

TODAY's QUOTE

Ladakh taking up diversified businesses

In line with the national vision of 'Sahakar se Samridhhi' to deepen and expand the cooperative movement, Ladakh has adopted the Model Bye-Laws for PACS, enabling them to undertake over 25 diversified business activities while enhancing transparency, accountability, and governance



—Amit Shah,  
Union Cooperation Minister

BIZZ BUZZ

HANS


MONDAY TO SATURDAY

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BUSINESS DAILY

MARKETS AT A GLANCE			
Sensex	84,679.86	0.63%	▼
Nifty	25,860.10	0.64%	▼
Bank Nifty	59,034.60	0.72%	▼
Gold	1,35,900/10gms	1,700	▼
Silver	1,98,500	1,000	▼
Rupee	91.01	23ps	▼
Crude Oil	60.13/bbl	0.71%	▼

INSIDE



India's textiles exports register 4.6% growth in last 4 fiscals

India's exports of textiles and apparel, including handicrafts, saw 4.6 per cent CAGR growth, from \$31.58 billion in 2020-21 to \$37.75 billion in 2024-25, with export growth recorded across more than 100 countries during the same period, the Parliament was informed on Tuesday



RINL achieves record hot metal production

Rashtriya Ispat Nigam Limited (RINL), the corporate entity of Visakhapatnam Steel Plant, has achieved a historic milestone by recording the highest-ever hot metal production in a single day since its inception




India's long-term outlook remains positive, indices to remain near all-time high



India sees Taiwan as vital technology partner: Report

TWEETY FRUITY


Test before venturing in



One of your first duties when starting a business? Test to validate demand: Low-cost, high-value. Let the market tell you what they want. Avoid wasting time and money on a bad idea. Always validate before serious spending

Raj Jha  
@rajjha, Founder, CEOsWorkBench

Resolve the issues ASAP



This experience taught me that most companies don't die from crises. They die from chronic problems—issues that are ignored or patched over. Fix the root problem, no matter how painful. Then watch your company soar

Ayman Al-Abdullah  
@aymanalabdul, CEO, AppSumo

# Tech giants derisking biz via big investments in India

Google, Microsoft, Amazon recently announced billions of dollars of investment

TECH BILLIONS FOR BHARAT

- Under Trump, Indo-US relationship has derailed in several issues
- American tech giants already have a leading position in India
- Restrictions in Europe & no-access to China, make India crucial for tech firms

DEBASIS MOHAPATRA  
BENGALURU



Some months back, Indian government has made its intention clear about promoting indigenous digital stack. Zoho's platforms have been actively adopted by ministries. There was a fear that American tech giants may lose Indian market



—Pareekh Jain, Founder of Pareekh Consulting

about promoting indigenous digital stack. Zoho's platforms have been actively adopted by ministries. There was a fear that American tech giants may lose Indian market. To derisk geopolitical issues, they want to secure Indian market through large investment commitment," Pareekh Jain, an IT outsourcing advisor & Founder of Pareekh Consulting told the Bizz Buzz.

He also said that the US-Europe relations are already frosty and American technology giants don't have much access in Chinese market. "They can't afford to lose a market like India," he added.

Notably, Google, Microsoft and Amazon have announced huge investment plans in India.

Google is planning to invest around \$15 billion over the next five years to establish its first AI hub and a gigawatt-scale data centre in Visakhapatnam. This is the largest invest-

ment plan of Google outside of the US. Similarly, Microsoft has also announced huge investment plans in India.

The company recently announced that it would invest around \$20 billion in coming years.

These investments will be utilized for building AI

infrastructure and cloud capacity expansion in the country. Meanwhile, Microsoft's India South Central Cloud Region in Hyderabad will go live during middle of 2026.

Similarly, Amazon has unveiled plans to invest more than \$30 billion in India by 2030. A significant portion of this investment will be invested in AI infrastructure, related to Amazon Web Services (AWS).

Global technology industry is going through a period of slowdown as the Trump administration's trade tariffs have disrupted the global trading system to a large extent.

Meanwhile, the US administration's protectionist policies related to H1B visa, and imposition of punitive 50 per cent tariff on India have derailed decades of good relationship between India & the US.

Amid such geopolitical events, global technology giants are keen to maintain their leading position in a large market like India.

Sources in the know said that data sits at the heart of efficient AI model and all global giants want to improve their models with the help of Indian users.

## Rupee falls by 23 paise to settle at new low of 91.01/\$

The rupee has fallen from 90 a dollar to 91 in the last 10 trading sessions

MUMBAI

THE rupee fell 23 paise against the greenback to settle at a new all-time low of 91.01 (provisional) on Tuesday, as the government in the Rajya Sabha attributed the sliding value of domestic currency to widening trade deficit and the ongoing developments related to the India-US trade agreement.

During the session, the local unit lost 36 paise from its previous close against the greenback to hit its lowest-ever level of 91.14, but regained some ground later in the day. Even a weaker greenback and a sharp decline in global crude oil prices could not prevent the slide in the local unit, forex traders said.

