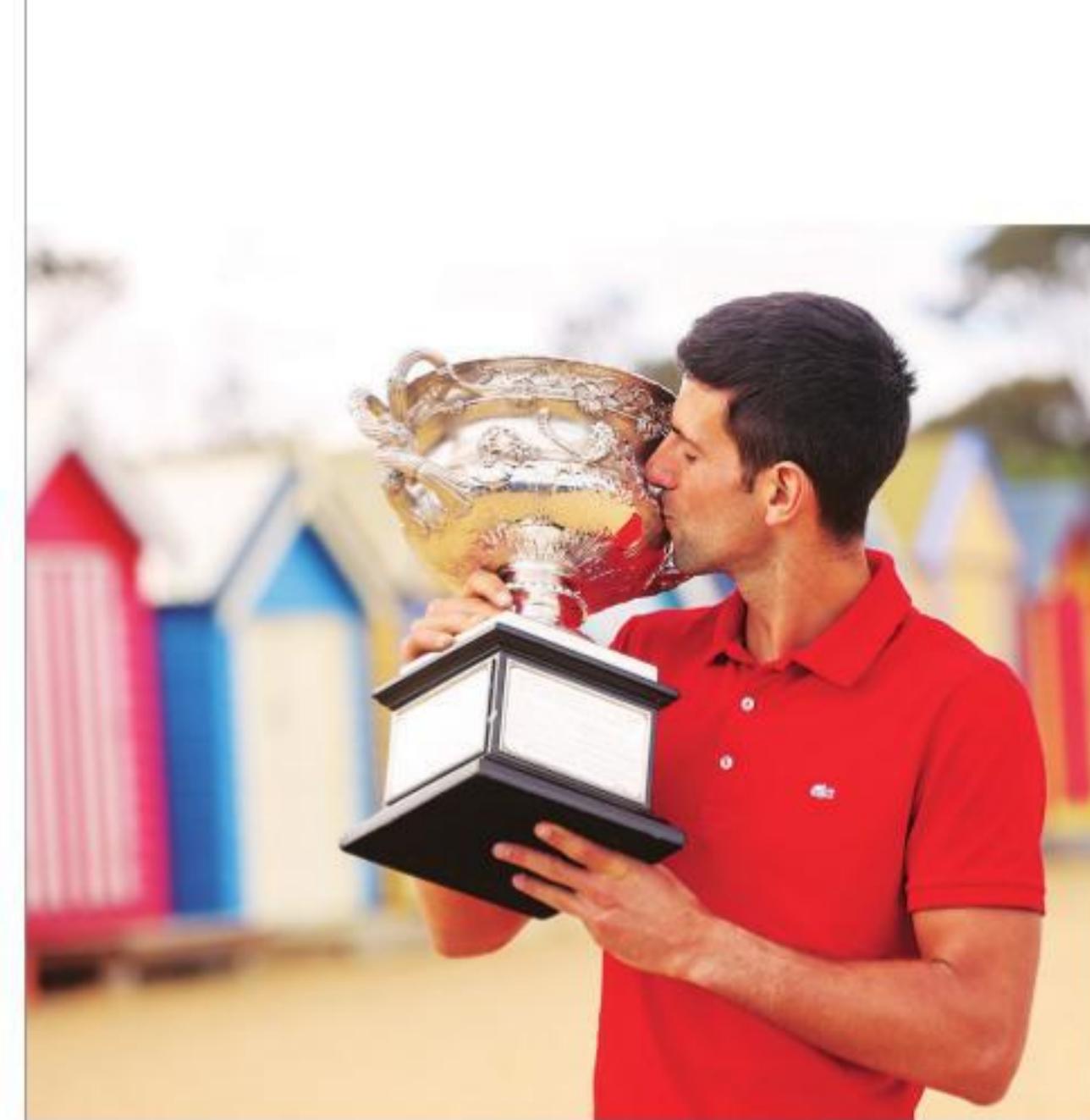
played at the Rod Laver Arena. But Djokovic sent him packing 7-5, 6-2, 6-2 in a match that lasted just an hour and 53 minutes.

The triumph takes him within two of the record Grand Slam tally of 20 each won by Roger Federer and Rafael Nadal. And there seems to be no end to the race to see who will be the 'Greatest of All Time,' the GOAT. On paper all indicators point that Djokovic, the youngest at 33, will overtake Nadal (34) and Federer (39) when they decide to hang up the racquet and watch whatever is left of a steadily disheartening men's singles pack scramble for the Grand Slam titles now left at their mercy.

But for the past 18 years, there's been nobody strong enough to fight the Big 3 — save for perhaps Andy Murray and late-bloomer Stan Wawrinka — to overthrow them on the biggest stage. The numbers prove it.

Since Federer won his first title at Wimbledon in 2003, there have been 70 Grand Slams till the recent one in Melbourne. The Big 3 have won 58 of them, and there have been just six summit clashes where neither of them reached the final.

And when you consider the world



Novak Djokovic kisses the Norman Brookes Challenge Cup at Brighton Beach after defeating Russia's Daniil Medvedev at the Australian Open tennis championship in Melbourne

rankings, you'd see an even greater hold on the tennis dynasty they've created. The last player to have been ranked second in the world, outside the Big 3 and former World No 1 Murray, was two-time major winner Lleyton Hewitt. Nadal took over that spot from the Australian on July 25, 2005. For the near 16 years that followed, nobody has managed to break that stronghold.

Djokovic joined the rivalry a bit later, starting with his first major title at the 2008 Australian Open. Then he flourished in the 2011 season by winning three of the four Slams, and by winning the 2016 French Open, became the first man since Rod Laver (in 1969) to hold all four Grand Slam titles at the same time.

The charismatic, though often controversial Serbian, is an all-court player. He's dominated the hard courts and has been just as devastating on the fabled grass of Wimbledon. You need only look as far as the 2019 final in London to see how he picked his moments to overcome Federer in what became the longest singles final in the tournament's history — last four hours and 58 minutes.

By that logic, surely, he has a few more hard court major titles coming his way, possibly even a few at Wimbledon — enough to overtake his seniors. Meanwhile Nadal, as he has been since 2005, will be expected to continue winning the French Open. Federer on the

other hand is expected to return to the tour after over a year at the ATP 250 in Doha on March 8. It's uncertain what form the veteran Swiss will be in, but you cannot overlook the fact that the last time he was forced away from the tour for such a long time, he returned to win three Slams.

The Grand Slam race will continue, but by Monday Djokovic will equal Federer's record of most number of weeks as the World No 1, and break the record a week later. Federer occupied the top spot for 310 weeks, Djokovic is on 309 and Nadal on 209.

Those numbers will continue to grow with every passing week, with every Grand Slam that comes and goes. But for how long?

The much-hyped NextGen, a talented group of youngsters well-advertised by the Association of Tennis Professionals (ATP) — the governing body of men's tennis — has been knocking on the door for a few years.

Medvedev is the eldest in that group at 25. He's reached two major finals, the recent one at Melbourne and the 2019 US Open summit clash he lost to Nadal. World No 7 Alexander Zverev reached the final in New York last year.

They'll continue banging on the door. The only question is when the Big 3, who are basking in the music of their dominance, will allow them to breakthrough.

RINGSIDE VIEW



Shahid Judge

THE AUSTRALIAN OPEN ended with an overhead smash. And a rather symbolic one too. For all of Novak Djokovic's skill — the best backhand in the world, the tactical prowess, tireless legs, and a seemingly unbreakable defence — the overhead smash is his weakest shot.

But he attempted one, almost-a-no-look beauty on Championship Point, to win his ninth Australian Open crown and 18th Grand Slam title. It just went to show that despite the emergence of raw talent from the next generation of players, the Big 3 of tennis still have it in them to use their weakest weapons to haul in the richest rewards.

The latest pretender to the throne is the new World No 3 Daniil Medvedev, a talented yet unconventional player who was rated the only player capable of toppling Djokovic's unbeaten run at the Australian Open final — Djokovic has never lost any of the nine finals he's

BUSINESS TIES

We must continue to trade with China, says Rajiv Bajaj

If we conduct business at the exclusion of such a large country, we will find ourselves poorer for the loss of that experience, the MD of Bajaj Auto said



FE BUREAU
Pune, February 27

RAJIV BAJAJ, MANAGING director of Bajaj Auto, on Saturday said India must continue to trade with China. "We must continue to do trade with China because if we conduct our business at the exclusion of such a large country (and) such a large market, we will find ourselves incomplete over time and we will be poorer for the loss of that experience," Bajaj said.

Bajaj stressed on the importance of maintaining continuity for having reliable supply chains. He drew attention to what happened around June-July last year when the Indian government suddenly came down hard on imports, especially from China. "To my mind, doing something like that is to cut your nose to spite your face because overnight how can one source components that are simply not made in the domestic market that you need to deliver products in the domestic or export customers?" Bajaj said.

Bajaj Auto is already working through partners to enter the three or four ASEAN markets

where the company is not present as these are strongholds for Japanese companies. So Bajaj, along with KTM, is putting together a smart strategy to make their way into Vietnam. They have entered Malaysia through a relationship with a partner there, another partnership for Thailand, and with KTM to the Philippines.

He struck a note of caution about the ease of doing business in India when compared to ASEAN countries. As the company hopes to venture into the Asian market in a significant way, an elaborate comparison on certain metrics of land, labour, electricity, logistics and legal system was carried out. After an exhaustive comparison of India, Vietnam, Indonesia, Thailand and Malaysia on these five metrics, the company came to the conclusion that the ease of doing business in these ASEAN countries is easier than what they encounter in India.

On the electrical vehicle opportunity for India, Bajaj said electrical vehicles have not moved forward as much or as swiftly as they should have in the country because of the inertia of the incumbents, as they don't want to replace a profitable petrol and diesel vehicle overnight with a loss-making electric vehicle. His company started its electric vehicle business with the Chetak scooter because they did not have an existing ICE engine-based scooter business, so the company has no vested interest in keeping petrol scooters going, he said.

Govt announces 'One District One Focus Produce' programme

FE BUREAU
New Delhi, February 27

WITH THE AIM to boost export of agriculture products, the Centre has identified several products under 15 broad categories, allotting one product for each of the country's 728 districts so that there is convergence of resources under different schemes of various ministries and also it helps increase farmers' income.

The products have been identified from agricultural, horticultural, animal, poultry, milk, fisheries, aquaculture, marine sectors across the country after taking inputs from the states, Union Territories and the Indian Council of Agricultural Research (ICAR).

"These products need to be promoted in a cluster approach through convergence of the Government of India schemes to increase the value of the products and with the ultimate aim of increasing the income of the farmers," said Shubha Thakur, a joint secretary in the agriculture ministry, in her letter to all the chief secretaries of the states. These identified products will be supported under the PM-FME scheme of the Ministry of Food Processing Industries, which provides incentives to promoter and micro-enterprises, the letter said. The programme, named as One District One Focus Produce (ODOFP), was announced Saturday. It took almost nine months to design after Prime Minister Modi underlined the importance of developing Brand India for which agri-clusters can be promoted.

Govt sets 50 lakh users threshold to define 'significant social media intermediary'

THE GOVERNMENT HAS fixed 50 lakh registered users as the threshold for defining 'significant social media intermediary', which will have to adhere to additional obligations and compliance under the new IT rules that seek to crack down on misuse of social media platforms. The new rules, announced earlier this week,

require 'significant social media intermediaries' to follow additional due diligence, including the appointment of a chief compliance officer, nodal contact person and resident grievance officer. All three officials will have to reside in India. They will have to publish a monthly compliance report. —PTI

IRCON INTERNATIONAL LTD.
(A Govt. of India Undertaking)
Web: www.ircon.org, CIN-L45203DL1976G01008171

e-Procurement Notice (National Competitive Bidding)

e-Tenders are invited from bidders meeting qualifying requirements for the following works:-

(i) e-Tender No.: IRCON/ELECT/5037-5038/NCRTC/IOT/STAGE 1 OHE STEEL /7A Dated: 19.02.2021 "Design, Manufacturing & Supply of Hot dip galvanized OHE Steel Masts, Portals, SPS etc. for the work of Stage-1 of Lot-1 of Delhi - Ghaziabad - Meerut RRTS Corridor of NCRTC (Lot 1 & Lot 2)".
Estimated cost of the work: Rs. 2,94,24,844/-
Last Date & Time of e-Bid Submission for e-tender No. (I) : 04.03.2021 upto 15.00 hrs.

(ii) e-Tender No.: IRCON/ELECT/5037-5038/NCRTC/33kV GIS/OT/15 Dated: 26.02.2021 "Design, Manufacturing & Supply of 33KV, 1250A Gas Insulated Switchgear for the work of Stage-1 & Stage-2 of Delhi - Ghaziabad - Meerut RRTS Corridor of NCRTC (Lot-1 & LOT-2)"
Estimated cost of the work: Rs. 21,10,72,220/-
Last Date & Time of e-Bid Submission for e-tender No. (ii) : 18.03.21 upto 15.00 hrs.
For further details, visit website: <https://etenders.gov.in/eprocure/app>. Correspondence, if any, would be hosted only on the website.
Executive Director/Electrical, C-4, District Centre, Saket, New Delhi-110017

Canara Bank

Syndicate

Regional Office, West Delhi, New Delhi , 011-28545099, 9205350991

E-AUCTION OF PROPERTIES

26.03.2021

LAST DATE OF EMD : 25.03.2021

E-AUCTION SALE NOTICE

AUCTION SALE NOTICE OF IMMOVABLE PROPERTIES UNDER RULES 8(6) & 9 OF THE SECURITY INTEREST (ENFORCEMENT) RULES 2002. Notice is hereby given to the public in general and in particular to the Borrower(s) and Guarantor(s) that the below described immovable property mortgaged/charged to the Secured Creditor the possession of which has been taken by the Authorised Officer of the Canara Bank, will be sold on "As is where is" and "Whatever there is" basis on 26.03.2021 through E-Auction. For detailed terms and conditions of the sale please refer the link "E-Auction" provided in M/s Canbank Computer Services Ltd. / M/S CANBANK COMPUTER SERVICES LTD. Mr Pratap Kanjilal & DPakhare, MOB: 9832952602/991293517/8898418010/080-2346965/9480617777 email: csseauction@gmail.com) No.218, J P Royale, 1st Floor, Sampige Road, Malleswaram Website:<https://indianbankseauction.com>.

EMD amount of 10% of the Reserve Price is to be deposited by way of Demand Draft in favour of Authorised Officer or shall be deposited through RTGS/NEFT/Fund Transfer to credit of account of Canara bank as below mentioned on or before 25.03.2021 up to 04.00 p.m.

S. No.	Name of the Branch	Borrower/Guarantors/Mortgagor Name & Address	Details and status of possession of immovable property	Total Dues	a. Reserve Price (Rs) b. EMD (Rs) c. Incremental Bid (Rs) d. date of E-Auction
1.	Canara Bank Punjabi Bagh (19011) & RO West Delhi	M/s Anupam Jewellery and Designing (Proprietor: Mrs. Anupama Sharma) Property Bering No. Flat No. 358, Ground Floor, Pocket No. 1, Sector-A-5, Janta 258, Vardhman Mkt. Plaza, Plot No. Category, Narela, Delhi, 11,2nd Floor, (M2K), Pitampura, Delhi - Area 193.75 sq. ft.	Property Bering No. Flat No. 358, Ground Floor, Pocket No. 1, Sector-A-5, Janta 258, Vardhman Mkt. Plaza, Plot No. Category, Narela, Delhi, 11,2nd Floor, (M2K), Pitampura, Delhi - Area 193.75 sq. ft.	Rs. 14,28,545.44 + Interest thereafter as on 31.01.2021	Rs. 13,00,000 Rs. 1,30,000 Rs. 10,000 26.03.2021
2.	Canara Bank Punjabi Bagh (19011) & RO West Delhi	M/s S.N.Enterprises (Proprietor: Mr. Sharik Nazam) Property WZ-356, Out of Sharik Nazam) WZ-356, Shakurpur Khasra No.13, Village- Shakurpur, Rani Bagh, Delhi-110034 Area: 80.00 Sq.yards	Property WZ-356, Out of Sharik Nazam) WZ-356, Shakurpur Khasra No.13, Village- Shakurpur, Rani Bagh, Delhi-110034 Area: 80.00 Sq.yards	Rs. 1,51,51,00.49 + further Interest cost as on 31.01.2021	Rs. 67,00,000/- Rs. 6,70,000/- Rs. 10,000/- 25.03.2021
3.	Canara Bank East Patel Nagar (19006) New Delhi	M/s City Store Dwarka, 45 Corner Market Mart & M/s City Store Super Mart, 45 Corner Market Mart.	Entire 2nd Floor with roof right built on H-3/38A, out of khasra no/97/16 Palam Mahair Enclave, New Delhi 110045 Area: 1567.88 sq.ft	Rs. 1,40,45,391.19+ Interest thereafter as on 31.01.2021	Rs. 85,00,000/- Rs. 8,50,000/- Rs. 10,000/- 26.03.2021
4.	Canara Bank East Patel Nagar (19006) New Delhi	M/s Health on Fitness Mr. Kuber Anand, 3rd Floor, Property no.3 Block G-21/3, Rajouri Garden, New Delhi - 32 Sq.Mtrs.	3rd Floor, Property no.3 Block G-21/3, Rajouri Garden, New Delhi - 32 Sq.Mtrs.	Rs. 40,30,886.58 + Interest thereafter as on 31.01.2021	Rs. 90,00,000/- Rs. 9,00,000/- Rs. 10,000/- 26.03.2021
5.	Canara Bank Dichaon Kalan (19080) New Delhi	M/s Anosuya Parsad No.106, First Floor, Pocket - C-1, Sector - 16, Rohini, Delhi-110085	First Floor, Pocket - C-1, Sector - 16, Rohini, Delhi-110085 Area: 279 sq. ft.	Rs. 2,76,603.51 + Interest thereafter as on 31.01.2021	Rs. 22,00,000/- Rs. 2,20,000/- Rs. 10,000/- 26.03.2021
6.	Canara Bank MCB, Mayapuri (19028), New Delhi	M/s Raj Laxmi Traders (Proprietor: Mr. Manoj Gupta) G 47 Boulevard Road, Ground Floor Near Bhiron Temple, Near Petrol Pump Bhargava- tis Hazari New Delhi - 110054	F-144A, Rect No-16, Kila No. 25, Abadi Jagatpuri, Shahdara, Delhi 110051 Area: 56 Sq.Yds.	Rs. 1,17,86,697.79 + Interest thereafter as on 31.01.2021	Rs. 1,10,70,000/- Rs. 11,07,000/- Rs. 10,000/- 26.03.2021
7.	Canara Bank MCB, Mayapuri (19028), New Delhi	M/s Sharma Enterprise, Pole No.78 Khasra No.62/52 & 73/25/25 Village & Post Village Jharda Kalan Najafgarh Jharda Kalan Extension New Delhi - 110072 M/s Anita Sharma, Pole No.78 Village Area 380 Sq. Mts. Jharda Kalan Najafgarh New Delhi - 110072	Pole No.78 Khasra No.62/52 & 73/25/25 Village & Post Village Jharda Kalan Najafgarh Jharda Kalan Extension New Delhi - 110072 M/s Anita Sharma, Pole No.78 Village Area 380 Sq. Mts. Jharda Kalan Najafgarh New Delhi - 110072	Rs. 1,20,26,941.20 Interest thereafter as on 31.12.2020	Rs. 96,77,000/- Rs. 9,67,700/- Rs. 10,000/- 26.03.2021
8.	Canara Bank MCB, Mayapuri (19028), New Delhi	M/s Lucky Trading Co Prop. Mr. Praveen Singh Lakra, K.N. Tower - 339 H Measuring 946.25 Sq.yards at khasra no. 495-502, Dindupur, Najafgarh, New 574(0-19) Extended Lal Dora Abadi, Village Mundka, New Delhi Area: 946.25 Sq.Yds.	Prop. Mr. Praveen Singh Lakra, K.N. Tower - 339 H Measuring 946.25 Sq.yards at khasra no. 495-502, Dindupur, Najafgarh, New 574(0-19) Extended Lal Dora Abadi, Village Mundka, New Delhi Area: 946.25 Sq.Yds.	Rs. 2,47,26,254.01+ Interest thereafter as on 31.12.2020	A/c No. 90283020000061, IFSC Code : SYNBB009028

Date and time of Auction : 26.03.2021 between 12.30 P.M. to 1.30 P.M. (with unlimited extension of 5 minutes)

The EMD should be deposited on or before 25.03.2021 upto 4.00 p.m.

Properties 1,3,4,5,6,7 can be inspected on 24.03.2021 between 13:00 pm to 16:00 pm and

Property No. 8 can be inspected on 26.03.2021 between 13:00 pm to 16:00 pm

Intending Bidders may Contact : For Further Details contact

For Property No.1,2 Authorised Officer B/o Punjabi Bagh - II (011-25224456,25226696,813094933 & RO, West Delhi (011-28545099 & 9205350991)

For Property No.3,4, Authorised Officer B/o East Patel Nagar (011-25727717, 9868657678) & RO, West Delhi (011-28545099 & 9205350991)

For Property No.5 Authorised Officer B/o Dichaon Kalan (9968309080, 8810487127) & RO, West Delhi (011-28545099 & 9205350991)

For Property No.6,7,8 Authorised Officer B/o Mayapuri (011-28114971, 9968309028) & RO, West Delhi (011-28545099 & 9205350991)

may be contacted during office hours on any working day.

Special Instruction / Caution

Bidding in the last minutes/seconds should be avoided by the bidders in their own interest. Neither Canara bank nor the Service Provider will be responsible for any lapses/failure (Internet failure, Power Failure, etc.) on the part of the bidder or vendor in such cases. In order to ward off such contingent situation, bidders are requested to make all the necessary arrangements/alternatives such as back-up power supply and whatever else required so that they are able to circumvent such situation and are able to participate in the auction successfully.

DATE : 28.02.2021, PLACE : NEW DELHI

financialexpress.epaper.in

CANARA BANK, AUTHORISED OFFICER

**DEPARTMENT OF INDUSTRIES & COMMERCE
ADMINISTRATION OF UNION TERRITORY OF LADAKH**

enchanting LADAKH

1 - 15 MARCH

DILLI HAAT

INA, NEW DELHI

An exhibition-cum-sale showcasing the art, craft & looms of Ladakh

Pashmina products, thankas, masks, wood, clay & metal works, woolen dresses, shawls and scarves, miniature snow-leopard and yak toys, and other products by the artisans & craftspeople of Kargil and Leh will be on sale

Live cultural programme every evening will be yet another attraction at Dilli Haat

from 2nd to 15th of March, 2021

Development Commissioner (Handicrafts)
Ministry of Textiles, Government of India

Development Commissioner (Handicrafts)
Ministry of Textiles, Government of India

In this policy, the investment risk in the investment portfolio is borne by the policyholder

Sabse Pehele Life Insurance

Ek SIIP - Do Fayed

Saving bhi : Suraksha bhi

Freedom to choose:

Policy Benefits:

- Life Risk Cover Available
- Guaranteed Additions: Enjoy guaranteed additions in addition to unit fund value*
- Policy Maturity: Unit Fund Value

Check your Eligibility:

Age at entry: Minimum Age: 90 days Maximum Age: 65 Years

Maturity Age: Minimum Age: 18 years Maximum Age: 85 Years

Policy Term: 10 - 25 years

LIC's SIIP

Plan No: 852 UIN 512L334V01

A Unit Linked, Non-Participating, Individual Life Insurance Plan

SMS YOUR CITY NAME to 56767474

Call Centre Services (022) 6827 6827

Download LIC Mobile App "MyLIC"

or visit www.lciindia.in Follow us: LIC India Forever

*Conditions Apply. For details contact your Agent/nearest LIC Branch Beware of Spurious Phone Calls and Fictitious/Fraudulent offers. IRDAI is not involved in activities like selling insurance policies, announcing bonus or investment of premiums. Public receiving such phone calls are requested to lodge a police complaint.

The Unit-linked Insurance Products do not offer any liquidity during the first five years of the contract. The Policyholders will not be able to surrender / withdraw the monies invested in Unit-linked Insurance Products completely or partially till the end of fifth year.

For more details on risk factors, terms and conditions, please read the sales brochure carefully before concluding a sale.

IRDAI Regn No.: 512

New Delhi

Har Pal Aapke Saath

Words Worth

SUNDAY, FEBRUARY 28, 2021

Continental connection

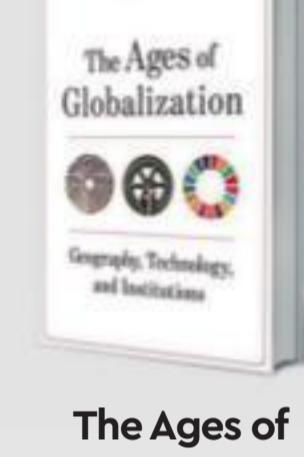
A timely book that reinforces the importance of globalisation even as dissenting voices grow louder

RAJEEV MALIK

ONE OF THE fallouts of the coronavirus pandemic is a growing list of commentators writing requies for globalisation. This is ironic given that scientific research on finding vaccines and their subsequent distribution has been greatly facilitated by the multi-disciplinary and dynamic globalisation that we are all part of.

It is in the above context that *The Ages of Globalization: Geography, Technology, and Institutions* by distinguished economist and bestselling author Jeffrey Sachs is a timely read for anyone – student, businesswoman, policymaker – trying to make sense of the current genre of globalisation. The big-picture assessment is a sweep of progress over the past 70,000 years cogently condensed into seven key transitions.

The definition and birthdate of globalisation remain contentious.



The Ages of Globalization:
Geography,
Technology, and
Institutions
Jeffrey D. Sachs
Columbia
University Press
Pp 224, ₹952
(hardcover)

The word has been in use in varying contexts since the early 20th century, but became popular only in the 1980s. It then exploded into public consciousness in the 1990s, thanks to the technology-driven buzz about the stepped-up global interconnectedness. Sachs doesn't bother defining globalisation or debate its origin. According to him, humanity has always globalised due to the interplay of geography (location, climate, mineral resources), technology (communication, production and distribution systems), and institutions (political, cultural, and economic-related). Thus, foraging in Paleolithic

Age progressed to farming in Neolithic Age, followed by reliance on horse power in Equestrian Age.

Classical Age was marked by empire building, and was followed by Ocean Age characterised by oceangoing vessels and the birth of global capitalism. Industrial Age led to creation of the modern world, and paved the way for the present-day Digital Age.

The book convincingly captures the underlying essence of each age, and underscores that each contributed to enlarging the scale, altering the nature, and speeding up the pace of transformation.

It is useful not to lose sight of how things were at the dawn of human history. There were hunters and food gatherers, with no assimilation into village or cities – these emerged much later. But the foragers, who learnt to adapt to new realities (different predators and changes in weather and altitude),

still had long-distance interaction with other groups because of migration, and shared their experience and knowledge.

There's a two-way interaction between the ages of globalisation and the growing scale of global interactions. Thus, each boost in scale led to emergence of new technologies that contributed to expanding population and production, which, in turn, altered governance and geopolitics.

The closing chapter (*Guiding globalisation in the twenty-first century*) is disappointingly relatively light on tangible policy recommendations. With world population forecast to rise to 9.7 billion by 2050 and the scale of human activity already raising serious worries about climate change and pollution, Sachs warns that it isn't clear we can sustain the progress to date. Undoubtedly, global cooperation on an unprecedented scale will be important for resolving the equally unprecedented challenges.

Curiously, while the understandable need for reforming the UN Security Council is well articulated, the same urgent need for reforming the World Bank and the IMF, multilateral institutions within the UN 'family' he's surely familiar with, is overlooked.

Frankly, it is hard to disagree with his view that the key to well-being isn't a single goal of, say, pursuit of wealth but "...a combination of prosperity, lower levels of inequality, and environmental sustainability". However, sorting out the details will be a gargantuan task, partly because of the greater pro-growth bias in developing countries for poverty alleviation and to improve their standard of living relative to that in developed economies.

We are currently in the Digital Age, which, like prior ages, will recalibrate the economic reality, lifestyles and geopolitics, but under increased challenges of inequality and sustainable development. As in prior ages of globalisation, a palpitation-inducing shift in the balance of power – this time from the US to China – is playing out via an unwritten script.

Sachs offers a timely reminder that each age of globalisation has given rise to new tensions and wars as balance of power shifted, but each age has also "...invented new forms of governance, and that can give us hope". That is a reassuring message that can be a catalyst for swifter policy response as delays or mishaps could be catastrophic.

Rajeev Malik is founder & director, Macroshanti, Singapore



A file photo of former president Pranab Mukherjee receiving dignitaries at a ceremonial reception at Rashtrapati Bhavan in New Delhi

EXPRESS PHOTO

A president preaches

With revelations to justifications, Pranab Mukherjee's last memoir begs the question, what should a president write on?

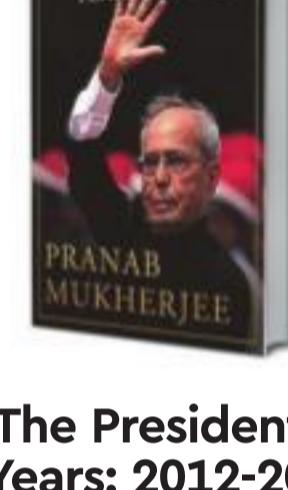
“ BIBEK DEBROY

DELHI CHIEF MINISTER (CM) Arvind Kejriwal and his deputy, Manish Sisodia, sought my advice on the important subject of the quality of education in our schools and the introduction of special curriculum on happiness. I used one of these occasions to speak my mind to Kejriwal on his penchant for sitting on dharma over frivolous issues. He had been prone to take to the streets to highlight various concerns... I told him that while all this was fine when he was an activist, if he persisted with the same strategy as CM, it would not add to the dignity of the high office he occupied." Pranab Mukherjee has occupied the highest office in the land and this quote is from his posthumously published *The Presidential Years*. Mukherjee was the president from July 25, 2012, to July 25, 2017. He has written books earlier. Since becoming president he wrote *The Indira Gandhi Years*, *The Turbulent Years* and *The Coalition Years*. *The Presidential Years* has been published now.

For the introduction to this book, Mukherjee says, "I felt goosebumps as I read the lines that administered me the oath. I would now be following in the footsteps of my illustrious predecessors such as Dr Rajendra Prasad, Dr S Radhakrishnan, Dr Zakir Husain and Dr APJ Abdul Kalam, among others. I had to live up to both the dignity of the office I was assuming and the legacy of the stellar work that the other occupants of Rashtrapati Bhava-

van had left behind." We have had several presidents. Not every president wrote, and I don't mean compilations of presidential speeches. More interesting is the question, which presidents wrote books after becoming president? I can think of S Radhakrishnan (religion, science and culture) and APJ Abdul Kalam (several books), more the latter. Both these are names that gave Mukherjee goosebumps. Comparisons are avoidable. Mukherjee's role as president is one thing (and is for someone else to judge) and what Mukherjee writes about, as president or ex-president, is another. Kalam's books inspired, especially the young. Mukherjee's book is about how he perspired.

Should a president, or ex-president write? There is no bar, nor should there be. What should he/she write on? This book has nine essays on working of Parliament, 2014 elections, presidential addresses, Article 356, the judiciary, mercy petitions, foreign policy, presidential visits abroad, interactions with other heads of state/government, demonetisation/GST and working with two prime ministers (Manmohan Singh and Narendra Modi). These essays inform us. But in a book titled *The Presi-*



The Presidential

Years: 2012-2017

Pranab Mukherjee

Rupa
Pp 280, ₹695

dential Years

I don't think Mukherjee should have written about what had occurred earlier. "The differences between Mrs Gandhi and Fakhruddin Ali Ahmed had been widely discussed while an inquiry commission under former CJI J.C. Shah went into the causes of declaring the internal Emergency in 1975, and the subsequent alleged abuse of constitutional powers and authority by the executive." It is customary not to speak ill of the dead and the good is oft interred with the bones. But if the past is brought in, one can legitimately ask questions about Mukherjee's role during the Emergency. More importantly, in any government position, it is normal to have conversations that are meant to be private, not divulged in public. That's true of information too. Should these be disclosed? This isn't a mere question of legality and the Official Secrets Act. It's more a question of morality and ethics.

"I do not believe in being unduly judgemental, but certain aspects should be spoken about in the larger interests of the country and I have sought to do so in the course of framing my thoughts in the book." It is true that many people, having exited government, have revealed such confidences. I don't think Mukherjee, having been president and having been conferred the Bharat Ratna, should have done that. This isn't in conformity of the high dignity associated with either. That conversation with Arvind Kejriwal should have remained a secret. "However, on one occasion I questioned the PM (Dr Manmohan Singh) on an ordinance his government proposed to bring." As president, it was his right to question. As ex-president, he was wrong to reveal it. He has failed to stick to the high bar set by his illustrious predecessors. There were several other things he could have written about, such as the changes he brought about within the Rashtrapati Bhavan complex.

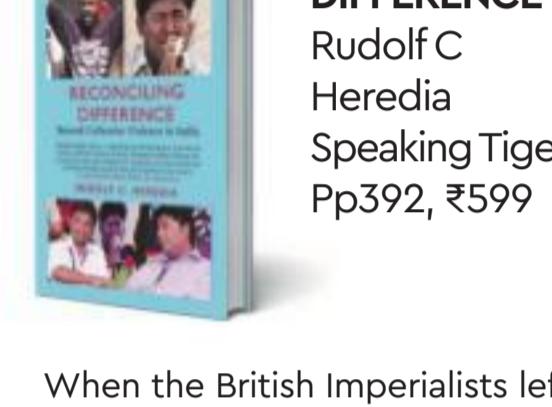
After having been the president and after having been conferred the Bharat Ratna, the book has an underlying strand of justifying what Mukherjee did with his life and career. It reveals an inner insecurity. I couldn't help being reminded of the editor's note to the diaries of James H. Hacker. "Readers will have to make their own judgement as to whether any given statement represents (a) what happened; (b) what he believed happened; (c) what he would have liked to have happened; (d) what he wanted others to believe happened; (e) what he wanted others to believe he believed happened." Reading it, I got no goosebumps.

Bibek Debroy is chairman, Economic Advisory Council to the PM. Views are personal



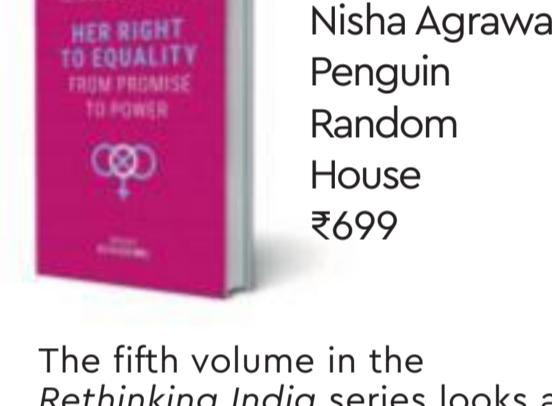
HOW SHOULD A GOVERNMENT BE?
Jaideep Prabhu
Hachette
Pp336, ₹799

Join organisations expert Jaideep Prabhu on a tour of what's possible in government. Discover amazing initiatives in unexpected places, from India's programme to give a digital identity to a billion citizens, to a Dutch programme that lets nurses operate almost entirely without management. It matters whether your government does what it does fairly and well.



RECONCILING DIFFERENCE
Rudolf C
Heredia
Speaking Tiger
Pp392, ₹599

When the British Imperialists left the Indian subcontinent in 1947, they left behind a legacy of governance based on communal and ethnic polarisation. Since then, India has been engulfed by religious and ethnic violence. *Reconciling Difference* is the attempt of a concerned citizen and scholar to understand the nature of hate and violence prevalent in India, and find ways to restore peace and harmony.



HER RIGHT TO EQUALITY
Nisha Agrawal
Penguin
Random House
₹699

The fifth volume in the *Rethinking India* series looks at the reality of gender equality in India against the promises made in the Constitution of India of a just and equal country. What it finds is that even today, India remains a very unequal country and that women control, at best, about 10-15% of economic and political resources.



THE WORLD BENEATH THEIR FEET
Scott
Ellsworth
Hachette
Pp416, ₹699

While tension steadily rose between European powers in the 1930s, a different kind of battle was raging across the Himalayas. Contingents from Great Britain, Nazi Germany, and the United States had set up rival camps at the base of the mountains, all hoping to become recognised as the fastest, strongest, and bravest climbers in the world.

All books available as e-books

Treatise of hope

Iraqi-Dutch writer Rodaan Al Galidi's autobiography, *Two Blankets, Three Sheets*, uses humour to narrate the heart-rending life of a refugee

FAIZAL KHAN

THE BESTSELLING BOOKS in the Netherlands are written either by ex-football players or wives of criminals," jokes Rodaan Al Galidi. "But I guarantee you, refugees could have a good story when they tell their stories not with tears, but with laughter," he says.

Al Galidi should know about a good refugee story. He has written one. *Two Blankets, Three Sheets*, his autobiography, is based on his experience as an Iraqi who fled his country to find a better future in another land. And the sharp-witted

author turns the tragedy of circumstances into a treatise of hope, aided in good measure by humour. "This world has a lot of misery, and it is really necessary to laugh about everything. We need more fun and humour in this world. I love laughing," says the author, one of the speakers at the online edition of the Jaipur Literature Festival.

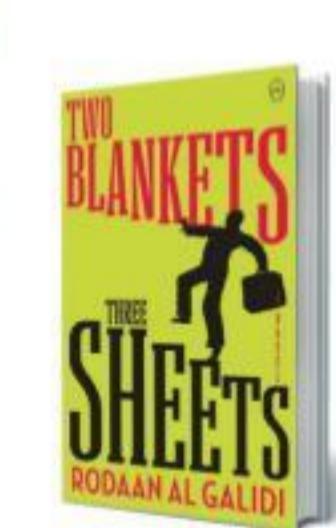
The Iraqi-Dutch author's book, first published in the Dutch language, borrows its title from the two blankets and three sheets given to refugees at the asylum centres in the Netherlands when they arrive in the country. "I started writing in 2014 when a great Dutch writer asked me about the situation in the refugee camp in Holland," he recalls about the point of departure for the autobiography. "I said to him that I would prefer not to talk about this, because it was not a very pleasant experience. But he insisted on sending him a story or a chapter every month. So I did and when it was finished, he said to me to send it to a publisher. And so, I did."

Born in southern Iraq into a simple family with a lot of children, Al Galidi left with his family for Baghdad when he was 14. When he finished his school, he



Rodaan Al Galidi's book borrows its title from the two blankets and three sheets given to refugees at asylum centres in the Netherlands when they arrive

joined the university to study civil engineering. "My body was born in Iraq. My soul is still trying to be born," he says. "All the people in our village were traders or farmers. My father had a small construction business. The area was more ready for dictatorship than for democracy because people had no time to read. And



Two Blankets,

Three Sheets

Rodaan Al Galidi;

translated by

Jonathan Reeder

World Editions

Pp 356, ₹1,495

they liked very much to be scared rather than to be free."

Al Galidi's life as a refugee began even before he left his country. "When I finished my civil engineering degree course, I had to attend the army. Then I thought that the last thing I wanted to be is a soldier for my country, my president (Sad-

dam Hussein)," he says. "So, I ran away. It was the best and the baddest decision in my life. The best because I am still alive, and the baddest because it changed me from human to refugee."

It was not an easy life in the Netherlands either. "The local community loves refugees when there are just a few and they are scared of them when they are a lot," he says. "But now, they believe one is too many. You can say now you are a dog, and the people will be okay and like you, but when you say you are a refugee, they will think: 'What is this? A new problem. We have no time to solve our own problems and now we have this. But they are peaceful people, they didn't kill me.'"