The rupee has fallen from 90 a dollar to 91 in the last 10 trading sessions. The unit has slipped 1 per cent against the greenback in the past five sessions alone.

The issue was brought up in the Rajya Sabha on Tuesday, and Minister of State for Finance Pankaj Chaudhary said, "During the current financial year, the depreciation of the Rupee has been influenced by the increase in trade deficit and likely prospects arising from the ongoing developments in India's trade agreement with the US, amid relatively weak sup-



Rupee made a new lifetime low as dollar buying continued with news that (US President) Donald Trump has not agreed to the new trade proposals from India. So the deal goes into limbo till a new one is finalised

—Anil Kumar Bhansali, Executive Director, Finrex Treasury Advisors LLP

port from the capital account"

"The depreciation of currency is likely to enhance export competitiveness, which in turn impacts the economy positively. On the other hand, depreciation may raise the prices of imported goods. However, the overall impact of exchange rate depreciation on domestic prices depends on the extent of the pass-through of international commodity prices to the domestic market," he said.

## AP launches India's first integrated Aviation, Aerospace & Defence EduCity

GMR-MANSAS Aviation EduCity to address global aviation skill shortage, build India's next-generation aviation workforce

SANTOSH PATNAIK  
VISAKHAPATNAM



Union Civil Aviation Minister Kinjarapu Rammohan Naidu, AP IT and Electronics Minister Nara Lokesh, Assembly Speaker Ch Ayyanna Patrudu and Goa Governor P Ashok Gajapati Raju at the GMR-MANSAS Aviation EduCity launch function in Visakhapatnam on Tuesday

IN a major step aligned with India's rapidly expanding civil aviation and aerospace ecosystem, Andhra Pradesh Government on Tuesday announced the launch of India's first integrated Aviation, Aerospace and Defence (AAD) EduCity near the upcoming Bhogapuram International Airport.

The GMR-MANSAS Aviation EduCity, spread over about 136 acres, is designed as a national capability platform to address the acute global and domestic shortage of aviation professionals and to position India as a leading

supplier of aviation talent.

The land at Annavaram in Bheemili mandal has been donated by MANSAS Trust headed by Goa Governor P Ashok Gajapati Raju.

India's aviation sector is among the fastest-growing globally. Passenger traffic is projected to reach 700 mil-

lion annually across 200 airports, while the country's commercial aircraft fleet is expected to double to nearly 1,700 aircraft by 2030.

Parallely, India's aerospace and defence market is projected to grow from \$28.7 billion in 2024 to \$57 billion by 2034.



Gold drops ₹1,700

NEW DELHI: Snapping the four-day record rally, gold prices declined by Rs 1,700 to Rs 1,35,900 per 10 grams in the national capital on Tuesday as investors booked profits amid weak global cues, according to the All India Sarafa Association. The precious metal of 99.9 per cent purity had surged by Rs 4,000 to touch an all-time high of Rs 1,37,600 per 10 grams on Monday. The metal rose by Rs 6,000 over the previous four days, trading at record highs.

Dilip Parmar, Research Analyst, HDFC Securities, said, "Domestic gold prices also softened, curtailing a four-day advance."

## GDP growth set to accelerate to 7.5% in FY27: Report

Says India can grow faster than its long-term trend without triggering inflationary pressures

MUMBAI

INDIA's economic growth is expected to pick up pace and remain strong in the coming years, with GDP likely to expand at 7.5 per cent in FY27, even as inflation stays under control, according to Axis Bank's Economic Outlook 2026 on Tuesday.

The report, authored by Neelkanth Mishra, Chief Economist at Axis Bank and Head of Global Research at Axis Capital, says India can grow faster than its long-term trend without triggering inflationary pressures.

This is because the economy still has enough unused capacity, or slack, which al-



lows growth to rise smoothly. Axis Bank expects India to grow faster than most global peers and even above market expectations, making it the world's fastest-growing large economy. The strong outlook is supported by easing pressure from government finances, lower borrowing costs, and supportive monetary policy.

The report also highlights that ongoing structural reforms and regulatory easing will help sustain growth over the medium term.

## ITC gets nod to acquire Birla's Century pulp biz

NEW DELHI: Fair trade regulator CCI on Tuesday cleared conglomerate ITC Ltd's proposal to acquire the pulp and paper business of Aditya Birla Real Estate Ltd (ABREL) for Rs 3,498 crore.

The development came after ABREL in March this year announced that its board has approved the execution of the business transfer agreement for the divestment of the pulp and paper undertaking situated in Lalkuan, Uttarakhand, by way of a slump sale to ITC.

The Competition Commission of India (CCI) said it has approved the proposed deal. "Commission approves acquisition of paper and pulp manufacturing business of Aditya Birla Real Estate Limited by ITC Limited," the regulator said in a post on X.

## Reforms to grant greater access to insurance for people: FM

NEW DELHI

FINANCE Minister Nirmala Sitharaman on Tuesday said the insurance reforms brought in through a bill in Parliament will grant greater access to insurance for the people, have better regulatory oversight and ensure ease of compliance.