Al Galidi believes it is important to tell the story of a refugee in today's world of mass migration arising out of civil wars and conflicts. "It is really important that the people know that it was not the choice of the refugees to leave their lives, homes, countries. They were pushed to be refugees. Otherwise they would be victims," he says. "If the refugees don't tell that, no one will know. And no one will know this could happen to everybody when circumstances change. Refugees are human beings, like all the

rest of the world."

Al Galidi has never returned to his home country. "I never visited Iraq after I left, but Iraq visits me every day," he says. "Even if I don't give her my address, she can find me every time. When I change my phone number, she will still call me. Even when I change the colour of my hair, she can find me. And when I put on a mask, she can recognise me."

Though he is unsure if he will ever visit Iraq again, Al Galidi's love for his homeland is eternal. "What a country! I love her so much and she loves me, but it is like the love of Romeo and Juliet, a killing love. To be honest, in another life, I don't want to be born in Iraq or the Middle East, but in Makassar, Indonesia (a former Dutch colony)."

When the book was published, Al Galidi was certain it would disappear from bookstores in a week. "I thought no one would read this book, or buy it. Who would be interested in a book about refugees? People like thrillers, detective stories or love stories," he says. He was mistaken. *Two Blankets, Three Sheets* flew off the shelves. "I thought, my God, it is not so bad to be a refugee!"

Faizal Khan is a freelancer

• SUNDAY, FEBRUARY 28, 2021

Fe Lines

STORIES AND TRENDS FROM INDIA AND AROUND THE WORLD THAT CAUGHT OUR FANCY



Indian-American aerospace engineer Swati Mohan who has been associated with NASA's Perseverance Mars Mission since its inception

Diversity in space

Space missions will soon have a more diverse set of explorers as plans are afoot to recruit more female astronauts, as well as people with disabilities

FE FEATURES

WHEN NASA'S PERSEVERANCE rover gently touched down on the surface of Mars last week after seven months in space, the news was first confirmed by Indian-American Swati Mohan. What's important here is that this NASA female scientist made history yet again as a successful leader— spearheading the development of attitude control and landing system for the rover—among the team of scientists behind the historic mission.

Recently, European Space Agency (ESA), the European equivalent of NASA, also announced plans to recruit more female astronauts and people with disabilities, giving those of them who have always dreamt of going into space a good chance to fulfill their dreams. Clearly, there's a focus now on making crewed space missions more diverse.

According to a news report in *Associated Press*, only 65 of the more than 560 people who have ever gone into space have been women. Of those 65 women, 51 were American. ESA has sent only two women into space: Claudio Haigneré and Samantha

Cristoforetti. As of March 2020, the NASA website suggests 65 women have flown to space, including cosmonauts, astronauts, payload specialists and space station participants.

ESA, which is holding its first astronaut recruitment drive in over a decade, says greater diversity is one of its goals. "We are looking towards the moon...and Mars. We need very excellent astronauts for the future," ESA director general Jan Woerner told *AP*. Interestingly, it is also opening a vacancy in the frame of the "Parastronaut" feasibility study to select an astronaut with a certain degree of physical disability.

Not only this, in 2016, ESA proposed a 'Moon Village' to promote international harmony with a vision to unite nations and create an environment where both international cooperation and commercialisation of space could thrive.

It's true that diversity of voice and perspective allows great connection, learning and understanding among people from all walks of life. Plus, this sort of inclusion gives women equal opportunities to pursue—and thrive in—STEM (science, technology, engineering and mathematics) fields.

Over the years, space missions have seen a diverse next-generation of explorers when it comes to gender

AS OF MARCH 2020, THE NASA WEBSITE SUGGESTS 65 WOMEN HAVE FLOWN TO SPACE, INCLUDING COSMONAUTS, ASTRONAUTS, PAYLOAD SPECIALISTS AND SPACE STATION PARTICIPANTS

and ethnicity. For instance, in 1978, NASA selected a group of astronaut candidates with a wide variety of backgrounds that brought a wealth of knowledge and experience. Guion Bluford became NASA's first African-American astronaut to fly in space on the STS-8 mission in 1983, the first of his four spaceflights. Then, on the STS-47 mission of the Space Shuttle Endeavour in 1992, Mae C Jemison became the first African-American female in space. As more and more women flew to space, NASA and the International Space Station in 2020, in fact, celebrated women who conducted science aboard the orbiting lab. Now, there's incredible excitement about NASA's Artemis programme that includes the latest Phase 1 plan to land the first woman and the next man on the surface of the moon in 2024.

The first woman in space was Russian cosmonaut Valentina Tereshkova who flew on Vostok 6 on June 16, 1963. The first American woman in space, Sally Ride, flew aboard the Space Shuttle STS-7 in June of 1983. Other notable firsts: Roscosmos cosmonaut Svetlana Savitskaya participated in a spacewalk in July 1984 and NASA astronaut Susan Helms was the first female crew member aboard the space station and a member of Expedition 2 from March to August 2001. Kalpana Chawla became the first woman of Indian origin in 1997 to travel in space as the mission specialist and primary robotic arm operator aboard the US space shuttle Columbia. In December 2006, Sunita Williams became the second woman of Indian origin to venture into space on a 12-day repair mission to the International Space Station (ISS). But it was the 2013 astronaut class which was the first with an equal number of women and men.

VIRTUAL LITERATURE FESTIVALS

The 2021 Jaipur Literature Festival, which made its virtual debut this year, concludes today. From Bill Gates to Malala Yousafzai, Priyanka Chopra to William Dalrymple, the festival shone bright with the participation of stars from different walks of life as they celebrated literature and culture. Here, we bring to you some festivals that went online in the pandemic era.
By Reya Mehrotra



Cambridge Literary Festival

CLF initially began as Cambridge Wordfest in 2003, but later became a charity. In 2014, it was renamed as Cambridge Literary Festival. The festival calls upon 350 writers and speakers each year to stage events over a variety of topics and current issues. The website of the festival says that it will remain online till it is safe to open doors for the public. And so, 2021's Children's Festival will be held online from March 28 to April 4 and Spring Festival will be held online from April 23 to April 30.

Bloody Scotland

The Scottish International Crime Writing Festival, based in Stirling, was started in 2012 by Alex Gray and Lin Anderson. The festival involves a string of informative and entertaining events that cover a range of criminal subjects like fictional forensics, tartan noir, cosy crime, psychological thrillers and

Hay Literary Festival

Also called The Hay Festival of Literature & Arts, it was started in 1988 and is now a prominent British festival. It also includes musical performances and film previews. The festival has international sister festivals like Hay Festival of Mexico, Hay Festival Segovia (that will be held in September this year), Hay Festival Arequipa and Hay Festival Winter Weekend in UK (that will be held in November), etc. The Hay Literary festival of Wales, UK, is set to be held between May 26 and June 6 digitally.



so on. It brings together both new and established crime writers from and outside Scotland. In 2020, the festival went completely online with free tickets and, in 2021, it will be held between September 17 and September 19. However, whether the festival will continue to be virtual is yet to be announced.



Edinburgh International Book Festival

The not-for-profit organisation's festival, which is being held over the years since 1983, is a key event that takes place in August every year. The popular festival stages more than 900 events, covering a plethora of topics that are entertaining, inspirational and thought-provoking. Writers, thinkers and artists from all around the world gather at the festival for various discussions. It is celebrated at the Charlotte Square Gardens located in Edinburgh's Georgian New Town.

Sydney Writer's Festival

The festival was first held in 1997. It was cancelled in 2020 due to the pandemic. The 2021 edition of the festival will be held between April 26 and May 2, but its format—whether digital or not—will be announced in March. Writers and thinkers from around the globe gather at the festival to discuss various themes, issues and topics, while also exchanging thoughts. More than 400 writers take part in more than 300 performances, conversations, debates and panel discussions to an audience of more than 80,000. Some of the events remain free. Michael Williams is the current and the newly-appointed artistic director of the festival.

Neve Literature Festival

The children's festival began in 2017 and involves writers, illustrators, librarians from across the country. In 2018, the Neve Book Award was announced to award great children's books on Indian lives by Indian authors. The festival was founded by Kavita Gupta Sabharwal, Ameen Haque, Rasil Kaur Ahuja and Sneha Iype Varma. It sees large-scale participation from children and has a number of panel discussions on various topics. NLF will have a series of online events in 2021, the dates and schedules of which are yet to be announced. The Bengaluru-based festival is held at Neve Academy in the city.

TECH-NOW-LOGY

The race to fix virtual meetings

Sick of boring grids of heads? A new crop of start-ups aims to bring some serendipity and spark to remote meetings

YIREN LU

RECENTLY, I WENT to a birthday party for a buddy of mine. The theme was *Lord of the Rings*. When I arrived, I could see that many of my friends were already there, bunched up in groups of five or six, as the host circulated among them. I said hi to the birthday boy, ran into acquaintances I hadn't seen in a while and avoided others I didn't want to talk to. No one wore masks.

That's because the party was held on Gather.town, a new platform for online meetings. Instead of a fixed grid of floating heads, as you get in Zoom calls, there was a virtual map—a grassy hill, the Shire— and participants moved around it by hitting their arrow keys. Just as they do at real-life gatherings, people came together in clusters and broke apart. The farther you walked, the softer their voices got.

The host mentioned in the invite that the guest list was longer than it would have been ordinarily, because the event was virtual and could accommodate everyone. In the past, friends who didn't live in town often complained about feeling left out; now they didn't have to be. They came from across the country, from every manner of desktop setup and living arrangement. The convenience was undeniable. Rather than having to dress up, call an Uber and trek over to a friend's place on a cold winter night, I simply signed on to my computer and said hello. And because I hadn't invested a lot of time and effort getting ready for and travelling to the party, there was no regret when I took off early.

Gather.town is one of several vir-

tual-meeting start-ups that have emerged as a result of the pandemic, spurred by consumer demand from those stuck at home and fuelled by venture capitalists eager to capture a slice of the videoconferencing market currently dominated by the likes of Zoom and Google Meet. Some, including Gather.town and competitors like Kumospace and Pluto, are incorporating spatial dynamics—users move around and interact with one another on virtual maps—and are primarily used for office happy hours or hanging out with friends. Others, like Hopin and Run the World, whose origins predate the pandemic, are focusing on corporate and academic conferences.

The advent of remote work and virtual meetings has meant a decoupling of the social aspects of work and the actual doing of work at work. Instead of goofing off for a while after lunch with your co-workers, you go right back to work and goof off at night with family members or your significant other. This sounds great for employers, in theory. But Avichal Garg, an investor at Electric Capital, a venture-capital firm, argues that remote work currently trades serendipity for efficiency—and that happy accidents are crucial for innovation. "Creative problem solving requires looking at problems differently," he says, "and having serendipitous interactions with other people allows you to see problems and discover solutions in new ways."

How to enable people to meet online in a way that promotes connection and creativity, then, is the challenge that all these virtual-meeting start-ups face. It's a significant one. Unlike TikTok or YouTube, which

I can consume in a vegetative state on my couch, virtual meetings aren't something I can just mindlessly scroll through at my leisure. They are inherently synchronous. Their success depends on my active participation. And while science-fiction visions like *Ready Player One* have given us a glimpse of what is possible once devices are connected to our bodies and brains deeply enough to provide truly immersive experiences, that physiologically indistinguishable merger of our real and digital lives has yet to arrive. Until then, what kinds of engaging virtual-meeting experiences can we create—and which ones do we want to?

When the pandemic first hit, nearly a year ago, it was thrilling to realise that remote work was feasible. Many executives, even at tech companies, had never fully believed that geographically dispersed teams could function productively. But months at home proved that remote work could work: Employees were still creating ads, writing code, contributing to a company's bottom line. It also became clear, however, that virtual communication software like Zoom and Slack were replacing only a sliver of what the in-person work experience had been like.

It's a testament to the fecundity of Silicon Valley that so many start-ups dedicated to countering work-from-home limitations have mushroomed in the last year. Hopin, which was founded in 2019, gained traction as thousands of academic and corporate conferences moved online; clients have included the United Nations and TechCrunch Disrupt. Compared with Zoom or Gather.town, Hopin requires more preparation and setup: Clients have to design their virtual venue by deciding on everything from colour schemes and logos to sponsors and schedules. "The example I like to give is, you're renting out a big building for an event," says Johnny Boufarhat, Hopin's founder and chief executive. "The office floor probably has a meeting room, which are the videoconferencing platforms," like Zoom. "But then downstairs, on the ground floor of the building, there's usually a big venue, and the venue can turn into whatever you want—maybe you're hosting a recruitment night; maybe we'll see a conference; maybe you're hosting a meet-up."

While Hopin's focus is on efficiency, there are other start-ups that more actively seek to recreate the chance encounters of the workplace. The virtual offices created by Teamflow and Branch come with personal desks, common areas and private conference rooms. On Teamflow, your video appears as a bubble on a virtual office plan, which you can move around the office by typing on your keyboard. When you want to check on co-workers, you just "walk" up to them. When you are going to your next meeting, you might "bump" into someone.

As employees move out of big cities, often permanently, and companies extend their work-from-home options, investors are betting that these virtual-meeting start-ups will outlast the pandemic.

NYT

Spotlight

SUNDAY, FEBRUARY 28, 2021



BRASS DOORKNOBS

Brass doorknobs keep a home more clean than one with wooden or glass doorknobs. A brass doorknob typically disinfects itself in about eight hours. This is because the metal ions in brass and copper are toxic to mould, viruses and other living things

VAISHALI DAR

AT CES 2020, the world's biggest consumer electronics show held in Las Vegas, US, artificial intelligence (AI) was a prominent presence. At the show, Samsung introduced Ballie, a small ball-shaped robot, which can assist in daily chores. Consumer electronics giant GE Appliances, too, revealed a personalised kitchen design called 'Shift' (which uses face and voice recognition, and comes with height adjustment for wheelchair users) and 'Home Grown', a new-age gardening system for growing food in homes.

Clearly, home automation is on the rise. In the future, smart, multi-functional, interactive, sustainable and flexible spaces are expected to rule homes, focusing on the balance of work, life and sleep. "The rising demand for smart home products in the country—owing to factors such as upgrading of wireless internet, emergence of cloud-based services and convergence-based technologies such as IoT—has brought a new era in smart home automation. This segment is expected to see an overall growth of 7.2% by 2022. As the government focuses on development of smart cities, more companies will strive to be leaders and push the boundaries of possibility," says Gurumukh Uttamchandani, executive director, Syska Group, which caters to innovative product solutions and Wi-Fi-enabled devices, both app and voice-controlled.

Take, for instance, Miriae, an IoT- and AI-enabled connected living solution by Panasonic. It empowers everyday lives of consumers with comfort, convenience and seamless connectivity across all Panasonic devices. The first range of connected products includes AC, smart doorbell, plugs and switches, with plans of adding refrigerator, washing machine, TV, fans and geysers in the future. Miriae can receive doorbell alerts on smartphone with a video feed or manage switches with in-built voice assistance, etc. "With the advent of 5G, IoT will be driving the next round of transformation in the digital world and is the future of smart, connected India. Consumers are looking to enhance quality of life through connected ecosystems. Our research reveals over 75% consumers look for specific requirements related to ease of use, safety, monitoring, misuse, service reminders, personalised usage pattern. Miriae addresses all these," says Manish Sharma, president and CEO, Panasonic India and south-east Asia.

Next-generation home

The home automation system in India has witnessed unprecedented demand in recent years, especially in urban areas. As per Allied Market Research, the India home automation market size was valued at \$1,790.9 million in 2018 and is expected to reach \$13,574.1 million by 2026, growing at a CAGR of 29.8% during the forecast period of 2019–2026. "Though in a nascent stage in India, the growth of the discerning class of consumers with high disposable incomes and improved lifestyle has boosted growth of smart homes. There's a growing awareness about energy and water conservation...smart energy and water meters to monitor consumption are the next big automation solutions. Without touching the phone or a smart switch panel, one can turn on/off light and energy devices with just a wave of a hand," says US-based Ashwanth Anadasu, co-founder and COO, Hogar Controls, a building and home automation brand.

The smart home category has a variety of products to offer. Samsung's Curd Maestro can address the pain point of daily curd-making or the calculative Pantelli-gent smart pan can change the way you cook, fry or sauté. Smart home app Syska can control, schedule, organise lights, set mood, etc. An integrated solution, 'Wonder Life-Box' by Panasonic has Akari, an AI system, which manages the home with face recognition to validate entry/exit. Sensors wipe out potential bacteria or detect pol-

luted air, chores that a human can't perform. Then Philips' smart TV Ultra Slim 4K UHD LED, with three-sided ambilight in 65-inch screen size, converts the living room into a virtual sound and light show.

Silicon Valley-based AI home robot brand Trifo launched the first home surveillance robot cleaner with a water tank and 10 mopping pads, allowing users to mop the floor while sweeping. To help people savour the experience of immersive 3D sound in home cinema, German label Sennheiser launched Ambeo soundbar, which automatically adjusts sound to the room. Goldmedal Electricals, a leading home-grown fast-moving electrical goods company, introduced Goldmedal i-Sense Senso Switch to control light sources, fans and other appliances by a wave of the hand. "We are likely to see improved versions of voice assistants to understand voice commands and gauge the context and tone of the inquiry," says Kishan Jain, director, Goldmedal Electricals.

The pandemic, too, has significantly changed Indian homes. With many forgoing domestic helps, dishwashers, cleaning robots and sanitiser dispensers were in demand. The G 7000 autonomous dishwasher from Miele (a Germany-based manufacturer of premium domestic appliances) dispenses detergent automatically, controlled by an app on the mobile. Kitchen appliances manufacturer Faber has introduced a fully-automatic, touchless, wall-mounted sanitiser dispenser.

Security surveillance, too, is a powerful addition to the home automation system. French audio brand Zoook's Eagle Cam 100 is a Wi-Fi CCTV camera for surveillance via smartphone for users to stay updated on the whereabouts of their pets, elderly parents, kids, etc. Hogar Controls' Home Controller Pro V2 can receive alerts, monitor home and fits into any power socket. It can control up to 232 smart home devices.

Lighting it up

Bespoke lighting systems are also gaining

traction among consumers especially those that are IoT-enabled, wireless and Bluetooth-operated. Noida-based Vishal Singh, founder and MD, Mizion Lighting, an architectural lighting brand, has in recent years witnessed an overarching focus on the effects of natural light indoors. "For a sustainable environment, conventional lighting is replaced with bespoke solutions," says Singh, whose company also offers smart lighting options.

Lighting controls, motorised shades, iPad-controlled residences and Lutron lighting controls (motorised shading) are trending in luxury pads, as per Delhi-based light control equipment solutions provider Anusha Technovision. Similarly, Coeluxis is an innovative lighting solution to reproduce the effect of natural sunlight by high-end furniture brand Sources Unlimited. It can be installed in different compositions and designs of frame, dimmed from 40% to maximum power and controlled via Bluetooth. Jaqua lighting products, too, offer various functions—switches on upon detection of motion, switches off/dims after three minutes when no movement is sensed, and a streetlight LED pole with multiple applications (Wi-Fi, electric vehicle charger and HD security camera).

Minimality & aesthetics

In the future, interior designers and décor brands perceive a shift towards minimalism and aesthetics. Designer Ritu Kumar says, "Interior design for any space should be visually pleasing and curated to make the surrounding comfortable and easy to stay in. Indoor plants make the space lively. Avoid gimmicky bits or accessories."

An important aspect is to bring nature inside the premises, says Jahan Tahiliani, CEO, Tahiliani Homes, a boutique interior

and architecture firm. "The indoor-outdoor feel has become central to residences and the urban cityscape. With lack of greenery and clean air in urban sprawls, building a home around these guiding principles is now important," he says. Less is stylish, believes

Delhi-based interior designer

Aparna Kaushik. "A lot of this design will have exteriors towards organic elements like verdant vertical gardens, large windows, flat painted walls in earthy tones. A good use of grazing lighting (that casts a gradual and magical wash-over effect on the walls), balconies in wrought iron will allow light and ventilation... more use of terracotta tile roofs, rustic pergolas help merge with the surrounding. With houses growing vertically, windows dress up the facades to protect homes from rain, wind and sunlight. The exteriors evolve into lighter, intelligent features with nature-friendly facades," she offers.

Space design should transcend a specificity of time in both planning and material, feels Manhattan-based multidisciplinary interior designer Ghiora Aharoni. "The space design and material converge into a marriage of function and aesthetics. Whether I'm designing a home or a piece of furniture, both function and aesthetics are important. Integrating these elements with furnishings and art objects creates harmonious environments that embrace an evolving use of a space," says Aharoni.

Take, for instance, Momenti, an Italian custom design company brought to India by Ottimo, an Indo-Italian retail space for furniture and interiors. It has an acoustic décor panel, which serves the dual purpose of aesthetics and functionality—a wall décor that absorbs sound. A layer of 100% polyester acoustic fibre protects the layer within the canvas panels, enabling a high

level of sound absorption. Multifunctional spaces will grow as more millennials take up spaces, as per Amit Syngle, MD and CEO, Asian Paints. "Smart homes are contributing to comfort living and the sense of permanence will reduce. People will live in the décor of the moment rather than the décor of permanence. Another important aspect is the sense of well-being. We introduced an anti-bacterial paint, which uses activated carbon technology to help one breathe purified air by reducing indoor air pollutants," he says.

Sustainability is big

Designer Ritu Kumar feels that in the future sustainability via mending and repairing of accessories will see a huge comeback. "An organic sense of aesthetics is appreciated. Rustic décor brings a touch of nature, incorporating earthy colours and textures, and giving it a more vintage look," she says.

Repair, upcycling and mending also help in renovation. "The market for products like locally-sourced crafts, stones, recycled wood with minimal carbon footprint is increasing and so is the awareness to use them," says Bindu Vadhera, head of interiors, Tahiliani Homes.

In terms of flooring, vinyl has a low impact on the environment. Easy to maintain and waterproof, vinyl flooring tiles also emit zero VOCs (volatile organic compounds), contributing to clean indoor air.

As per a recent research report by IMARC, a leading market research company, the global vinyl flooring market is projected to reach \$66.8 billion by 2024, growing at a CAGR of 10.1% during 2019–2024. In India, it is expected to reach a volume of 52 million sq m by 2024, expected to reach \$1,361.4 million by 2024, growing at a CAGR of 8.9% during 2019–2024. Premium vinyl tiles are a replacement for wooden flooring and vitrified tiles at a 50% cheaper cost and are easy to install in houses and offices," says Rishabh Agarwal, chairman, Responsive Industries, a global vinyl flooring player.

Meanwhile, Neerav Jain, founder and CEO of affordable rental startup Cityfurnish, says the company witnessed 40% increase in demand for WFH solutions like study tables and chairs, both of which have been in huge demand.

Nonetheless, traditional elements can't be ruled out. Design innovators emphasise on the balance of work, life and sleep for décor besides vaastu and feng shui. Ease of knowledge sharing has made today's buyer conscious of health and well-being.

Despite growing tech usage, India is essentially a society steeped in traditions and so vaastu and feng shui remain widespread in homes. "Recognising this trend, most developers ensure that the homes they build comply with these guidelines as both are considered branches of science that help in maintaining positive energies in homes," says Abhinav Joshi, head of research, CBRE India, a global commercial real estate services company. "Indians are likely to continue to leverage both these practices in the long term also," Joshi adds.

Smart homes are contributing to comfort living... People will live in the décor of the moment rather than the décor of permanence

— AMIT SYNGLER, MD & CEO, ASIAN PAINTS

With lack of greenery and clean air in urban sprawls, building a home around these guiding principles is now important

— JAHAN TAHILIANI, CEO, TAHILIANI HOMES, A BOUTIQUE INTERIOR AND ARCHITECTURE FIRM

Ease of knowledge sharing has made today's buyer conscious of health and well-being

— MANI RANGARAJAN, GROUP COO, HOUSING.COM, MAKAAAN.COM & PROPTIGER.COM

Footloose

SUNDAY, FEBRUARY 28, 2021



ORIGIN OF NAME

The origin of the name Corsica is subject to much debate and remains a mystery. To ancient Greeks, it was known as Kalliste, Corsis, Cyrrnos, Cernealis or Cerné. Corsica has been occupied continuously since the Mesolithic era.



WHETHER YOUR DESTINATION OR PLANNED ACTIVITY IS FAR OR NEARBY, KEEP CHECKING BACK FOR NEW UPDATES AS YOUR DEPARTURE DATE APPROACHES

Getaway tips: How to prepare for your next escape

Right now, pulling off a getaway to the great outdoors requires extensive planning. Here's what to keep in mind

KATHERINE CUSUMANO

EVEN DURING A normal year, Jacqueline Kim, a stay-at-home mother of two in Encinitas, California, is pretty bullish about making travel plans to national parks. She researches trails and sites, and logs on to the websites right when reservations open up. "Six months ahead, I book it, because I know exactly where I want to be," Kim, 48, said. "If you don't know exactly which trailhead, somebody else is going to get it while you're thinking about it."

This winter, because of the limited capacities imposed on venues by the coronavirus pandemic and increased demand for domestic recreation of all kinds, there has been even more incentive to be on top of it. At some mountain ski resorts and other outdoor venues, interstate travel restrictions and quarantine requirements are complicating the usual day trips and weekend getaways. Meanwhile, social-distancing measures have reduced availability at skating rinks, recreational areas, adventure parks and other places, leaving many would-be attendees with no place to go.

If you're preparing for a simple trip down the sledding hill or even a weeklong road trip, the pandemic has added a host of extra considerations. Here's how to plan this winter for every contingency.

Leave yourself time to work out the details

The constantly shifting landscape of the pandemic, and the public health regulations that can vary down to the county level, may make it tough to plan for the future with confidence. While that uncertainty has spurred many venues to offer flexible cancellation policies, it's all the more reason to start investigating your options early, ensuring you have accounted for potential complications. (Think: A month or more out, and as many as four for longer excursions.)

For Kim, whose family trips just this winter included visits to the Grand Canyon (December) and Joshua Tree (February) National Parks, researching was no longer limited to the recreational areas. Before they left, she also investigated the safest places to stop to eat and use the restroom along the way. And she called hotels to learn more about their Covid-19 policies.

"Plan it early and plan well and plan robustly," said Mirna Mohanraj, a pulmonary and critical care specialist at Mount Sinai Morningside in New York who has written about vacationing safely.

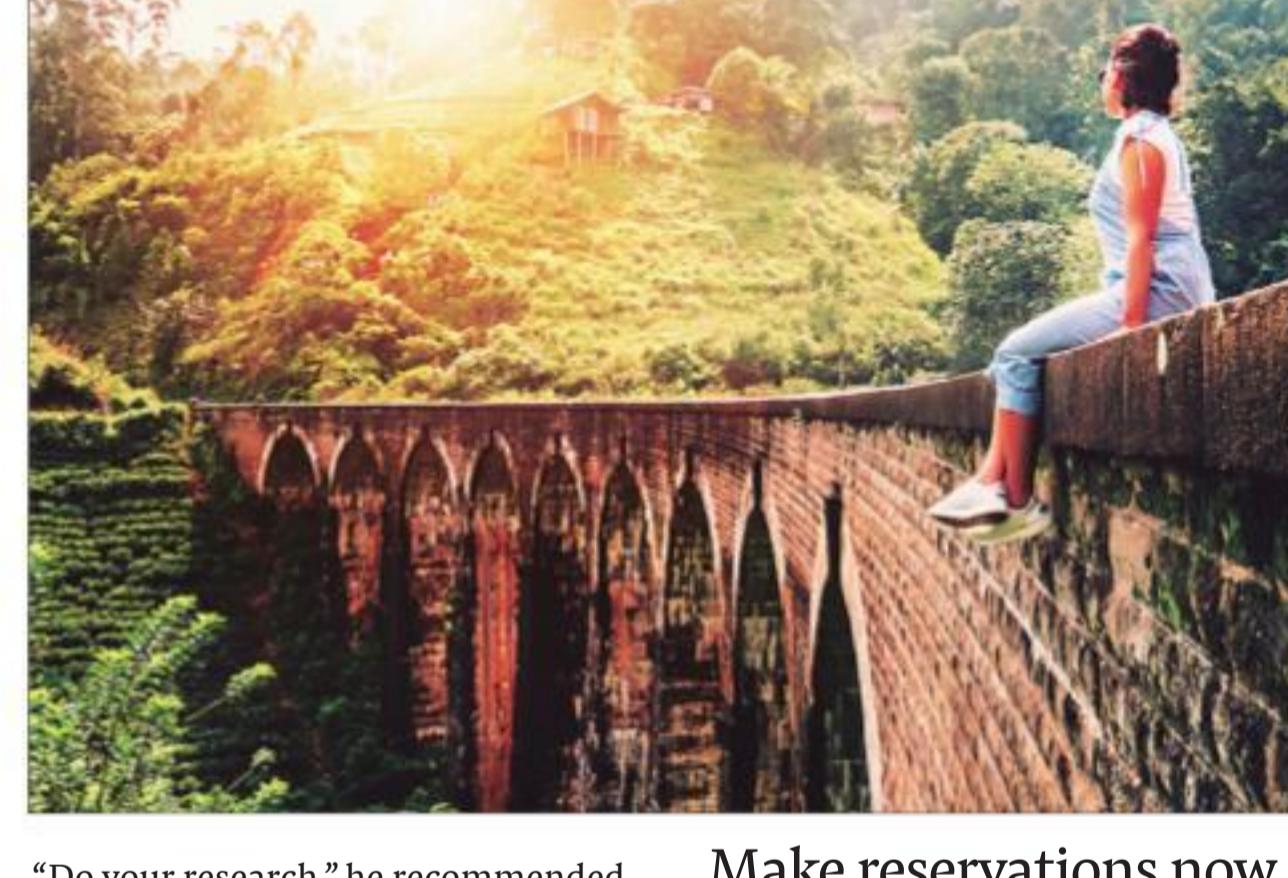
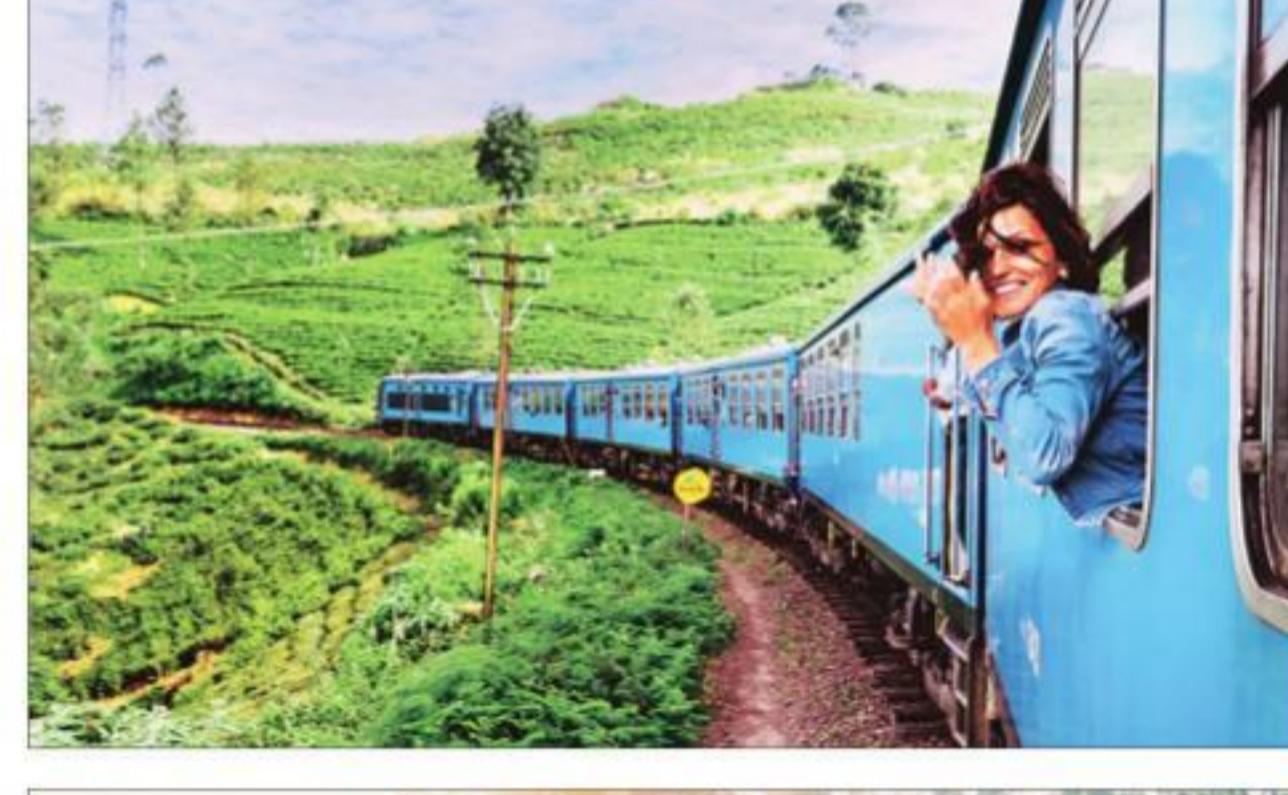
First, if you are crossing state lines, find out if your preferred destination requires you to quarantine or provide a negative coronavirus test result. If you're eligible for a vaccine in-state,

Mohanraj said, allow two weeks between your second shot and your departure; that's how long it takes for your immune system to respond.

At ski resorts or other outdoor recreation venues, remember you'll need to avoid indoor dining and shared equipment, if possible, so inquire about food options and other amenities to figure out what you'll need to bring with you. (If you don't own equipment, Mohanraj said, look into the venue's procedures for sanitising its rentals.) At some mountain resorts, on-site child care and ski school are limited, so consider creating a schedule to coordinate who will take their ski or ride days when. A spreadsheet can help keep it all straight, especially if you're planning multiple days or separate outings.

Stay current

Whether your destination or planned activity is far or nearby, keep checking back for new updates as your departure date approaches. After reserving accommodations in August and purchasing a season pass in October, Mike French, 34, a grocery store manager, spent significant time preparing for a weeklong snowboarding trip with his wife and two children, ages two and four. They planned to drive the 10 hours to Breckenridge, Colorado, from Westwood, Kansas, so he looked into how the pandemic would affect child care, food and grocery options, transportation and "what it looks like to be on the mountain," he said. He also kept tabs on the public health regulations in Summit County, where the resort is.



"Do your research," he recommended, "and get on the social media platforms and ask questions."

Affiliate groups on Facebook and Twitter feeds for various resort passes and geographic areas are full of helpful tips about crowds and availability, which can help you plan. Local news media and other crowdsourced guides can also point you in the right direction: The *St. Louis Post-Dispatch* recently published a map of readers' favourite sledding locations around the city, and the non-profit group Washington Trails Association's trip reports provide information about social distancing, mask-wearing and the availability of toilets at trailheads.

Make reservations now

By the middle of February, entry tickets to the Ice Castles, a series of large sculptures and structures made out of icicles in Colorado, Utah, Wisconsin and New Hampshire, had already sold out for the month. You may be familiar with the feeling: Seized by inspiration, you log on to get tickets for an attraction only to find that there are none left.

Many venues are operating at 25 or 50% capacity to allow for social distancing, so there are fewer spots available. Often, venues also require advance reservations, some of them with specific timed entries. This helps control the flow of visitors and reduce lines at the ticket booth; it also means they fill up, especially on weekends.

ends and holidays. But don't give up: Find out when registration opens up and make sure you're online then — and don't forget to sign any waivers online ahead of time.

"What we keep preaching this year is: Know before you go, and plan ahead," said Doug Fish, the president and founder of Indy Pass, which grants access to 61 independently owned ski resorts in the United States. Many resorts still require reservations from passholders; if that's the case, reserve early. "The reservation doesn't cost anything," Fish said, "but they need to know you're coming."

Prepare for crowds

If you do nab a reservation for a peak time, congratulations. However, you might find yourself, surprisingly, in a crowd. This is especially true on the ski slopes: Because of social-distancing requirements, most resorts are limiting the number of people from separate households on a chairlift at a time, which has sometimes produced long lines at the base.

Look into reserving an off-peak time, particularly if you give yourself enough lead time to plan for a weekday. You'll be competing with fewer people to secure tickets, and you'll run into less congestion. (At some places that don't require reservations, like parks and other snowplay areas, finding a parking spot can be the limiting factor, which is harder to predict.) Or uncover a new, less-travelled ski area instead of simply visiting your popular home mountain.

"Think outside the box," said Matthew Bramble, who runs the Northeast Skiology Group on Facebook. "There's a lot of groupthink going on right now," he said, adding, "this is a good time to explore."

Treat your vehicle as your home base

Warming tents, welcome centres and base lodges are operating with more limited capacities and hours — if they're open at all. As a result, there's been "this kind of revival of the parking lot scene," said Kristin Rust, a spokeswoman for the Alterra Mountain Company, which manages the popular Ikon Pass.

Preparing your vehicle to take the place of any usual on-site facilities can make more spontaneous (or early-morning, if you're trying to avoid crowds) departures that much easier. RV travel can also be a fun, safe, self-contained option. Catherine Caruso, a spokeswoman for the United States Forest Service in the Pacific Northwest, recommends you pack it with food, water, blankets and extra warm clothing. Backup masks can't hurt, either — especially for children. Research your route to find out if your drive will require snow chains on your tires or other preparations.

Woodie Bousquet, 67, an avid skier and a retired professor at Shenandoah University in Virginia, has taken to bringing a folding chair and welcome mat on his mountain excursions to use to change into his boots. "Your car is your base lodge," Bousquet said. NYT

Where the rare citrus grows

For French chefs and perfumers, a government-run grove on Corsica—home to some 900 varieties—has become a place of pilgrimage

ZOË POLL

IN THE LATE 1600s, an unusual tree appeared in Corsica that bore both acidic lemons and sweet oranges. The tree, which grew in a secluded hilltop village, went unnoticed for centuries, alternating between the two fruits like a soft-serve ice cream dispenser: A single branch might yield not only oranges and lemons but also fruits that are part lemon, part orange.

Some 300 years later, an amateur pomologist discovered the tree. He traced its age using records from a local monastery, then alerted the leading rare-citrus authority in France, the Citrus Biological Resource Center in San Giuliano, on the island's eastern coast. An open-air library, the centre maintains trees that

grow lemons as sweet as plums and as large as bell peppers; grapefruits the size of birthday balloons; garnet red hybrid clementines and green tangerines. The scientists who work there engineer new varieties and preserve early iterations of forgotten and near-extinct fruits, such as the Spanish *Sucréfia* orange, remembered by some Valencians born before 1960 for its intensely sweet juice. Since 1997, the conservancy has been home to that lemon-orange tree, which the staff identified as a graft chimera, the botanical equivalent of the mythical lion-headed, serpent-tailed goat.

Founded in 1958 with trees imported from North Africa, the conservancy — run jointly by the French National Research Institute for Agriculture, Food and the



FOUNDED IN 1958, THE CITRUS BIOLOGICAL RESOURCE CENTER PROMOTES CITRICULTURE IN CORSICA

Environment (INRAE) and the French Agricultural Research Center for International Development (CIRAD) — promotes citriculture in Corsica and throughout France. Its remote location helps protect the plants against disease, as do safety protocols such as a cryogenic seed bank and an insect-proof greenhouse. While many countries, including the United States, China, Brazil and Japan, maintain citrus collections, France's is among the largest, with a 32-acre orchard that includes 300-plus varieties of mandarin oranges alone. Across the street, scientists work in the centre's laboratory, studying citrus-specific diseases and the effects of climate change — warmer summers and winters make the fruit sweeter — in addition to the genus's genetic history. Besides breeding harder and more intriguing new fruit, the researchers also test commercial applications for existing ones, whether in cocktails, pharmaceuticals or perfume.