Moving the "The Sabka Bima Sabki Raksha (Amendment of Insurance Laws) Bill, 2025" for con-

sideration of the Lok Sabha, Sitharaman said the draft legislation was aimed at bringing transparency, ease of compliance mandates and increasing foreign direct investment (FDI) in the sector.

The minister said that the FDI limit in the insurance sector was increased from 26 per cent to 49 per cent in 2015, 74 per cent in 2021 and now proposed to 100 per cent.

## Infosys likely to set up its own campus in Vizag

IT major to get 20 acres in Visakhapatnam for a permanent facility a la Cognizant, TCS?

### INFOSYS TO EXPAND FOOTPRINT?

- Infosys plans to acquire 20 acres under the "One Acre per Rupee" policy
- The IT major currently has a limited presence in the city, operating from rented premises
- AP govt has allotted nearly 40 acres to TCS and Cognizant
- Cognizant began operations from a rented facility at Rushikonda Hills

SANTOSH PATNAIK  
VISAKHAPATNAM



pee' Policy introduced by the Andhra Pradesh government. The speculation was triggered after IT and Electronics Minister Nara Lokesh took to his X handle to say "#Vizag. Get ready. The world champions are coming this month. Any guesses who?"

Infosys, the IT giant has a small presence in the city after launching a facility at a rented premises a few years ago. Since then there has been speculation that they may set up a permanent development centre. Informed sources say the government is ready to allot 20 acres to Infosys at Yendada provided it fulfills the

employment condition stipulated by the government. "The policy is first of its kind to woo major investments into the State," AP Chambers of Commerce president Potluri Bhaskara Rao told Bizz Buzz.

If Infosys sets up a campus in Visakhapatnam, it will have permanent facilities in all the South Indian States. The government has already allotted nearly 40 acres land to TCS and Cognizant for a combined investment of Rs.20,000 crore in the city. While Chief Minister N. Chandrababu Naidu and IT and Electronics Minister Nara Lokesh recently performed bhoomi

The speculation was triggered after IT and Electronics Minister Nara Lokesh took to his X handle to say "#Vizag. Get ready. The world champions are coming this month. Any guesses who?"

pooja for the permanent campus for Cognizant, TCS is getting ready to launch temporary operations from Millennium Tower. Cognizant started its operations during the visit of Naidu and Lokesh from a rented building at Rushikonda Hills. Both the IT companies will provide a total employment of 20,000.

Earlier, Accenture, another IT major, had sought 10 acres at concessional rate to develop its campus in the city. In addition to this, Google has announced \$ 15 billion

investment on a AI-centred data centre hub. Google through MoU signed in October partnered with Adani-ConneX and Airtel to create a huge digital infrastructure including new subsea cable connections to power AI for India.

There are also reports that TCS is interested in establishing a one gigawatt data centre in the city. Reliance Industries through its partners has signed MoU for setting up a one GW data centre with an investment of Rs.1 lakh crore. Meta, which wants to make Visakhapatnam a landing centre for its inter-continental subsea cable project along with Mumbai, has engaged Sify as its local partner. Sify has already started work on its 500 MW hyperscale data centre at Paradisepalem with an investment of Rs.15,266 crore. The subsea cable project named 'Waterworth' will boost global connectivity.



**IN BRIEF**  
**Low visibility at Delhi airport: 126 flights cancelled**

MUMBAI: Low visibility conditions disrupted flight operations at Delhi airport on Tuesday, leading to widespread cancellations, a Delhi International Airport Ltd official said. So far, 49 departures and 77 arrivals have been cancelled due to poor visibility, he added. At the same time, crisis-hit IndiGo said it cancelled 110 flights across its network due to disruptions caused by bad weather at Delhi airport. "Due to low visibility, 49 departures and 77 arrivals have been cancelled so far at Delhi airport," the official said. As winter sets in, early mornings across northern India can bring fog that may occasionally slow down flight movements, IndiGo said in a post on X.

**Tata Power eyes ₹6,500-cr project**

BHUBANESWAR:Tata Power is looking to finalise its 10 GW wafer and ingot project, to be set up at an estimated cost of Rs 6,500 crore, by January next year, the company's CEO and MD Praveer Sinha said. The company is in talks with various states and will decide on the location soon, he said on the sidelines of a company event here. Tata Power is looking to set up a 10 gigawatt wafer and ingot plant as part of its backward integration, Sinha had said in an earnings call earlier without sharing further details. He said there will be clarity on the proposed project in the last quarter of FY26. "In January, we would be making some announcement. Meanwhile, we continue to explore potential site for the project," Sinha said.

**Supriya targets ₹1,600-cr revenue**

MUMBAI: Supriya Lifescience, which is into expansion mode, is eyeing up to Rs 1,600 crore revenue from its Lote MIDC in Ratnagiri and Ambernath facilities in the next three years, a top company executive has said. "We had a revenue of Rs 706 crore in 2024-25, and we are expecting a 20 per cent growth in FY26. With all the expansions lined up, we are expecting a surge in revenue growth. In the next 3 years, we are expecting to reach around Rs 1,600 crore revenue from our existing (Lote Maharashtra Industrial Development Corporation) and the Ambernath facility, which is expected to add to the revenue from January-Feb 2026," Supriya Lifescience MD Saloni Wagh said.