As of late, the centre — which isn't open to the public — has also become a pilgrimage site for French chefs, pâtissiers and fragrance-house noses, who often learn about it from their own suppliers; many citrus

trees at pedigreed French farms can be traced back to buds and seeds from San Giuliano's orchard. Pierre Hermé, the master of French macarons, visits every summer, as does Anne-Sophie Pic, a three-Michelin-star chef based in Valence, ready to sample a mild, sweet Israeli pomelo or an acidless ancient Italian orange with subtle vanilla scent.

While the institute doesn't compete with commercial producers, it has been known to make gifts of the rarest varieties; some chefs, like Pic, arrive with an empty bag. Back at her namesake restaurant, she plates honey-flavoured Murcott tangor alongside skinless cherry tomatoes and crowns the meringue of her île flottante dessert with the zest of the American Wekiwa tangelo, its floral flavour the result of breeding a grapefruit-tangerine hybrid with another grapefruit. These tasting expeditions at San Giuliano have inspired not only Pic's menus but those of other leading French chefs as well, including Fabio Bragagnolo, who runs Casadelmar in southern Corsica, where he garnishes roast lamb with candied slices of syrupy, bitter Chinotto orange.

Well-Being

SUNDAY, FEBRUARY 28, 2021



LAUGHTER YOGA

Laughter yoga is a modern exercise involving prolonged voluntary laughter. This type of yoga is based on the belief that voluntary laughter provides similar physiological and psychological benefits as spontaneous laughter.

JENNA WORTHAM

PANDEMIC FATIGUE HITS different. You know the feeling: You've been online all day, bouncing between video calls with colleagues and FaceTimes with family, maybe pausing for a quick *vinyasa* flow. Your eyeballs feel glassy, your brain parched and limbs sluggish. When your workday is finally over, you consider leaving the house but hear the voice of the comedian Elsa Majimbo—it's a pandemic—in your head. Instead, you get back online, maybe to listen to a talk, binge a costume drama, play a few hours of *Fortnite*, look up a dinner recipe or fire up Seesaw to help your kids with their homework. This is the sum of your life now. You're essentially a husk. In sweatpants.

Shifting our entire lives indoors this past year has also meant shifting our entire lives online. For a significant part of the population, where we work, where we socialise, where we relax got squeezed into the same two-dimensional space: our screens. The distinction between work and everything else, already a blurry line for most, got even blurrier. Many of us spend a vast majority of our waking hours working, rarely taking breaks for lunch, vacation or even parental leave. Before the pandemic, the workday was full of natural pauses like commuting, elevator rides, hallway chats, caffeine runs. Now many of us work for hours straight without even pausing to stand up.

We worked at more than our jobs too: 2020 required a crash course in epidemiology, civics, capitalism, white supremacy, mutual aid and abolition. The pandemic also ignited an existential crisis for the white-collar worker class. Toiling under global capitalism often means alienation from the product of your labour or, at the very least, the means to shape or control it, and that discovery alone formed its own kind of despair.

Among white-collar workers, there was a sense of restlessness, both online (the number of daily active Twitter users jumped 24%) and offline, as households struggled to adapt. Employers scrambled to figure out how to offer support—which essentially meant keeping people working under circumstances in which work was basically impossible. Before the pandemic, corporations already offered employees spas, on-site barbers, snacks and free meals, massages and exercise stipends. In March, these offerings became more plentiful: complimentary ergonomic evaluations, home-office equipment, free child care, free pet care, stipends sizeable enough to purchase Peloton and digital personal trainers, professional coaching, teletherapy, meditation apps. The overall amount spent annually on healthcare by corporations numbers in the billions.

Mindfulness apps like Calm, Headspace, Fabulous, Roodt and Liberate all surged over the past year, downloaded by people in search of reprieve from the crushing anxiety of the virus. Even the mere act of tapping Calm open has a narcotic effect: You can hear a thick, sonorous hum of crickets and see a picture of a serene mountain range and peaceful lake. Last April, as the world moved into a global lockdown, more than two million people paid \$69.99 for an annual subscription to the app, which includes a selection of "daily calms," or short talks on things like the beauty of mandalas and de-escalating conflict, breathing exercises and soundscapes with titles like *White Noise Ocean Surf* and *Wind in Pines*. To date, one of Calm's most popular pieces of content is a 39-minute bedtime story called *Dream With Me*, read in a sensual, drowsy voice



The rise of the wellness app

Mindfulness apps surged over the past year, but they can't address the real problem: the alienation of 21st-century work

by the British pop star Harry Styles. Released in early July, it immediately crashed the app because people were so eager to listen to it.

Alexander Will, the chief strategy officer at Calm, told me that the company's corporate partnerships saw "100% growth in the last year," giving access to

10 million new people. The hype around the company secured an additional \$75 million in investment from venture capitalists, pushing the company's valuation above \$2 billion. "Everyone has a mind, and almost everyone has a phone, and these are global issues," Will told me. By Calm's logic—which is shared by many app makers—we will

never untether from our devices, using them for labour, connecting, community interactions, outsourcing errands. Now we reach for them to comfort us when we are anxious—even though they are often the primary source of that anxiety.

Nearly 60% of Americans receive health insurance through their workplaces, a dynamic that tightly binds being cared for to being employed. The system solidified in the 1940s, an outgrowth of labour shortages during World War II, which forced companies to compete for the remaining eligible workers. A wartime freeze on wages meant it was illegal for businesses to dangle outrageous salaries;

instead, they appealed with perks and benefits like healthcare, which were quickly determined to be free from taxation. Europe, in ruin after the war, largely relied on government to deliver healthcare to the masses.)

Corporate wellness programmes emerged in the 1950s to help workers cope with alcoholism and mental-health issues and encourage them to lead more healthful lives—in order to increase productivity and cut back on the ballooning costs of medical plans and the number of days people took off from work. They've only grown in the decades since and become more concrete as a business strategy to placate workers with back rubs and fancy meals.

A 2010 Harvard study found that there's a six-to-one return on investment: For every dollar spent on employee wellness, medical costs fall \$3.27; costs associated with absenteeism drop a few dollars as well. For companies and corporations, those numbers add up. Healthcare costs are expected to rise because of Covid-related issues, according to several analysts who study health insurance.

Employees who participate in corporate wellness programmes do report more job satisfaction and higher levels of happiness, but there's as much, if not more, research that suggests that our fixation on our smartphones contributes to headaches, bad posture, fatigue, depression and anxiety. Wellness, the way our

culture chooses to define it, has become synonymous with productivity and self-optimisation. But wellness isn't something that can be downloaded and consumed, even if the constellations of sun-drenched photos on your Instagram feed indicate otherwise.

Kelsea Little, a senior manager of brand content for the fund-raising platform GoFundMe, hosts a podcast for the company; her job involves highlighting stories to showcase and promote GoFundMe, including campaigns to create public gardens, organise volunteer efforts for the unhoused in Los Angeles and distribute clean water in Flint, Michigan.

During the pandemic, this has meant sifting through thousands of stories about people getting sick, being evicted and needing money for healthcare, funeral costs and groceries, among other things. "Every year we have wildfire season and hurricane season, and this was worse than that combined," she told me. "There was also the fight for racial justice and equality, and we saw an insane amount of need on the platform."

Little has trouble sleeping in normal times, but the work during the pandemic ratcheted up her anxiety. "I'd be lying



awake and thinking about all the things I'd read," she told me. In 2020, GoFundMe added Calm to its suite of wellness benefits, and Little was an eager adopter. Mandy Moore reads her to sleep regularly. I asked Little if it's hard to use an app to decompress after being online all day. "I'm trying to tell my brain, If I'm doing something for my health, it's separate from the rest of my screen time," she replied. "It's not something we can avoid this year."

Little's situation—turning to the same place that is causing the unrest in the first

place—is one of the biggest paradoxes of our time. Our attachment to our devices and what we see on them is often the cause of our angst. Endlessly scrolling through Netflix and checking social media notifications is not just a byproduct of boredom; it's a function of design intended to be so persuasive that it feels urgent and impossible to stop. Technology is doing more than capturing our attention—it's extracting whatever data it can get from us and monetising it. Shoshana Zuboff, a social psychologist and professor emerita at Harvard, describes this as "surveillance capitalism," the mining of private human experiences for raw behavioural data that can be sold to advertisers eager to anticipate trends in the marketplace.

The pay disparities that have long existed are growing, reproducing race and class hierarchies that devalue domestic and menial labour and errand work and obfuscating the human cost of increasing our ease in ordering groceries or takeout. This dystopian side stays hidden from view, which helps us ignore it and stay enmeshed with it.

Before the pandemic, the grocery-delivery app Instacart reportedly hemorrhaged hundreds of millions of dollars and struggled to turn a profit. In March, the company quickly hired 300,000 workers to meet demand at the height of the pandemic. As independent contractors, they were not eligible for health care benefits (though the company promised up to 14 paid days if they received a Covid-19 diagnosis or were required to quarantine). Instacart is now valued at more than \$17 billion; many of its workers say they are barely earning minimum wage. The pandemic may have exposed class inequalities, but the technology that caused one group of people to risk their health while others who could afford to sit at home in comfort amplified and reinforced those inequalities.

Most tech companies have a well-polished party line about how their culture supports their most vulnerable workers. Alice Vachaita, head of global benefits at Pinterest, told me the company tries to build an "inspired culture" for its workers, with a focus on emotional well-being, which it sees as "a precondition to lead inspirational lives."

We're already isolated from our communities, and pandemic fatigue is pushing us even farther away from one another. Corporate wellness strategies mimic the most problematic parts of wellness culture, equating care with a Wi-Fi-connected bike rather than finding ways to work together and form new models of health and care-taking that don't automatically ascribe our value to how much we can do. For many of us, work is not responsible for our freedom or even satisfaction: It shouldn't dictate our well-being, either.

Disability advocates like Leah Lakshmi Piepzna-Samaraninha urge us to think beyond reactive, emergency-response care—essentially our go-bag mode since March—and construct webs of care capable of "centering sustainability, slowness and building for the long haul," as she writes in her 2018 book, *Care Work: Dreaming Disability Justice*. After all, more of us are sick than not and we should be operating from the standpoint that if we are serving the most vulnerable among us, we are serving the whole society.

Grind your teeth? Night guard may not be the right fix

Some experts say tooth-grinding is a behaviour rather than a disorder, and the dentist's chair isn't the best place to address it

KATE MURPHY

EVERYDAY STRESSORS LIKE a report due at work, the refrigerator breaking and the dog throwing up can sometimes make you want to grit your teeth. But layer on top of that a pandemic, economic uncertainty and political upheaval, and you might start to give your jaw a serious workout—gritting and grinding with as much as 250 pounds of force. Dentists have reported an increase in patients with tooth fractures



SOME STUDIES SUGGEST THAT NIGHT GUARDS CAN BE INEFFECTIVE OR EVEN MAKE THE PROBLEM WORSE

since the start of the pandemic, which they attribute to bruxism, the technical term for gritting, grinding or clenching your teeth. Thought to be precipitated or exacerbated by stress and anxiety, bruxism is largely subconscious and often occurs during sleep. Most people don't know they grind their teeth unless a dentist tells them so, based on tooth wear. Less obvious indicators include itchy or plugged ears, neck pain and even premature ageing of the face. Expensive acrylic or rubber mouth or

bite guards, often called night guards, are typically prescribed as a prophylactic. While night guards may help to prevent some dental wear and tear, some studies suggest they can be ineffective or even make the problem worse. This has led some experts in the fields of dentistry, neuroscience, psychology and orthopedics to say there needs to be a paradigm shift in our understanding of the causes and treatment of bruxism. They say it is a behaviour, like yawning, belching or sneezing, rather

than a disorder. "It's not abnormal to brux," said Frank Lobbezoo, a bruxism researcher and professor and chair of the Academic Center for Dentistry Amsterdam in the Netherlands. "In fact, it can be good for you."

Sleep studies indicate that the majority of people have three or more bursts of activity in the jaw's masseter muscle (your major chewing muscle) during the night. It also happens during non-REM sleep. So, contrary to popular belief, you're not doing it while you are dreaming.

Moreover, the evidence suggests that this muscular activity can have the salubrious effect of opening up your airway to allow in more oxygen. Clenching and grinding also stimulates salivary glands to lubricate a dry mouth and neutralise gastric acid. As a result, experts say it can be dangerous to wear a night guard or splint if you have sleep apnea or severe gastroesophageal reflux disorder, or GERD.

"There's tremendous overtreatment for a non-problem," said Karen Raphael, psychologist and professor at New York University College of Dentistry, referring to the widespread use of bite guards, tranquilizers and even Botox injections to prevent bruxism. "There is no evidence that tooth wear patterns reflect current grinding." Indeed, she said, tooth wear is more often associated with an acidic diet, which both

erodes enamel and triggers bruxism to increase the pH in the mouth. Treating bruxism in this instance would be treating the effect rather than the cause.

Of course, an overproduction of stomach acid and reflux often occur during times of stress, which might in part explain why dentists and patients are reporting more cracked teeth and jaw pain since the start of the pandemic. Also, people tend to drink more alcohol when they are anxious. Even mild intoxication leads to more flaccid neck muscles, which can cause an increase in both the duration and force of bruxism to restore airflow.

Other factors that may increase bruxism are poor sleep hygiene and bad posture. If you are a light or poor sleeper, you spend more time in non-REM sleep, which is when people naturally brux. This might be caused by stress, but also consuming caffeine or sleeping with your phone. So the question is not so much whether you brux, but why you might be bruxing more than is normal and possibly causing jaw or dental problems. "Bruxism is not a disease," said Gilles Lavigne, a neuroscientist, dentist and professor at the University of Montreal. "It's just a behaviour, and like any behaviour, when it reaches a level that it's bothersome you may need to consult someone."

New Delhi

Mind & Games

SUNDAY, FEBRUARY 28, 2021

Unhealthy foods aren't just bad for you, they may also be addictive

Food researchers debate whether highly processed foods like potato chips and ice cream are addictive, triggering our brains to overeat

ANAHAD O'CONNOR

FIVE YEARS AGO, a group of nutrition scientists studied what Americans eat and reached a striking conclusion: More than half of all the calories that the average American consumes comes from ultra-processed foods, which they defined as "industrial formulations" that combine large amounts of sugar, salt, oils, fats and other additives. Highly processed foods continue to dominate diets despite being linked to obesity, heart disease, Type 2 diabetes and other health problems. They are cheap and convenient, and engineered to taste good. They are aggressively marketed by the food industry. But a growing number of scientists say another reason these foods are so heavily consumed is that for many people they are not just tempting but addictive, a notion that has sparked controversy among researchers.

Recently, the *American Journal of Clinical Nutrition* explored the science behind food addiction and whether ultra-processed foods might be contributing to overeating and obesity. It featured a debate between two of the leading experts on the subject, Ashley Gearhardt, associate professor in the psychology department at the University of Michigan, and Johannes Hebebrand, head of the department of child and adolescent psychiatry, psychosomatics and psychotherapy at the University of Duisburg-Essen in Germany.

Gearhardt, a clinical psychologist, helped develop the Yale Food Addiction Scale, a survey that is used to determine whether a person shows signs of addictive behaviour toward food. In one study involving more than 500 people, she and her colleagues found that certain foods were especially likely to elicit "addictive-like" eating behaviours, such as intense cravings, a loss of control, and an inability to cut back despite experiencing harmful consequences and a strong desire to stop eating them. At the top of the list were pizza, chocolate, potato chips, cookies, ice cream, French



fries and cheeseburgers. Gearhardt has found in her research that these highly processed foods share much in common with addictive substances. Like cigarettes and cocaine, their ingredients are derived from naturally occurring plants and foods that are stripped of components that slow their absorption, such as fibre, water and protein. Then their most pleasurable ingredients are refined and processed into products that are rapidly absorbed into the bloodstream, enhancing their ability to light up regions of the brain that regulate reward, emotion and motivation.

Salt, thickeners, artificial flavours and other additives in highly processed foods strengthen their pull by enhancing properties like texture and mouth-feel, similar to the way that cigarettes contain an array of additives designed to increase their addictive potential, said Gearhardt. Menthol helps to mask the bitter flavour of nicotine, for example, while another ingredient used in some cigarettes, cocoa, dilates the airways and increases nicotine's absorption. A common denominator among the most irresistible ultra-processed foods is that they contain large amounts of fat and refined carbohydrates, a potent combination that is rarely seen in natu-

rally occurring foods that humans evolved to eat, such as fruits, vegetables, meat, nuts, honey, beans and seeds, said Gearhardt. Many foods found in nature are rich in either fat or carbs, but typically they are not high in both.

"People don't experience an addictive behavioural response to naturally occurring foods that are good for our health, like strawberries," said Gearhardt, director of the Food and Addiction Science and Treatment lab at the University of Michigan. "It's this subset of highly processed foods that are engineered in a way that's so similar to how we create other addictive substances. These are the foods that can trigger a loss of control and compulsive, problematic behaviours that parallel what we see with alcohol and ciga-

rettes." In one study, Gearhardt found that when people cut back on highly processed foods, they experienced symptoms that were comparable to the withdrawal seen in drug abusers, such as irritability, fatigue, feelings of sadness and cravings. Other researchers have found in brain imaging studies that people who frequently consume junk foods can develop a tolerance to them over time, leading them to require larger and larger amounts to get the same enjoyment.

In her clinical practice, Gearhardt has encountered patients, some obese and some not, who struggle in vain to control their intake of highly processed foods. Some attempt to eat them in moderation, only to find that they lose control and eat to the point of feeling ill and distraught. Many of her patients find that they cannot quit these foods despite struggling with uncontrolled diabetes, excessive weight gain and other health problems. "The striking thing is that my clients are almost always acutely aware of the negative consequences of their highly processed food consumption, and they have typically tried dozens of strategies like crash diets and cleanses to try and get their relationship with these foods under control," she said. "While these attempts might work for a short time, they almost always end up relapsing."

But Hebebrand disputes the notion that any food is addictive. While potato chips and pizza can seem irresistible to some, he argues that they do not cause an altered state of mind, a hallmark of

addictive substances. Smoking a cigarette, drinking a glass of wine or taking a hit of heroin, for instance, causes an immediate sensation in the brain that foods do not, he says.

"You can take any addictive drug, and it's always the same story that almost everyone will have an altered state of mind after ingesting it," said Hebebrand. "That indicates that the substance is having an effect on your central nervous system. But we are all ingesting highly processed foods, and none of us is experiencing this altered state of mind because there's no direct hit of a substance in the brain."

In substance use disorders, people become dependent on a specific chemical that acts on the brain, like the nicotine in cigarettes or the ethanol in wine and liquor.

They initially seek out this chemical to get a high, and then become dependent on it to alleviate depressed and negative emotions. But in highly processed foods, there is no one compound that can be singled out as addictive, Hebebrand said. In fact, evidence suggests that obese people who overeat tend to consume a wide range of foods with different textures, flavours and compositions.

Hebebrand argued that overeating is driven in part by the food industry marketing more than 20,000 new products every year, giving people access to a seemingly endless variety of foods and beverages.

"It's the diversity of foods that is so appealing and causing the problem, not a single substance in these foods," he added.

Those who argue against food addiction also point out that most people consume highly processed foods on a daily basis without showing any signs of addiction. But Gearhardt notes that addictive substances do not hook everyone who consumes them. According to research, about two-thirds of people who smoke cigarettes go on to become addicted, while a third do not. Only about 21% of people who use cocaine in their lifetimes become addicted, while just 23% of people who drink alcohol develop a dependence on it. Studies suggest that a wide range of factors determine whether people become addicted, including their genetics, family histories, exposure to trauma, and environmental and socioeconomic backgrounds.

"Most people try addictive substances and they don't become addicted," Gearhardt said. "So if these foods are addictive, we wouldn't expect that 100% of society is going to be addicted to them."

NYT



When did everyone get blue-light glasses?

■ Blue-light glasses are fitted with lenses that filter out certain light waves that are emitted by the sun and, to a lesser extent, by digital devices like phones, laptops and tablets.

■ By limiting exposure to blue light by as little as 20%, companies say, a customer could sleep better, experience less eye strain and prevent potential retinal damage. Scientists, however, are not convinced that the glasses are a worthy investment.

■ "Whichever aspect you look at, it's very hard to justify spending the extra money," said John Lawrence, a professor of clinical visual science at City, University of London. After reviewing several studies that tested the effectiveness of blue-light-blocking lenses, he and his colleagues concluded that the glasses are not necessary.

■ Digital eye strain is real, but it's impossible to say with certainty that the culprit is blue light.

■ Regardless, the blue-light category is booming. A quick Google search pulls up several brands that almost exclusively sell 'computer glasses'. As many customers started working from home last year, we have seen a significant rise in demand for these lenses," Neil Blumenthal, a chief executive of Warby Parker, wrote in an email.

VALERIYA SAFRONOVA/NYT



ADDITIVES IN HIGHLY PROCESSED FOODS LIKE PIZZA, COOKIES, FRIES, ETC, ENHANCE PROPERTIES LIKE TEXTURE AND MOUTH-FEEL

CROSSWORD

KAKURO**BRIDGE BOUTS** L SUBRAMANIAN**LEXICON****FINAL HURDLE**

N-S bid a thin game in today's deal from a match-point event. Luckily the defence was friendly. Still, the declarer had to play for the only chance, to cross the final hurdle. He didn't miss it, fetching him 80% score on the board.

Dlr: South	S Q 8 5 4	S	N
Vul: N-S	H K QT	1 D	2 C
	D 5	2 S	3 S
	C AJ 7 6 4	4 S	Pass

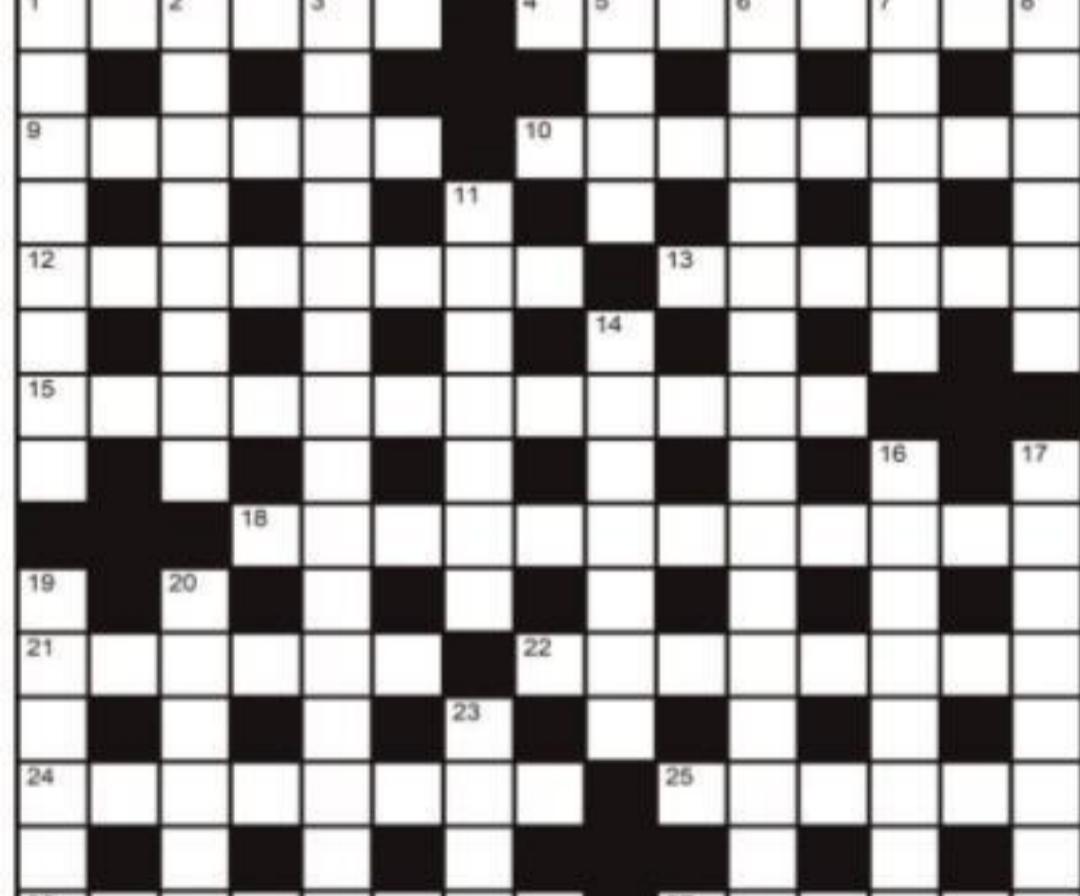
N	S
SAKJ 9	
H 4	
D Q J 9 8 3 2	
C T 5	

CANICROSS

■ n. A form of cross country running in which a human runner is pulled by a dog wearing a special harness.

Blake is a Greyster—a mix of German Shorthaired Pointer, Greyhound, and Alaskan Husky—a type of dog breed for sled racing and perfectly suited to canicross. But as the sport grows in popularity in the U.K., so too has the variance in participating breeds, especially at the recreational end of the canicross spectrum.

—Paul Snyder, "Want to Run a Fast 5K? Let Your Dog Pull You to Greatness," *Runner's World*, November 30, 2017

**ACROSS**

- 1 Bottle for water, wine or coffee? (6)
- 4 Dell or Lenovo product (8)
- 9 Aquires a knowledge of (6)
- 10 Ludicrous; absurd (8)
- 12 Self-government (8)
- 13 Microsoft's 365 (6)
- 15 Watch (12)
- 18 Subset of calculus - of non-integral variety (12)
- 21 Film-star Bergman's first name (6)
- 22 Covertly (2,6)
- 24 Talks idly or foolishly (8)
- 25 passage: given in a comprehension test? (6)
- 26 "I" ISP -- service provider (8)

27 Capacious forecourt (6)

DOWN
1 A sudden large decline of business or the prices of stocks (8)

2 Nuclear : atomic power plants? (8)

3 Nirmala Sitharaman, nowadays (7,8)

5 Bank of : the bank from the Gulf (4)

6 NASDAQ listed ISP now also in India (7,8)

7 Plan for achieving a desired end (6)

8 Redress awarded by a court (6)

11 Heighten, bolster or strengthen (7)

14 Resembling a bull (7)

16 Former British Prime Minister 1874-80 (8)

17 Precious metal



In Kakuro sum puzzles, the numbers in the black squares refer to the sums of the digits, which you are to fill into the empty spaces directly below or to the right of the black square containing the number. No zeroes are used here, only the digits one through nine. An important point: A digit cannot appear more than once in any particular digit combination.

BIZ QUIZ

- 1 Who is the head of the committee formed by the RBI to study the consolidation of urban cooperative banks?
- 2 'Abhyudaya' scheme, which was making news recently, is the initiative of which state?
- 3 Which institution is to provide ₹100 crore to Gurgaon-based hospital chain Medanta to fight Covid-19 pandemic?

ANSWERS

3.ADB

1.NS VISHWAMITHRA 2.U.P

BUZZ WORD

The Buzz Word is a substitution cipher in which one letter stands for another. If you think that X equals O, it will equal O throughout the puzzle. Single letters, short words and words using an apostrophe give you clues to locating vowels. Solution is

by trial and error.

Today's clue: MRU equals WIN

Fwqrnqzrwu ri msqz eyqi

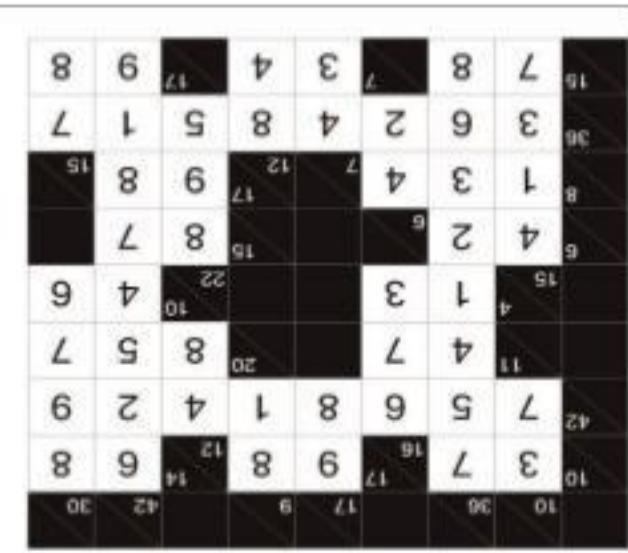
hwx iqzqyl. Szrq ri msqz

cyibi hwx ewrue.

-Vrf Thxu

Goalie - Jim Ryun

Motivation is what gets you started. Habit is what keeps you

**FINAL HURDLE**

N-S bid a thin game in today's deal from a match-point event. Luckily the defence was friendly. Still, the declarer had to play for the only chance, to cross the final hurdle. He didn't miss it, fetching him 80% score on the board.

Dlr: South	S Q 8 5 4	S	N
Vul: N-S	H K QT	1 D	2 C
	D 5	2 S	3 S
	C AJ 7 6 4	4 S	Pass

N	S
SAKJ 9	
H 4	
D Q J 9 8 3 2	
C T 5	

Contract: 4S by south. West leads the CK. Plan the play.

Bidding comment: Though dead-minimum, south opened his hand because of the 6-4 shape. 2C was natural and game-forcing. Opener's 2S rebid did not promise extras. North should have bid 4S to suggest a minimum. Strictly, 3S is a mild slam suggestion. Having opened a scratch minimum, south was content to bid game.

Play: Dummy won the ace and played a second club. West won with the queen and played a third club. When dummy played the six, east ruffed with the seven which declarer over ruffed with his nine. Declarer cashed the S A-K, hoping east started originally with three trumps which would enable him to claim the contract. Alas, west showed out on the second trump. What did declarer do? Simple. He led a heart and inserted the ten from dummy! When it drove the ace, declarer had ten tricks. The complete hands were:

S Q 8 5 4	
H K QT	
D 5	
C AJ 7 6 4	

S 2	
H J 8 7 5	
D K 7 6 4	
C K Q 9 3	

N	
ST 7 6 3	
H A 9 6 3 2	
D A T	
C 8 2	

S A K J 9	
H 4	
D Q J 9 8 3 2	
C T 5	

Discussion: Leading the suit bid by an opponent generally surrenders the initiative. You will agree. It certainly did in this case. It would have been better for west to lead a trump to start with. If declarer plays a heart to dummy's king, east can win and play another trump, making it difficult for the declarer.

WhatsApp can tell on you without snooping

In the case of mobile operators, SMSes need to be stored for a period of three months as per law. If an instant inquiry into an alleged crime takes place, the government can ask WhatsApp to trace the origin of message, but if some time elapses, the messaging app can rightly say that the message is not stored on its servers as there's no law regarding it. On the matter of tracing the origin of messages, the government has been engaging with WhatsApp for now over two years but the messaging platform has all along expressed its inability to do so, stating that under its privacy rules the messages are encrypted and it cannot read them. It needs to be seen how far the government is successful in enforcing such rules with the company.

Smart cars the next big thing

Honda has sold over 20,000 units of the City with Alexa remote capabilities (this connected feature is not an option in the City, but is standard). Last year Ford introduced its connectivity solution FordPass as a standard feature across all its models and variants. All BS6 Ford cars get a factory-fitted, cloud-connected device that facilitates real-time information exchange—like vehicle health alerts and location, fuel information, and so on—between the car and the FordPass app. Over 81,000 Ford cars now have FordPass.

Tata Motors has developed a tech called the iRA (Intelligent Real time Assist) that is being

From the Front Page

offered in the Altroz and Safari. "We would introduce connected car tech across our model range," Shailesh Chandra, president, passenger vehicles business unit, Tata Motors, told FE. MG Motor's tech is called the iSMART (developed by MG in partnership with Microsoft, Adobe, Unlimit, SAP, Cisco, Gaana, TomTom and Nuance). It's available in select variant of all models. "There is a positive consumer perception of connected vehicles that appears to be edging up in the Indian market, as consumers feel that increased vehicle connectivity will be beneficial," said Rajeev Singh, partner & automotive leader, Deloitte India.

In addition to convenience, these cars also offer safety features. For example, if the car breaks down, a notification goes to 24-hour roadside assistance, or to emergency services in case of an accident. If the car gets stolen, it can be tracked and even immobilised. Som Kapoor, partner, automotive sector, EY India, said connectivity is one of the four pillars of the future of mobility, defined as the ACES (autonomous, connected, electric, shared). "A paradigm shift is taking place towards connectivity," he said. "And it's not limited to cars; it's there in kitchen devices, home appliances, etc., and going forward all these IoT devices will 'talk' to each other."

Sanjeev Garg, practice leader, automotive, Praxis Global Alliance, attributed a lot of connected car sales to both snob value and familiarity. "This generation has grown up on technology; it wants the latest

iPhone, latest Android, latest Apple Watch, so why not the latest in-car tech?" Santosh Iyer, vice-president, sales and marketing, Mercedes-Benz India, added that luxury car customers in particular have IoT devices at home, and "they want a similar level of connectivity in their cars as well". The company's connected car feature is called "Mercedes me connect", currently being used by more than 5,000 customers. While most of these connected cars have a factory-fitted eSIM, smart car features have been around for a while. Maruti Suzuki Connect, for example, is a telematics solution that can be installed through the NEXA app, and is available in the Baleno, Ciaz, Ignis, S-Cross and XL6. Customers can access features such as emergency alerts, vehicle tracking, driving behaviour analysis, car assistance, driving analytics report, and so on.

Influencer marketing under ASCI scanner

Since this form of marketing is significant, it is important for ASCI to protect the interest of consumers and inform stakeholders about industry best practices," says Subhash Kamath, chairman, ASCI. ASCI says influencers will need to use tags like #ad or #collab, and add labels to posts and videos to disclose upfront that a post is an advertisement. ASCI is placing the responsibility of the disclosure upon the influencer and the advertiser for whose brand the advertisement is.

Bringing influencer marketing under the ambit of ASCI will

mean that the regulator must strengthen its monitoring team to handle complaints and check for violators. Kamath says ASCI is taking several steps to reduce the time taken to review complaints, including frequent meetings of the Consumer Complaints Council and automation of the reviewing process. The nature of social media is such that anyone can aspire to become an influencer or advocate in their field of specialisation. The market is vast and varied. Karena Kapoor with 6.1 million followers and a beauty blogger with 10,000 followers on Instagram are both 'influencers' engaging with brands like Ariel or a small business selling handloom apparel. "Large brands and influencers with a huge following are more likely to be accountable to consumers as opposed to smaller ones," says Manika Juneja, EVP operations, WATConsult. This means that while large corporates or celebrities may self-regulate responsibly, it could be an uphill task for ASCI to enforce its guidelines across micro or nano influencers and SMEs.

Furthermore, the platforms on which influencers post content are innumerable. YouTube, Instagram, Twitter, LinkedIn and a whole host of short-video platforms and OTT platforms carry user-generated content that could be paid for. "Of these, the majority of influencer marketing posts are shared on Instagram and YouTube," observes Sagar Pushp, co-founder, ClanConnect. Of these two platforms, Instagram is the only one that offers a dedicated branded content tool. This allows creators to disclose when a post is a paid partnership and

lets advertisers track the performance of branded content campaigns. Other platforms don't have such an option yet, and place the onus of declaring a

paid engagement entirely upon the influencer or the brand while they draft their posts. The catch with even having a branded content tool like Insta-

gram's, however, is that "posts that are tagged as 'paid partnerships' receive less engagement than organic posts," says Juneja. Furthermore, she adds that the

absence of a penalty for violations combined with countless influencers, small and big, makes regulating the market hard for the industry body.

INDUSTRIAL AND PRUDENTIAL INVESTMENT COMPANY LIMITED

Registered Office: Paharpur House 8/1/B, Diamond Harbour Road, Kolkata 700027
Telephone No.: 033 40133000, E-mail Id: contact@industrialprudential.com Website: www.industrialprudential.com
Contact Person: Ayan Datta, Company Secretary and Compliance Officer

POST BUYBACK PUBLIC ANNOUNCEMENT FOR THE ATTENTION OF EQUITY SHAREHOLDERS/ BENEFICIAL OWNERS OF EQUITY SHARES OF INDUSTRIAL AND PRUDENTIAL INVESTMENT COMPANY LIMITED.

This public announcement ("Post Buyback Public Announcement") is being made in compliance with Regulation 24(vi) of the Securities and Exchange Board of India (Buy Back of Securities) Regulations, 2018 and subsequent amendments thereof ("Buyback Regulations"). This Post Buyback Public Announcement should be read in conjunction with the public announcement dated December 22, 2020 published on December 23, 2020 ("Public Announcement") and letter of offer dated January 22, 2021 ("Letter of Offer"). The terms used but not defined in this Post Buyback Public Announcement shall have the same meanings as assigned in the Public Announcement and the Letter of Offer.

1. THE BUYBACK

1.1. Industrial and Prudential Investment Company Limited ("Company") had announced the Buyback of up to 69,500 (Sixty Nine Thousand Five Hundred) fully paid-up equity shares of ₹ 10/- (Rupees Ten only) each of the Company ("Equity Shares") representing up to 3.98% of the total number of the paid-up Equity Share Capital of the Company at a price of ₹ 1,200/- (Rupees twelve hundred only) per Equity Share ("Buyback Price") payable in cash for an aggregate amount of up to ₹ 8,34,00,000/- (Rupees Eight crore thirty four lakhs only) ("Buyback Size"), which represents up to 24.99% and up to 4.97% of the aggregate fully paid-up Equity Share capital and free reserves as per the latest available audited standalone and consolidated financial statements of the Company for the financial year ended March 31, 2020, respectively, ("Audited Financial Statements") and the Buyback Size does not include expenses incurred or to be incurred for the Buyback like filing fees payable to the Securities and Exchange Board of India ("SEBI"), advisors/legal fees, public announcement publication expenses, printing and dispatch expenses, brokerage, applicable taxes interalia including Buyback taxes, securities transaction tax, GST, stamp duty, etc and other incidental and related expenses ("Transaction Cost"), out of the free reserves of the Company and/or such other permitted source by the Buyback Regulations, to all of the shareholders of the Company who hold Equity Shares as of the record date i.e. Friday, January 01, 2021 ("Record Date") ("Buyback").

The Company had adopted the Tender Offer route for the purpose of the Buyback. The Buyback was implemented using the "Mechanism for acquisition of shares through Stock Exchange" notified by SEBI vide circular CIR/CFD/POLICYCELL/1/2015 dated April 13, 2015 and CFD/DCR2/CIR/P/2016/131 dated December 9, 2016 including any amendments or statutory modifications for the time being in force.

1.2. The Buyback opened on Thursday, February 04, 2021 and closed on Wednesday, February 17, 2021.

2. DETAILS OF BUYBACK

- 2.1. The total number of Equity Shares bought back under the Buyback were 69,500 (Sixty Nine Thousand Five Hundred) Equity Shares, at a price of ₹ 1,200/- (Rupees One Thousand and Two Hundred Only) per Equity Share.
- 2.2. The total amount utilized in the Buyback was ₹ 8,34,00,000/- (Rupees Eight Crores Thirty Four Lakhs only) excluding Transaction Cost.
- 2.3. The Registrar to the Buyback i.e. Link Intime India Private Limited ("Registrar"), considered 1,631 valid bids for 1,14,977 Equity Shares in response to the Buyback resulting in the subscription of approximately 1.65 times of the maximum number of Equity Shares proposed to be bought back. The details of valid bids considered by the Registrar, are as follows:

Category of Shareholders	No. of Equity Shares Reserved in the Buyback	No. of Valid Bids	Total Equity Shares Validly Tendered	% Response
a) Reserved category for Small Shareholders	10,425	1,554	13,509	129.58%
b) General category for eligible equity shareholder other than the Small Shareholders	59,075	77	1,01,468	171.76%
Total	69,500	1,631	1,14,977	165.43%

2.4. All valid bids were considered for the purpose of acceptance in accordance with the Buyback Regulations and the Letter of Offer. The communication of acceptance/ rejection has been dispatched by the Registrar to the respective eligible sellers, on Saturday, February 27, 2021.