**Inox Wind secures 100 MW order**

NEW DELHI: Inox Wind on Tuesday said it has secured a repeat order for 100 MW from Jakson Green. This order is for the supply of IWL's 3.3 MW turbines for projects being developed by Jakson Green in Gujarat, a company statement said. Additionally, IWL will provide limited-scope EPC services for the project along with multi-year Operations & Maintenance (O&M) services post the commissioning of the turbines. With the addition of this order, total order inflow for FY26 now stands at 600 MW, with an additional 2.5 GW of framework agreement to be executed over the next three years.

**Kerala to host Cultural Congress**

KOCHI: Bringing together voices of cultural pluralism from across India, Kerala, known for its vibrant cultural traditions and progressive public discourse, will host the Indian Cultural Congress, the country's first-ever national cultural congress, from 20 to 22 December 2025 in Ernakulam. Conceived around the core values of Culture, Dialogue, Fraternity, Equality, and Peace, the three-day Congress will unfold across eight venues.

**India's green hydrogen capacity likely to touch 5 mn MT by 2030**

NEW DELHI

INDIA'S green hydrogen production capacity is likely to reach 5 million metric tonnes per annum by 2030, the Parliament was informed on Tuesday.

The National Green Hydrogen Mission (NGHM) aims to make India a global hub for production, usage and export of green hydrogen and its derivatives, Minister of State for New and Renewable Energy, Shripad Yesso Naik, told the Rajya Sabha in a written reply.

The minister also listed the incentives and manufacturing initiatives under the NGHM to reduce the cost of green hydrogen.

Under the incentive scheme for electrolyser manufacturing, 15 companies have been awarded a total manufacturing capacity of 3,000 MW per annum, with incentives worth Rs 4,440 crore. Under the incentive scheme for green hydrogen production, 18 companies have been awarded a cumulative production capacity of 8,62,000 tonnes per annum.

Two companies have been awarded 20,000 tonnes per annum worth of incentives for refineries, the minister added.

Additional measures to reduce costs include ex-



emptions from interstate transmission system charges for 25 years for plants commissioned on or before December 31, 2030, an official statement said.

Further, duty benefits have also been allowed under Section 26 of the Special Economic Zones Act, 2005, for installation as well as operation and maintenance (O&M) of renewable energy equipment exclusively for captive consumption of the unit.

The Ministry of New and Renewable Energy is also supporting a research and development project titled 'Scale up of Perovskite Tandem Solar Cells (Phase I)' with a total project cost of Rs. 83.19 crore to scale up and indigenise perovskite tandem solar cell technology.

Naik said last month that India is steadily advancing toward 500 GW of non-

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fossil capacity by 2030 and net-zero emissions by 2070.

The minister highlighted the National Green Hydrogen Mission's transition from planning to implementation, with incentive schemes worth Rs 17,000 crore and projects awarded for 3,000 MW per annum of domestic electrolyser manufacturing and 862,000 tonnes per annum of green hydrogen production.

**CAG flags delay in Coal India's solar projects**

NEW DELHI

GOVERNMENT auditor CAG has pulled up state-run Coal India Ltd for delays in development of the targeted 3,000 MW solar power projects, stating that the coal behemoth and its arms had installed only 122.492 MW of solar capacity by December 2024, which is just 4.08 per cent of the target. The Comptroller and Auditor General of India (CAG) has also asked Coal India to execute the projects on a fast-track basis to become a Net Zero energy company.

"Though, government entrusted (2017) CIL (Coal India) with the task to generate 3,000 mw of solar power by 2024, to become Net Zero Energy Company, the installed capacity as on 31 December 2024 for solar projects was only 4.08 per cent of the envisaged capacity," CAG said in its recent report. Work orders had been issued only for 692.50 MW of ground-mounted projects and 34.56 MW of rooftop projects till



**Though, government entrusted (2017) CIL (Coal India) with the task to generate 3,000 mw of solar power by 2024, to become Net Zero Energy Company, the installed capacity as on 31 December 2024 for solar projects was only 4.08 per cent of the envisaged capacity**

December 2024, with anticipated commissioning by 2027-28. "The extension of timeline has been provided for completion of the targets by 2027-28," the report said. The Centre, in 2017, entrusted CIL with the task of developing 3,000 MW of solar power by 2024.

**Surya power: 7.71L households got zero electricity bills, says govt**

**GREEN MISSION**

- A total of 19,45,758 solar rooftops were installed in the county till Dec 9, 2025
- The scheme delivered zero electricity bills to 7,71,580 households
- Under the scheme, Centre provided financial assistance of Rs 13,926.25 cr
- A total of 8,30,617 loan applications sanctioned till December 9, 2025

NEW DELHI

THE M Surya Ghar: Muft Bilal Yojana has delivered zero electricity bills to over 7.7 lakh households in the country out of the total 24.35 lakh households benefited under the scheme, Parliament was informed on Tuesday.