2.5. The settlement of all valid bids was completed by the Indian Clearing Corporation Ltd ("ICCL") on February 26, 2021. The funds in respect of accepted Equity Shares were paid out directly to the Eligible Shareholders by ICCL. If bank account details of any Eligible Shareholders holding Equity Shares in dematerialized form were not available or if the funds transfer instructions were rejected by the Reserve Bank of India of any or relevant bank, due to any reason, then the amounts payable to the Eligible Shareholders will be transferred to the concerned Seller Members for onward transfer to such Eligible Shareholders holding Equity Shares in dematerialized form.

2.6. Demat Equity Shares accepted under the Buyback were transferred to the Company's demat escrow account on Saturday, February 27, 2021. Excess demat Equity Shares or unaccepted demat Equity Shares were returned to respective Seller Members/custodians by the Indian Clearing Corporation on Friday, February 26, 2021.

2.7. The extinguishment of 69,500 Equity Shares accepted under the Buyback, is currently under process and shall be completed on or before March 5, 2021.

2.8. The Company, and its respective directors, accept full responsibility for the information contained in this Post Buyback Public Announcement and also accept responsibility for the obligations of the Company laid down under the Buyback Regulations.

3. CAPITAL STRUCTURE AND SHAREHOLDING PATTERN

3.1. The present capital structure of the Company, pre Buyback i.e. as on Record Date and post Buyback, is as follows:

Sr. No.	Particulars	Pre Buyback [#] Amount (₹)	Post Buyback [*] Amount (₹)
1.	Authorized Share Capital:		
2.	20,00,000 Equity Shares of ₹ 10/- each	200.00	200.00
3.	Issued, Subscribed and Paid-up Capital:		
4.	17,45,340 Equity Shares of ₹ 10/- each	174.53	
5.	16,75,840 Equity Shares of ₹ 10/- each		167.58

* as on the Record Date and as disclosed in the LOF

* Subject to extinguishment of 69,500 Equity Shares.

3.2. Details of Eligible Shareholders from whom Equity Shares exceeding 1% of the total Equity Shares bought back have been accepted under the Buyback are as under:

Sr. No.	Name of Shareholder	Number of Equity Shares accepted under the Buyback	Equity Shares accepted as a % of total Equity Shares bought back	Equity Shares accepted as a % of post buyback Equity Shares
1	Kevic Anant Setalvad	7719	11.11%	0.46%
2	Vinod Dadlani	7525	10.83%	0.45%
3	Amili Atul Setalvad	5493	7.90%	0.33%
4	Rhea Dipak Shah	4590	6.60%	0.27%
5	Neka Dipak Shah	4303	6.19%	0.26%
6	Sharad Premji Vishrani	3586	5.16%	0.21%
7	Aspy Rustom Broacha	3357	4.83%	0.20%
8	Pankaj Premji	2811	4.04%	0.17%
9	Veepa Vinod Dadlani	2099	3.02%	0.13%
10	Farokh Behram Daruvala	1788	2.57%	0.11%
11	Shri Parasram Commodities Pvt. Ltd.	1575	2.27%	0.09%
12	Vipul Rameshchandra Shah	1219	1.75%	0.07%
13	Shah Ninaben Nareshbhai	774	1.11%	0.05%

3.3. The shareholding pattern of the Company, pre Buyback i.e. as on Record Date and post Buyback, is as under:

Category of Shareholder	Pre Buyback [#]		Post Buyback*	
	Number of Shares	% to pre Buyback Equity Share capital	Number of Shares	% to post Buyback Equity Share capital
Promoter and Persons in Control	11,50,065	65.89	1,14,236	68.17
Foreign Investors (including Non-Resident Indians, FPIs, Foreign Banks, Foreign Nationals, FIIs and Foreign Mutual Funds)	30,205	1.73		
Financial Institutions/Banks & Mutual Funds promoted by Banks/Institutions, Alternate Investment Funds and NBFCs	1,200	0.07	5,33,494	31.83
Others (Public, Public Bodies Corporate, Clearing Members, Trust, and HUF etc.)	5,63,870	32.31		
Total	17,45,340	100.00	16,75,840	100.00

* as on the Record Date and as disclosed in the LOF

* Subject to extinguishment of 69,500 Equity Shares.

4. MANAGER TO THE BUYBACK

INGA VENTURES PRIVATE LIMITED
1229, Hubtown Solaris, N.S. Phadke Marg,
Opp. Telli Galli, Andheri (East), Mumbai 400069
Tel. No.: 022 26816003; Fax No.: 022 26816020;
Contact Person: Kavita Shah;
Email: kavita@ingaventures.com;
Website: www.ingaventures.com;
SEBI Registration No: INM000012698;
Validity: Permanent
CIN: U67100MH2018PTC318359

5. DIRECTOR'S RESPONSIBILITY

As per Regulation 24(i)(a) of the Buyback Regulations, the Board of Directors of the Company accepts responsibility for the information contained in this Post Buyback Public Announcement or any other information advertisement, circular, brochure, publicity material which may be issued and confirms that such document contains true, factual and material information and does not contain any misleading information.

For and on behalf of the Board of Directors of Industrial and Prudential Investment Company Limited

</



Greater Kailash-II Branch (E Vijaya Bank)
M-53, Greater Kailash-II, New Delhi -110048
Email: VJGRKA@BANKOFBARODA.CO.IN
PH: 011-29210536/29213498

POSSESSION NOTICE (For Immovable Property) [See rule 8 (1)]

Whereas the undersigned being the Authorized officer of the Bank of Baroda under the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 and in exercise of the power conferred under Section 13 (12) read with Rule 8 of the Security Interest (Enforcement) Rules 2002 issued a demand notice dated 06.01.2020 calling upon the borrower M/s Mewar Sweets and Confectionery (Borrower) represented by the partners 1), Mr. Ravinder Singh S/o Shri Rajmal Singh Malik, 2) Mr. Virender Singh Kumar S/o Shri Harendra Singh Malik, 3) Shri Sumit Kumar S/o Sh. Mahabir Singh (Partners) and Smt. Anju Malik W/o Ravinder Singh Malik (Guarantor) to repay the amount mentioned in the notice being Rs. 20,60,285.70 (Rupees Twenty Lakhs Sixty Thousand Two Hundred Eighty-Five and Seventy Paise Only from 01.01.2020 together with further interest thereon at the contractual rate plus costs, charges and expenses till date of the payment. The Borrower/ Guarantor having failed to repay the amount, notice is hereby given to the Borrower/ Guarantor and the public in general that the undersigned has taken possession of the properties/assets described herein below in exercise of powers conferred on him under Section (4) of Section 13 of the Act read with rule 8 of the Security Interest (Enforcement) Rules, 2002 on this 23rd Day of February 2021. The Borrower/ Guarantor in particular and the public in general is hereby cautioned not to deal with the said property/ assets and any dealings with the property/ assets will be subject to the charge of the Bank of Baroda, Greater Kailash-II Branch, New Delhi for an amount of Rs. 20,60,285.70 (Rupees Twenty Lakhs Sixty Thousand Two Hundred Eighty-Five and Seventy Paise Only from 01.01.2020 together with further interest thereon at the contractual rate plus costs, charges and expenses till date of the payment. The borrower's attention is invited to provisions of Sub- Section (8) of section 13 of the Act, in respect of time available, to redeem the secured assets.

DESCRIPTION OF THE IMMOVABLE PROPERTY

Property situated at First floor having super area 400 sq. feet constructed one bed room, lobby, kitchen & toilet – Proportionate share in plot of plan underneath constructed on plot no. 417A, measuring 44.4 Sq. yd. situated in the residential colony as Bhim Nagar, Gurgaon Tehsil & District Gurgaon.

Bounded as under: North – Street, East – Street, West – Property of Sh. Honda Ram, South – H.No. 417

Date: 23.02.2021, Place: New Delhi

Authorized Officer, Bank of Baroda

ALLIANCE INTEGRATED METALIKS LIMITED

CIN : L65993DL1989PLC035409

Regd. Office: 5th Floor, Unit No. 506, Building No. 57, Manjusha Building, Nehru Place New Delhi -110019
Phone: +91-11-40517610 | E-mail: alliance.intgd@rediffmail.com | Website: www.aiml.in

EXTRACT OF THE STATEMENT OF UN-AUDITED FINANCIAL RESULTS FOR THE QUARTER AND HALF YEAR ENDED ON SEPTEMBER 30, 2020

Sl. No.	Particulars	Quarter Ended		Half Year Ended		Year Ended
		30.09.2020 (Unaudited)	30.09.2020 (Unaudited)	30.09.2019 (Unaudited)	30.09.2020 (Unaudited)	31.03. 2020 (Audited)
1.	Total Income from operations	1,523.64	426.69	1,348.81	1,950.33	2,765.64
2.	Net Profit/ (Loss) for the period (before tax, exceptional and/or extraordinary items)	(2,724.98)	(2,693.52)	(2,223.40)	(5,418.50)	(4,245.86)
3.	Net Profit/ Loss for the period before tax (after exceptional and/or extraordinary items)	(2,724.98)	(2,693.52)	(5,303.32)	(5,418.50)	(7,325.78)
4.	Net Profit for the period after tax (after exceptional and/or extraordinary items)	(2,724.98)	(2,693.52)	(3,073.85)	(5,418.50)	(5,585.09)
5.	Total Comprehensive Income for the period (Comprising Profit / (Loss) for the period (after tax) & other Comprehensive Income (after tax))	(2,724.98)	(2,693.52)	(3,075.68)	(5,418.50)	(5,588.74)
6.	Paid-up Equity Share Capital (Face Value of Rs. 10/- each)	1,161.25	1,161.25	1,161.25	1,161.25	1,161.25
7.	Reserves (excluding Revaluation Reserve) as shown in the Audited Balance Sheet of the previous year	—	—	—	—	—
8.	Earnings per Share (of Rs 10/- each) for continuing and discontinued operations)- a Basic	(23.47)	(23.20)	(26.48)	(46.66)	(48.13)
	b Diluted	(23.47)	(23.20)	(26.48)	(46.66)	(48.13)
	Note:					
	1. The Financial Results have been prepared in accordance with the principles and procedures of Indian Accounting Standards ("Ind AS") as notified under the Companies (Indian Accounting Standards) Rules, 2015, as specified in Section 133 of the Companies Act, 2013.					
	2. As the Company has only one Operating Segment, disclosure under Ind AS 108-Operating Segment is not applicable.					
	3. The above results were reviewed by the audit committee and approved by the Board of Directors in their meeting held on 26th Feb-2021 and the Statutory Auditors of the Company have carried out a limited review of the said Financial Results for quarter and the Half Year ended on Sep 30, 2020.					
	4. The trade payables, trade receivables, other loans and advances and term Loan accounts with the banks are subject to reconciliation / confirmation.					
	5. The Company has outstanding Working Capital Loans of Rs 7914.40 lakh and Term Loans aggregating to 37975.48 lakh including interest accrued and due thereon which have been declared as non-performing assets (NPA) by the lenders as the repayment against these loans has become overdue. Further, the Company has classified the said overdue Term Loans along with interest accrued and due thereon as current liabilities under 'Other Financial Liabilities'.					
	6. The Company has accumulated losses of Rs 85485.40 Lakhs as on 30/09/2020 including a net loss of Rs 2724.97 Lakhs and Rs. 54.51 Lakh for the quarter and half year ended 30/09/2020 respectively. The Company is facing liquidity issues as its current liabilities far exceed the current assets coupled with a negative net worth. While this scenario could be interpreted as a material uncertainty for the company to continue as going concern, in view of the thrust provided by the Central Government to infrastructure projects in the country, increase in revenue from the operations during the quarter and the order book position of the Company, the management is of the opinion that maintaining a going concern basis of accounting is appropriate.					
	7. Post the nation wide lockdown arising out of Covid-19 pandemic, the operation of the company are gradually picking up and are likely to further improve going forward.					
	8. The figures for the previous period have been re-grouped/re-classified to make them comparable with the figures for the current period. 9. The above Financial Results for the Quarter/ Half Year ending Sep 30, 2020 are also available on the website of the Company https://aiml.in and the website of BSE i.e. www.bseindia.com.					

For ALLIANCE INTEGRATED METALIKS LIMITED

Sd/-
Daljit Singh Chahal
Whole Time Director
DIN: 03331560

Date: 26.02.2021

Place: New Delhi

OFFICE OF THE RECOVERY OFFICER-II DEBTS RECOVERY TRIBUNAL-III, DELHI

4th Floor, Jeevan Tara Building, Parliament Street, Patel Chowk, New Delhi-110001

R.C. No. 696/2018 E-AUCTION SALE NOTICE Dated: 02.02.2021

CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others.

As per my order dated 02-02-2021 the under mentioned property will be sold by E-Auction sale in the matter of CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others. The auction sale will be through "online E-Auction" through website: http://www.auctiontiger.net.

Date and Time of Auction : 07-04-2021 between 03.00 P.M. to 04.00 P.M. (With auto extension clause in case of bid in last 5 minutes before closing, if required)

For ALLIANCE INTEGRATED METALIKS LIMITED

Sd/-
Daljit Singh Chahal
Whole Time Director
DIN: 03331560

Date: 26.02.2021

Place: New Delhi

Office of the Recovery Officer-II

Debt Recovery Tribunal-III, Delhi

4th Floor, Jeevan Tara Building, Parliament Street, Patel Chowk, New Delhi-110001

R.C. No. 696/2018 E-AUCTION SALE NOTICE Dated: 02.02.2021

CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others.

As per my order dated 02-02-2021 the under mentioned property will be sold by E-Auction sale in the matter of CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others. The auction sale will be through "online E-Auction" through website: http://www.auctiontiger.net.

Date and Time of Auction : 07-04-2021 between 03.00 P.M. to 04.00 P.M. (With auto extension clause in case of bid in last 5 minutes before closing, if required)

For ALLIANCE INTEGRATED METALIKS LIMITED

Sd/-
Daljit Singh Chahal
Whole Time Director
DIN: 03331560

Date: 26.02.2021

Place: New Delhi

Office of the Recovery Officer-II

Debt Recovery Tribunal-III, Delhi

4th Floor, Jeevan Tara Building, Parliament Street, Patel Chowk, New Delhi-110001

R.C. No. 696/2018 E-AUCTION SALE NOTICE Dated: 02.02.2021

CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others.

As per my order dated 02-02-2021 the under mentioned property will be sold by E-Auction sale in the matter of CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others. The auction sale will be through "online E-Auction" through website: http://www.auctiontiger.net.

Date and Time of Auction : 07-04-2021 between 03.00 P.M. to 04.00 P.M. (With auto extension clause in case of bid in last 5 minutes before closing, if required)

For ALLIANCE INTEGRATED METALIKS LIMITED

Sd/-
Daljit Singh Chahal
Whole Time Director
DIN: 03331560

Date: 26.02.2021

Place: New Delhi

Office of the Recovery Officer-II

Debt Recovery Tribunal-III, Delhi

4th Floor, Jeevan Tara Building, Parliament Street, Patel Chowk, New Delhi-110001

R.C. No. 696/2018 E-AUCTION SALE NOTICE Dated: 02.02.2021

CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others.

As per my order dated 02-02-2021 the under mentioned property will be sold by E-Auction sale in the matter of CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others. The auction sale will be through "online E-Auction" through website: http://www.auctiontiger.net.

Date and Time of Auction : 07-04-2021 between 03.00 P.M. to 04.00 P.M. (With auto extension clause in case of bid in last 5 minutes before closing, if required)

For ALLIANCE INTEGRATED METALIKS LIMITED

Sd/-
Daljit Singh Chahal
Whole Time Director
DIN: 03331560

Date: 26.02.2021

Place: New Delhi

Office of the Recovery Officer-II

Debt Recovery Tribunal-III, Delhi

4th Floor, Jeevan Tara Building, Parliament Street, Patel Chowk, New Delhi-110001

R.C. No. 696/2018 E-AUCTION SALE NOTICE Dated: 02.02.2021

CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others.

As per my order dated 02-02-2021 the under mentioned property will be sold by E-Auction sale in the matter of CANARA BANK VS. M/s Indo World Wide Colloids Private Ltd. & Others. The auction sale will be through "online E-Auction" through website: http://www.auctiontiger.net.

Date and Time of Auction : 07-04-2021 between 03.00 P.M. to 04.00 P.M. (With auto extension clause in case of bid in last 5 minutes before closing, if required)

For ALLIANCE INTEGRATED METALIKS LIMITED

Sd/-
Daljit Singh Chahal
Whole Time Director
DIN: 03331560

Date: 26.02.2021

Place: New Delhi

Office of the Recovery Officer-II

Debt Recovery Tribunal-III, Delhi

4th Floor, Jeevan Tara Building, Parliament Street, Patel Chowk, New Delhi-110001

R.C. No. 696/2018 E-AUCTION SALE NOTICE Dated: 02.02.2021

CANARA BANK VS. M/s Indo World



**FRANKLIN
TEMPLETON**

Franklin Templeton Mutual Fund

Indiabulls Finance Center, Tower 2, 12th and 13th Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai 400013

Dividend in Franklin India Flexi Cap Fund

The Trustees of Franklin Templeton Mutual Fund have decided to distribute the following dividend:

Name of the Schemes / Plans	Face Value per Unit (₹)	Amount of Dividend per Unit* (₹)	NAV per Unit as on February 25, 2021 (₹)
Franklin India Flexi Cap Fund* Dividend	10.00	2.750	44.7294
Franklin India Flexi Cap Fund* Direct – Dividend			49.3191

The Record Date for the same will be March 5, 2021 (Friday). If in any case the Record Date falls on a non-Business Day, the immediately following Business Day shall be the Record Date. All the Unitholders / Beneficial Owners of the dividend plan / option of the scheme whose names appear in the records of Registrar / Depositories as on the Record Date shall be entitled to receive dividend. The investors in the dividend re-investment plan/option will be allotted units for the dividend amount at the NAV of next Business Day after the Record Date.

Please note that the dividend payout shall be subject to the availability of distributable surplus and if the available distributable surplus as on the record date is lower than the aforementioned dividend rate, then the available distributable surplus shall be paid out. The payout shall be subject to tax deducted at source i.e. TDS, as applicable.

Pursuant to payment of dividend, the NAV of the scheme would fall to the extent of payout and statutory levy (if applicable)

For Franklin Templeton Asset Management (India) Pvt. Ltd. (Investment Manager of Franklin Templeton Mutual Fund)

Sd/-

Sanjay Sapre

President

Date: February 27, 2021

*Effective January 29, 2021, Franklin India Equity Fund has been renamed to Franklin India Flexi Cap Fund

Mutual Fund investments are subject to market risks, read all scheme related documents carefully.