The Centre launched PM Surya Ghar in February 2024 with an aim to achieve rooftop solar (RTS) installations in one crore households in the residential sector by FY 2026-27 with an outlay of Rs 75,021 crore.

"As on December 9, 2025, a total of 19,45,758 RTS (roof-



top solar) systems have been installed across the country, benefitting 24,35,196 households," Minister of State for New and Renewable Energy Shripad Yesso Naik said in a written reply to the Rajya Sabha.

According to his reply, the scheme delivered zero electricity bills to 7,71,580 households.

Under the scheme, central financial assistance of Rs 13,926.25 crore has been released while 8,30,617 loan applications sanctioned till December 9, 2025.

In another reply, the minister informed the House that the PM-KUSUM scheme has empowered farmers as 'Urjadata', and has crossed the

20-lakh beneficiary mark.

Under Component A of the scheme, farmers are enabled to adopt solar energy, becoming Urjadata along with Annadata and enhance their income.

Farmers can lease their land for installation of solar power plants and can earn up to Rs 80,000/hectare / year. For the plants commissioned under Component A, the median average income is Rs 4.5 lakh/MW per month.

Under Component B, the existing diesel pumps are replaced with solar pumps. Assuming consumption of 4.6 litres per day (for 5 HP pumps) and with current diesel cost of around Rs 87/litre, farmers can achieve

NEW DELHI

INDIANOW has 29,151 electric vehicle charging stations (EVCS) all over the country, the Parliament was informed on Tuesday.

Out of these, 8,805 EV charging stations are fast charging stations and 20,346 EV charging stations are slow charging stations, said Minister of State for Heavy Industries, Bhupathiraju Srinivasa Varma, in a written reply in Lok Sabha. An allocation of Rs 2,000 crore has been made under the PM E-Drive Scheme for deployment of EV charging infrastructure on pan-India basis, he added.

The second phase of FAME India scheme was implemented for a period of 5 years (till 31.03.2024) with an outlay of Rs 11,500 crore.

A total of 16,71,606 lakh EVs have been sold under the scheme and 6,862 e-buses have been sanctioned under the scheme. Besides this, 8,932 EV Public Charging stations

**India's textiles exports register 4.6% growth in last 4 fiscals**

Export growth recorded across more than 100 countries, says Union Textiles Minister Giriraj Singh

**BOOST TO TEXTILES**

- Govt nod for 7 PM Mitra Parks with an investment of ₹ 4,445 cr
- Launched PLI Scheme to boost MMF apparel, fabrics, and technical textiles
- National Technical Textiles Mission set up for R&D and innovation
- Launched Samarth & Silk Samagra-2 for skill and tech upgradation

NEW DELHI

INDIA'S exports of textiles and apparel, including handicrafts, saw 4.6 per cent CAGR growth, from \$31.58 billion in 2020-21 to \$37.75 billion in 2024-25, with export growth recorded across more than 100 countries during the same period, the Parliament was informed on Tuesday.

Union Textiles Minister Giriraj Singh told Rajya Sabha that despite post-pandemic global supply-chain shifts, India's export performance has remained resilient, driven by growth in ready-made garments, cotton and man-made fibre (MMF) textiles, carpets, and



handicrafts. "The government has adopted a multi-pronged strategy to enhance global competitiveness, in the entire value chain, including the high value segment, while modernising the domestic textile value chain," he noted.

He further stated that the government has approved seven 'PM Mitra Parks' with an outlay of Rs 4,445 crore to create integrated textile infrastructure, and is implementing the PLI Scheme for Textiles (Rs 10,683 crore) to promote MMF apparel, fabrics and technical textiles, which has been liberalised in October 2025 to attract wider investment.

The National Technical Textiles Mission (Rs 1,480 crore) supports R&D, inno-

vation and market development, while Samarth and Silk Samagra-2 (Rs 4,679.86 crore) strengthen skilling, technology upgradation and sectoral development.

Further, the government has approved the Export Promotion Mission implemented through Niryat Protsahan and Niryat Disha for trade finance, market access, branding and compliance and Credit Guarantee Scheme for Exporters providing 100 per cent credit guarantee, particularly benefitting MSMEs, said the minister. To sustain the livelihoods of traditional artisans, the ministry is implementing the National Handloom Development Programme and Raw Material Supply Scheme, providing support for raw materi-

**To sustain the livelihoods of traditional artisans, the ministry is implementing the National Handloom Development Programme and Raw Material Supply Scheme, providing support for raw materials, upgraded looms, solar lighting, workshops, design innovation, marketing assistance, concessional credit and social security**

als, upgraded looms, solar lighting, workshops, design innovation, marketing assistance, concessional credit and social security.

Under the Hathkargha Samvardhan Sahayata, up to October 31, 2025, 32,248 weavers received upgraded looms/accessories and 302 electronic jacquards.

Market access is further strengthened through the India Handmade e-commerce portal and onboarding of about 1.50 lakh weavers and artisans on GeM, enabling direct sales to government buyers, said the minister.