सेन्ट्रल बैंक ऑफ इंडिया
Central Bank of India

"CENTRAL" TO YOU SINCE 1911

Panchsheel Park Branch, Panchsheel Club Campus, New Delhi-110017

Ph : 011-26498368; Fax : 011-26494669; e-mail: cmdela0296@centralbank.co.in

Name of borrower and address :

MRS. MANJUMOL JOMON
AND MR. JOMON JEORGE
Property no. 30 & 31,
Ward no.-01,
New Line Apartment,
Flat No. 14, 2nd Floor,
Mehrauli, New Delhi-110030

NOTICE U/S 13(2) OF THE SECURITISATION AND RECONSTRUCTION OF FINANCIAL ASSETS AND ENFORCEMENT OF SECURITY INTEREST ACT, 2002

- 1) We have, at your request, granted to you various credit limits for an aggregate amount of Rs. 20,00,000.00 and give below details of various credit facilities granted by us:
Cent Home, Limit Rs. 20.00 lacs, NPA date- 29/10/2019
- 2) We inform you that out of total amount of **Rs. 1891532.00** due to us as on - **22/02/2021** (date of this notice) you have defaulted in repayment of entire amount of **Rs. 1891532.00** which represents the principal plus interest due on the date of this notice.
- 3) As you have defaulted in repayment of your full liabilities, we have classified your dues as Non-Performing Assets in accordance with the guidelines of the Bank/directions or guidelines issued by the Reserve Bank of India.
- 4) We also inform you that despite our repeated notices and oral requests for repayment of the entire amount due to us, you have not so far paid the same.
- 5) You are aware that the various limits granted by us are secured by the following assets/security agreements (secured assets):
Property no. 30 & 31, Ward no.-01, New Line Apartment, Flat No. 14, 2nd Floor, Mehrauli, New Delhi - 110030
- 6) For the reasons stated above, we hereby call upon you to discharge in full your liabilities to us within a period of 60 days from the receipt of this notice, failing which we will be exercising the powers under section 13(4) of the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.

Before the Central Government

Registrar of Companies/LLP, NCT of Delhi & Haryana

In the matter of sub-section (3) of Section 13 of Limited Liability Partnership Act, 2008 and rule 17 of the Limited Liability Partnership Rules, 2009 AND

In the matter of CRUISE PROFESSIONALS LLP(LLPIN: AAJ-6409) having its registered office at C-143, Saraswati Kunj, 25 I.P. Extension, Delhi East, Delhi -110092... Petitioner.

Notice is hereby given to the General Public that the LLP proposes to make a petition to Registrar of Companies, NCT of Delhi under section 13 (3) of the Limited Liability Partnership Act, 2008 seeking permission to change its Registered office from the "National Capital Territory of Delhi" to the State of "Uttar Pradesh". Any person whose interest is likely to be affected by the proposed change of the registered office of the LLP may deliver or cause to be delivered or send by Registered post of his/her objections supported by an affidavit stating the nature of his/her interest and grounds of opposition supported by an affidavit to the Registrar of Companies/LLP, NCT of Delhi & Haryana, within 21 (twenty one) days from the date of publication of this notice with a copy to the petitioner LLP at its registered office at the address mentioned above.

For and on behalf of
CRUISE PROFESSIONALS LLP

Sd/-
Nishith Saxena, (Designated Partner), DIN - 07833098

ADDRESS:B-1001, Edeco Apartments, Sector - 4, Vaishali, Ghaziabad - 201010

Date : 28/02/2021 | Place : Delhi

FORM A

PUBLIC ANNOUNCEMENT

(Regulation 14 of the Insolvency and Bankruptcy Board of India (Voluntary Liquidation Process) Regulations, 2017)

FOR THE ATTENTION OF THE STAKEHOLDERS OF

NESTER SYSTEMS INDIA PRIVATE LIMITED

1 Name of Corporate Person	Nexter Systems India Private Limited
2 Date of Incorporation of Corporate Person	13-12-2012
3 Authority under which Corporate Person is Incorporated/ Registered	Registrar Of Companies, Delhi
4 Corporate Identity Number / Limited Liability Identity Number Of Corporate Person	U74900DL2012FTC246099
5 Address of the Registered office and Principal Office (if Any) of Corporate Person	Second Floor, C-434, Defence Colony New Delhi- 110024, India
6 Liquidation Commencement Date of Corporate Person	24.02.2021
7 Name, Address, Email Address, Telephone Number and the Registration Number of the Liquidator	Parveen Kumar Adlakha nextersystems@jbinsolvency.com H.No-54 First Floor, Block C-3, Janakpuri, New Delhi-110058, Mob. 9899048896, Reg. No- IBBU/PA-002/PI/NO1034-2020-2021/13336
8 Last Date for Submission of Claims	26.03.2021

Notice is hereby given that the Nexter Systems India Private Limited has commenced voluntary liquidation on 24^ February, 2021.

The stakeholders of Nexter Systems India Private Limited are hereby called upon to submit a proof of their claims, on or before 26^ March, 2021 to the liquidator at the address mentioned against item 7.

The financial creditors shall submit their proof of claims by electronic means only. All other stakeholders may submit the proof of claims in person, by post or by electronic means.

Submission of false or misleading proofs of claim shall attract penalties.

Submission of false or misleading proofs of claim shall attract penalties.

Sd/-
Date : 27.02.2021
Place : New Delhi
Parveen Kumar Adlakha
REG. NO-IBBU/PA-002/PI/NO1034/2020-2021/13336

SOUTH DELHI MUNICIPAL CORPORATION

OFFICE OF THE EXECUTIVE ENGINEER (E&M)-III

Room No. 03, Gate No. 04, Ambedkar Stadium, Delhi Gate, New Delhi-110002, E-mail: eandm3sdmc@gmail.com

NOTICE INVITING TENDER (NIT) NO. 06

No. EE (E&M)-III/SDMC/2020-21/D-217 Dated :- 26.02.2021

The Executive Engineer (E&M)-III SDMC on behalf of Commissioner, SDMC invites online tender in two parts (Technical Bid & Financial Bid) for the following works:-

S.N. : 1, **Name of Work :** Comprehensive Operation and Maintenance (COMC) of 24 Nos. Mechanical Road Sweeping Machine (18 Nos. MRSMs of 6 CuM dust container capacity mounted on LPT 1613 TATA Chassis and 6 Nos. of 4.5 CuM dust container capacity mounted on LPT 1109 TATA Chassis) and 04 Nos. TATA make of 9 Kt capacity departmentally issued water tanks in single shift operation for a period of Two years under SDMC; **Estimated Cost :** Rs. 20,61,60,028/-, **EMD :** Rs. 30.62 Lacs (Exempted), **Tender Fee :** Rs. 2,000/-, **Time of Completion :** 02 Years.

S.N. : 2, **Name of Work :** Comprehensive operation and maintenance of suction machines and suction cum jetting machines for a period of 03 years; **Estimated Cost :** Rs. 10.57,10,517/-, **EMD :** Rs. 2.05 Lacs (Exempted), **Tender Fee :** Rs. 2,000/-, **Time of Completion :** 03 Years. The tender can be downloaded online from the website <http://eprocure.gov.in>. The last date of tender sale will be **12.03.2021 upto 03:00 PM**. The tenderers will submit their offer online. However, the drafts for the tender fee in favour of Commissioner, South Delhi Municipal Corporation) shall be submitted in the tender box kept in the office of SE (E&M), Room No. 205, 2nd Floor, E-1 Block, Dr. SPM Civic Centre, New Delhi-110002 upto the Last Date of Submission of Bids as per schedule of NIT.

Addendum/corrigendum etc. (if any) shall be uploaded on the aforesaid website only. All prospective bidders are advised to regularly scan the said websites for any update with regard to the subject tender.

R.O. No. 72/DP/South/2020-21 **EE (E&M)-III, SDMC**

SALE NOTICE

SHREEDHAR MILK FOODS LIMITED (under Liquidation)

Regd. Office: 632/7, 2nd Floor, Khari Baoli, New Delhi-110006 IN

Liquidator: Nishant Gaurav Gupta

Liquidator's Address: Siddhant Advocates, Flat No. 542, 1st Floor, DDA SFS FLATS Sector 22, Pocket 1, Dwarka, New Delhi - 110 077. Mobile No.: +91-8882555719 (Mr. Om Prakash Sharma)

E-Auction

Sale of Assets under the Insolvency and Bankruptcy Code, 2016

Date and Time of E-auction: 09 March, 2021 at 01:00 PM to 03:00 PM IST (with unlimited extension of 5 minutes each)

Sale of Assets and Properties owned by SHREEDHAR MILK FOODS LIMITED (under Liquidation) forming part of Liquidation Estate formed by the Liquidator, appointed by the Hon'ble National Company Law Tribunal, Principal Bench, New Delhi, New Delhi vide order dated 12th September 2019. The Sale will be done by the undersigned through the E-auction Company Linkstar Infosys Private Limited and platform: <https://www.auctions.co.in>

Asset	Block	Reserve Price	EMD Amount
Entire Plant and Machineries (both fixed and movable) lying inside the premises of Plant of Shreedhar Milk Foods Limited, situated at 1 k.m., Inkonda Road, Village Mukarba, Jyoti, District Amroha, together with the building standing thereon.	Block-1	Rs. 14,76,22,500/-	1,50,00,000/-

Terms and Conditions of the E-auction are as under:

1. E-auction will be conducted on "AS IS WHERE IS", "AS IS WHAT IS" and "WHATEVER THERE IS BASIS" through approved service provider, Mr. Linkstar Infosys Pvt Ltd.

2. This Sale Notice shall be read in conjunction with the complete E-auction Process Document containing details of the Assets, online E-auction Bid Form, Declaration and Undertaking Form, General Terms and Conditions of the E-auction Sale which are available on the website: <https://www.auctions.co.in> Contact: Mr. Dixit Prajapati 7874138237 Email ID: admin@auctions.co.in

3. The E-auction does not include the name on which the plant is being located, fastened and fixed.

4. The intending bidders, prior to submitting their bid, should make their independent inquiries regarding the title, insurance and other charges due, if any in respect of the above asset and inspect the plant at their own expenses and satisfy themselves that the assets detailed above can be inspected by the prospective bidders at the site with prior appointment, by contacting Mr. Om Prakash Sharma: +91 8882555719.

5. The above asset under auction can be inspected on 04-03-2021. Intending bidders shall have to contact Mr. Om Prakash Sharma @ +91 8882555719 before inspecting the same.

6. The intending bidders are required to deposit Earnest Money Deposit (EMD) amount either through NEFT/RTGS in the Account of "SHREEDHAR MILK FOODS LIMITED IN LIQUIDATION" Account No.: 490400210000516 PNB Bank Branch: Industrial Area, Patparganj, New Delhi IFSC Code: PUNBNA0490400, or through DD drawn on any Scheduled Bank in the name of SHREEDHAR MILK FOODS LIMITED IN LIQUIDATION or give a Bank Guarantee for the EMD Amount.

7. The intending bidders should submit the evidence for EMD Deposit or Bank Guarantee and Request Letter for participation in the E-auction along with self-attested copy of (1) Proof of Identity; (2) Current Address Proof; (3) PAN Card; (4) Valid e-mail ID; (5) Landline and Mobile Number; (6) Affidavit and Undertaking; (7) Bid Application Form; (8) Declaration by Bidder. The formats of these Annexures can be taken from the Complete E-auction Process Document.

These documents should reach the office of the Liquidator physically or by Email, at the address given below before 05:00 PM on 06-03-2021.

8. The Names of the Eligible Bidders will be identified by the Liquidator to participate in E-auction on the portal <https://www.auctions.co.in>. The E-auction Service Provider will provide User ID and Password by Email to the Eligible Bidders.

9. The Eligible Bidders, participating in the E-auction, will have to Bid for at least the Reserve Price and increase their Bid by a minimum incremental amount of Rs. 25,00,000/- (Rupees Twenty Five Lacs Only) for the Block or in multiples of these amounts.

10. In case a bid is placed in the last 5 minutes of the closing time of the E-auction, the closing time will automatically get extended for 5 minutes with unlimited extension. The bidder who submits the highest bid amount (n.b. below the Reserve Price) on the closure of E-auction shall be declared as the Successful Bidder and a communication to that effect will be issued through electronic mode by the E-auction Service Provider, which shall be subject to approval by

Dispel Your Doubts, Myths & Misinformation!



BRANCHES IN HYDERABAD: HITEC CITY | MALAKPET | MIYAPUR | SUCHITRA

Consult with **Highly Qualified Fertility Specialists** at any of our Centres & Simplify your Journey towards a **Happy & Fulfilling PARENTHOOD!!**

Call To Book Your Tele-Consultation With Your Favorite Specialist **NOW!**
8880 747474
www.hegdefertility.com

HEGDE FERTILITY
CONCEPTION. A MIRACLE. A SCIENCE.
Touching Hearts Of Millions Since 1977

Download The App

INTERVIEW

Making Quality Healthcare Facilities Accessible across India



Please tell us about your career journey so far.

Having done my Masters in Hospital Management, in 1998 I joined Nizams Institute of Medical Sciences as an Administration Trainee. After working there for 6 months, I wanted to gain deep insights about the Healthcare scenario at the grassroots level, I, therefore, shifted my focus to Healthcare research and joined an NGO – Institute of Health Systems. While working there, I was involved in a few World Bank and WHO projects, which helped me gain grassroots level learnings about the Healthcare and Medicare sectors in India and around the world.

After 3-4 years, I came back to mainstream Healthcare administration and decided to get into Oncology. Back then, Oncology treatment was very under-developed in most parts of the country and cancer cases were rising. I joined Indo-American Cancer Hospital in Hyderabad as its Chief Administrative Officer and few years later, I was promoted to Chief Operating Officer position. In 2010, along with a few like-minded doctors, I established Omega Hospitals.

In the past decade, the hospital has grown leaps and bounds, with 9-10 branches and 1000 beds under its brand name. We are the second-largest Oncology hospital in the country.

Are you continuing with your interest in Oncology or have you explored other subjects as well?
 Apart from Oncology, two years back, I decided to explore more challenging assign-

ments, since I had been working in the field of Oncology for a long time. I figured out two challenges – establishing 100-bed mid-level multi-specialty hospitals and venturing into the field of IVF care.

To begin with, our idea was to establish a few 100-bed mid-level multi-specialty hospitals on the periphery of Hyderabad to save precious life-saving moments that are wasted in reaching to densely populated areas where our present Hospitals are located at.

Also, people often find nearby nursing homes inadequately equipped and corporate hospitals are unaffordable due to massive infrastructure and sophisticated treatment facilities. So, our effort is to provide affordable hospitals equipped with the latest technological medical equipment in the vicinity of the patient.

As we take pride in good infrastructure along with highly efficient, trained and qualified doctors, So far, our model has been hugely successful and we have launched 4 hospitals in Hyderabad and are planning to add another 5-6 hospitals in the next 2-3 years.

You also mentioned about IVF Care. Can you elaborate?
 Yes. My second focus area is IVF (In Vitro Fertilization). Due to several lifestyle issues in today's fast-paced life, it has become difficult for people to become parents. This issue is increasing year on year. Since parenthood is an experience all of us must go through, we decided to establish an IVF facility of international standards in association with one of the top embryologists of

the country – Dr C. Suvarchala Vardhan. Together, we started our IVF brand called "Ziva" and established Ziva Embryology and Fertility Institute, two years back in Hyderabad. We recently started our second centre and another two centres are about to start in the next month. Going forward, we plan to add 20 more centres in the next 3-4 years.

What are the major challenges do you come across being in Hospital Administration?

One of the major challenges that I come across is to address the emotions of cancer patients and their relatives. The cancer treatment generally lasts for over 7-9 months. The treatment process is not just financially draining but it's emotionally overwhelming as well for both patients and their relatives.

Second, the ratio of doctors to patients is quite low in India. This puts extreme pressure on the hospital administration to retain highly qualified, experienced doctors, whilst grappling with the problems of poaching of doctors by other hospitals. We try our best to motivate our team of doctors and give them a familial atmosphere to retain them with our brand.

What are your expectations from the government?

Often the government wants the private Healthcare sector to provide subsidies to patients under its flagship schemes. In this case, we should be provided with some relief in terms of taxation, customs duties, rentals and interest rates. It should also make sure

timely and hassle-free payments of cost of treatments done under its schemes – be it Arogya Sri or Ayushman Bharat.

All these overheads lead to a particular tariff for patients. Ultimately, it is the patient who has to bear the brunt of such overheads for the private Healthcare sector to sustain. Working in such an inflated economic system, it becomes impossible for us to pass on the benefits of discounted tariffs or subsidies to patients that the government expects us to do.

Secondly, the hospitals are treated as business/commercial entities wherein we pay huge custom duties at par with those of commercial establishments to import world-class medical equipment. If we import 20-crore medical equipment for radiation therapy, we need to pay 6 crore custom duties to the government. Whatever tax structure you take, the overheads of hospitals are always very high, including the salary of doctors, bank loans, rentals etc. All the tariffs of a hospital are at par with those of a commercial entity, making it impossible for us to serve the entire society effectively.

During the start of the pandemic, there was a buzz about 'Telemedicine'. It was supposed to be a futuristic way of Medical treatment. What is your opinion on telemedicine?

At the start of the pandemic, the hospitals were flooded with patients. The beds were not available for non-COVID patients. Lately, we have observed that patients visiting the hospitals for follow-ups have gone down, thanks to telemedicine procedures. Hospitals across the country used digital channels efficiently to deliver care and medical advice/follow-ups through these channels. With telemedicine facilities in place, we were able to stop people from visiting a hospital for simple ailments. And we treated them through telemedicine processes.

I believe telemedicine is the future of healthcare as people now realise that they need not rush to the hospital for simple ailments. With digitalisation gaining ground, from diagnostic tests to sending online reports to doctors through secure digital platforms, everything has become seamless and easy for doctors and patients.

What are your Hospital expansion plans?

Under Omega brand, relentlessly, we are working on evolving our cancer services in Telangana and Andhra Pradesh. We have 9 hospitals in these two states. However, we are currently planning our expansion in north India. We will be starting our Dehradun project in the next month. South India is blessed with good Oncology facilities, although, in north India, the number of beds compared with the number of patients is low. Therefore, as a brand we felt, it's time for us to expand in north India, as we have enough experience and idea into running Oncology centres.

Through Renova brand, I am trying to develop state-of-the-art neighbourhood hospitals to cater to public living in the vicinity of 10 to 15 kilometres. I believe healthcare is one of the basic necessities of citizens and I feel bad when patients from peripheries travel to the center of the cities for healthcare facilities. And we, therefore, would like to create good healthcare facilities across the peripheries of bigger cities. We want to start another 5-6 centres in another 2-3 years around Hyderabad.

As I mentioned earlier, we have big plans for "Ziva" as we believe infertility cases are on the rise and required careful and effective solutions. We, therefore, have planned to set up more Ziva IVF centres in the coming years.

Dadasaheb Phalke IFF Awards 2021

DADASAHEB Phalke International Film Festival Awards 2021 Jury has awarded to Dr P. Sridhar, a "Token of Appreciation" for COVID Warrior - Real Heroes.

Pride of the Nation

DR P SRIDHAR received the "Pride of the Nation Award" from the Union Minister for Defence, Rajnath Singh at an event organized by "Veterans India", on the occasion of Kargil Vijay Diwas, in New Delhi for outstanding contribution with exemplary commitment for the well-being of the war heroes, veterans and the society.



Champions of Change

DR P SRIDHAR, has received an award from Govt. of India for extending his support to Rural area for identifying Cancer at very early stages.



International Excellence Awards

International Excellence awards are an honor awarded by Brand Icon to recognize outstanding achievements. IEA is a premier, which highlights your business Achievements to clients and Investors, Reward staff and benchmarks your success against competitors.

Healthcare Achievers



OUR BRANDS



RENOVA Hospitals: An Example of Vision and Humanity



TO facilitate Quality Health Care Services at Affordable Cost for people living in periphery areas of cities, a chain of Renova Hospitals are being established starting from Hyderabad initially. Dr P Sridhar, MD, Renova Hospitals, feels that healthcare in India is well established in major cities and there is a dire need of quality affordable hospitals in many areas of the country. And he should try his best to bridge this gap.

To give life to his vision, he established RENOVA Hospitals in collaboration with a few other like-minded doctor friends in the year 2019.

RENOVA is like a neighbourhood hospital serving people living in 10 to 15 km vicinity. It is equipped with state-of-the-art technology and infrastructure compared to any big corporate



hospital. His aim is to conquer the heart of people providing access to best and quality healthcare facilities to every individual irrespective of their status. Right now RENOVA is adding 5 more branches and spreading its wings to various small towns and cities of India.