**PM Modi proposes to double India-Jordan trade to \$5 bn in next 5 years**

Amman

Prime Minister Narendra Modi on Tuesday sought to double India-Jordan bilateral trade to \$ 5 billion over the next five years, as he invited Jordanian companies to take advantage of the country's high economic growth and reap handsome returns.

Modi arrived in Jordan's capital, Amman, on Monday for a two-day visit at the invitation of King Abdullah II. Jordan is the first leg of the Prime Minister's four-day, three-nation tour, which will also take him to Ethiopia and Oman. On Tuesday, Prime Minister Modi and King Abdullah II addressed the India-Jordan Business Forum here. It was also attended by Crown Prince Hussein and Jordan's Minister of Trade and Industry and Minister of Investment.

The two leaders acknowledged the importance of increasing business-to-business ties between the two countries, and called upon the industry



captains from both sides to convert the potential and opportunities into growth and prosperity.

King Abdullah II noted that Jordan's free trade agreements and India's economic power could be combined to create an economic corridor between South Asia and West Asia and beyond.

Addressing the gathering, Modi said India's success as the fastest-growing major economy, which is on course to become the third-largest economy in the world, offers immense business opportunities for its partners in Jordan and across the globe.

"The relationship between India and Jordan is one where historical trust and future economic opportunities come together," he noted.

**Minister Amit Shah hails Ladakh's coop movement**

NEW DELHI: Union Cooperation Minister Amit Shah on Tuesday said Ladakh has made significant progress in strengthening the cooperative movement, and the Centre has approved computerisation of 10 Primary Agricultural Credit Societies (PACS) so far.

In a written reply to the Rajya Sabha, the minister said, as per the 2011 Census, Ladakh has a total population of 2,74,289, including a rural population of 2,12,280. The Union Territory is covered by 169 PACS, out of which 129 are currently functional and engaged in PACS-related activities. "Ladakh has made significant progress in strengthening its cooperative landscape, despite being a sparsely populated region; every panchayat in Ladakh has an operational PACS," Shah said.

Under Phase-1 of the PACS Computerisation Project, 10 PACS of Ladakh have been approved for computerisation so far, five each from Leh and Kargil. Also, the UT Administration has proposed an additional 23 PACS for computerisation in Phase 2 of the PACS Computerisation Project.

**Citroën sales jump as exports move up by 18.8%**



MUMBAI

FRENCH auto maker Citroën on Tuesday said it is witnessing a three-fold sequential jump in sales growth in India during the December quarter, with the brand contributing significantly to Stellantis Group's exports from the country, which rose 18.8 per cent in the current year.

During the year, Citroën said it strengthened its portfolio with refreshed and new models, including the C3 Dark Edition, Aircross, C3X, Basalt, and Aircross X.

Citroën India said it saw healthy growth and positive momentum in the second half of this calendar year, with the December quarter sales so far trending at three times of Q3, driven by its Citroën 2.0 - "Shift Into The New" strategy.

The European auto major Atlantis Group operates two brands in India--Citroën and Jeep.

As part of Citroën India's broader growth story, vehicle exports rose 18.8 per cent in 2025, driven by strong demand from Africa and ASEAN markets, the company said.

This sharp increase reinforces India's strategic role as a key manufacturing and export hub within Citroën expanding its global portfolio, it added.

Formally unveiled in August this year, the strategy outlined a long-term roadmap to deepen localisation, expand the dealer and service footprint, and elevate customer-centric product and ownership experiences across India.

"With sharp focus on localisation, enhancing India-first product interventions, and expanding customer accessibility, we have created a strong and sustainable growth path," said Shailesh Hazela, CEO and Managing Director, Stellantis India.



FIRST IN TELUGU STATES

## SkyWalker ortho robotic system launched at Arete Hospitals

The system gives real-time data for joint line reconstruction, ligament balancing, while NitrX Evolution implant provides remarkable stability

BIZZ BUZZ BUREAU  
HYDERABAD

ARETE Hospitals, Hyderabad, has become the first medical institution in Andhra Pradesh and Telangana to introduce the Sky-Walker Orthopedic Robotic System in collaboration with US headquartered MicroPort Orthopedics Inc., for knee replacement surgery, marking a significant milestone in the region's healthcare landscape.

"Arete Hospitals has always been committed to integrating innovations that make a real difference for our patients," said Dr Pavan Kumar Reddy, Medical Director & HOD- Critical Care, Arete Hospitals. "The launch of this system is another milestone in our pursuit of clinical excellence at Arete Hospitals, and we are proud to be the first to bring this technology to the twin states. Arete Hospitals is built on the premise of positivity, efficiency & proficiency and advanced medical technology adoption is at our core" added Dr Reddy.

Dr Prabhat Reddy Lakireddi, Director - Orthopaedics Arthroscopy,



Sports Injuries, Robotic & Joint Replacement Surgery, Arete Hospitals, Hyderabad, said, "The system gives us real-time data for joint line reconstruction and ligament balancing, while the NitrX Evolution implant provides remarkable stability and function. We've seen smoother recoveries, better range of motion, and excellent functional outcomes in our initial cases with Sky-Walker".

The system is designed to work with the NitrX Evolution implant, enabling accuracy and sub-millimeter precision in knee joint alignment. This combination provides personalised outcomes, faster recovery, and longevity.

Dr Mukesh Parmar, Senior Director and General Manager, South Asia, MicroPort Orthopedics, said, "The choice of implant is as criti-

cal as the robotic platform itself, because it stays with the patient for life. The new implant has shown excellent clinical outcomes, and when paired with the system, it creates a powerful combination that empowers surgeons and delivers customised and consistently favourable patient outcomes. We are excited to launch this system at Arete Hospitals, a centre of excellence in orthopedic care."

With the introduction of the system, the hospital, solidifies its position as a premier destination for advanced orthopedic care in India. This cutting-edge technology, combined with the expertise of its renowned orthopedic surgeons, empowers it to deliver personalised, precision-driven treatment, transforming lives and redefining the standards of knee replacement surgery in Andhra Pradesh and Telangana.

# RINL ACHIEVES RECORD HOT METAL PRODUCTION

Produced 21,012 metric tonnes of hot metal on Dec 14, exceeding 100 per cent of its rated daily capacity and marking a significant operational breakthrough

### RINL MILESTONE

- Acknowledged by Sandeep Poundrik, Ministry of Steel Secy
- Company would soon reach 100 per cent average
- Largest industrial employers in Andhra Pradesh
- Recent challenges affected production levels

BIZZ BUZZ BUREAU  
VISAKHAPATNAM

RASHTRIYA Ispat Nigam Limited (RINL), the corporate entity of Visakhapatnam Steel Plant, has achieved a historic milestone by recording the highest-ever hot metal production in a single day since its inception.

RINL produced 21,012 metric tonnes of hot metal on December 14, exceeding 100 per cent of its rated daily capacity and marking a significant operational breakthrough for the company.

Demonstrating sustained improvement, RINL's average hot metal production during December 2025 stands at approximately 19,450 MT per day, which is close to 92 per cent of full capacity. The



consistent ramp-up reflects enhanced operational stability, improved availability of raw materials and renewed production discipline across the plant.

The achievement was publicly acknowledged by Sandeep Poundrik, Secretary, Ministry of Steel, Government of India, through a post on social media platform X, where he congratulated the RINL team for achieving the highest-ever daily output and expressed confidence that the company would soon reach 100 per cent average production on a sustained basis.

RINL is a Central Public Sector Enterprise under the administrative control of the Ministry of Steel and operates the Visakhapatnam Steel Plant, India's first shore-based integrated steel plant. With an installed capacity of 7.3 million tonnes of liquid steel per annum, the plant is

a critical supplier of value-added steel products to sectors such as infrastructure, construction, railways, shipbuilding and defence. RINL is also largest industrial employer in Andhra Pradesh and plays a pivotal role in the economic ecosystem of the Visakhapatnam region.

Over the past few years, RINL faced acute financial stress arising from high input costs, volatility in steel prices, legacy debt and working capital constraints. These challenges affected production levels and placed pressure on the company's operations despite the underlying technical strength of the plant and the skill base of its workforce.

Recognising RINL's strategic importance to the national steel sector and regional economy, the Government of India approved a comprehensive revival and financial restructuring package, cen-

The capital infusion was aimed at ensuring uninterrupted operations, restoring optimal functioning of blast furnaces, securing raw material supplies and enabling RINL to progressively ramp up production towards full capacity

tered on capital infusion and balance sheet strengthening. The package included substantial equity support from the Union Government along with conversion of certain outstanding loans into preference share capital, significantly reducing interest burden and improving liquidity.

The capital infusion was aimed at ensuring uninterrupted operations, restoring optimal functioning of blast furnaces, securing raw material supplies and enabling RINL to progressively ramp up production towards full capacity. These measures have materially strengthened RINL's financial position, eased working capital pressures and restored confidence among lenders, suppliers and employees.

In parallel, the Government of Andhra Pradesh has extended consistent institu-

tional and policy support, engaging closely with the Ministry of Steel and RINL management to facilitate operational recovery. The state government has repeatedly underscored the importance of the Visakhapatnam Steel Plant as a strategic industrial asset and a cornerstone of Andhra Pradesh's industrial growth and employment.

The record production achieved in December 2025 is a direct outcome of this co-ordinated effort between the Central and State Governments, the Ministry of Steel, RINL management and its workforce. Improved financial stability, better operational planning and renewed morale among employees have together enabled higher capacity utilisation and improved productivity.. an official of the Ministry of Steel stated.

With production levels nearing full capacity and financial restructuring measures taking effect, RINL is now firmly positioned on a path of recovery and growth. The company aims to sustain operational performance, further optimise costs and strengthen its role as a key contributor to India's steel production targets and to the industrial development of Andhra Pradesh.

## VPA takes over Sports Complex, Kalavani A/C Auditorium

BIZZ BUZZ BUREAU  
VISAKHAPATNAM

VISAKHAPATNAM Port Authority (VPA) has taken over possession of its Sports Complex and Kalavani A/C Auditorium, located in the Nehru Sports & Cultural Complex at Saligramapuram, on Monday pursuant to termination of the respective lease agreements.

The Sports Complex was earlier leased to Vishwanadh Sports & Conventions Pvt. Ltd., while the Kalavani A/C Auditorium was leased to Vishwanadh Avenues (India) Pvt. Ltd. In view of non-fulfilment of the terms and conditions of the respective lease agreements, termination notices were issued by VPA on 11.09.2025, in accordance with the provisions of the lease.

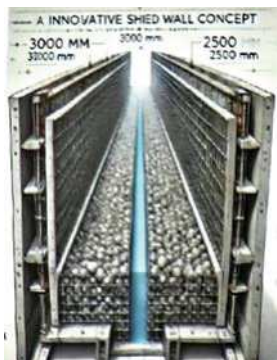
## Innovator offers solution to nuclear reactor cracks thru nano concrete

Kalidas says after extensive research, he has found a durable solution on how to address cracks being spotted in nuclear reactor structures

BIZZ BUZZ BUREAU  
VISAKHAPATNAM

INSTITUTE for Solid Waste Research & Ecological Balance (INSWAREB), a Visakhapatnam-based techno-scientific research body in the NGO segment, has claimed a major breakthrough in ensuring nuclear safety by offering a solution to nuclear reactor cracks.

Founder-Director of the institute and a noted innovator, N Kalidas said after extensive research, he has



found a durable solution on how to address cracks being spotted in nuclear reactor structures. He said since INSWAREB has realised the limitations of concrete in nuclear plants, with particular reference to resist radiation in shield walls, they are offering Nano concrete (NAC) as a means of solution.

The ceramic-like micro-structure of NAC offers

better resistance as against conventional concrete with aggregate and related transition zones around the stone. Fly ash contains a mineral called 'mullite' by over 20-30 per cent which is moderately resistant to radiation. Since NAC is constituted with 60-70 per cent fly ash, it is for sure to resist radiation. If need be, some more radiation-resistive chemicals can be added to improve the property. He told the media here. Kalidas said if adding aggregate is indispensable, INSWAREB has offered a design of composite wall, constituting the core with heavyweight aggregate, covered by nano concrete as durable plates on both sides for resistivity and durability. Due studies are planned to validate this subject before putting it to use.

## SCR bags four national energy conservation awards

HYDERABAD: The South Central Railway (SCR) has won four National Energy Conservation Awards - 2025, reaffirming its leadership in energy efficiency and green initiatives.

The awards were presented by President of India Droupadi Murmu at Vigyan Bhawan, New Delhi, during the National Energy Conservation Awards ceremony organised by the Bureau of Energy Efficiency under the Ministry of Power.

SCR received: Best Performing Unit Award for "Diesel Traction Training Centre (DTTC)", Guntakal under Government Buildings category and Certificates of Merit for Raichur, Kacheguda and Lingampally Railway stations under the Transport / Railway stations category.

## GHMC to become largest, most populated civic body in India

The GHMC boundaries will expand from the present 650 square kilometres to 2,050 square kilometres

BIZZ BUZZ BUREAU  
HYDERABAD



THE merger of the surrounding 27 urban local bodies with the Greater Hyderabad Municipal Corporation (GHMC) will make it the biggest municipal corporation in the country both in terms of area and population.

The GHMC boundaries will expand from the present 650 square kilometres to 2,050 square kilometres, while the estimated population will go up from 1.12 crore to 1.34 crore.

The number of municipal wards in the new body will double to 300.

GHMC Commissioner R V Karnan told the spe-

cial general body meeting of GHMC on Tuesday that the merger of 27 Urban Local Bodies (ULBs), including panchayats, municipalities, and small corporations, will turn the GHMC into the Telangana Core Urban Region.

The special meeting has been convened to discuss the preliminary notification issued last week for the delimitation of wards.

Corporators and ex officio

members, including MLAs and MLCs, were participating in the session to give their suggestions and raise objections, if any.

The Commissioner said delimitation of wards has been notified based on a comprehensive study by the Centre for Good Governance (CGG).

The government has sought suggestions and objections from people. The final notification will be published after receiving the same. The Municipal Commissioner revealed that more than 3000 objections have been received so far. He said December 17 is the last date for submitting the objections.



## Jagan demands CBI probe into Joji Nagar demolition

BIZZ BUZZ BUREAU  
VIJAYAWADA

FORMER Chief Minister and YSRCP president YS Jagan Mohan Reddy on Tuesday demanded a CBI inquiry into the role of people in high places in the demolition of houses of Joji Nagar and assured them of legal help.

After a visit to Jojinagar, he expressed solidarity with the victims. He alleged that their houses were demolished despite a court order giving them relief up to December 31. He said that all those involved in the demolition would be brought to book.

Naming Chief Minister N Chandrababu Naidu, IT Minister Nara Lokesh, local MP and Jana Sena corporator behind the demolition, he said 42 families residing in the colony spread over 2.17 acres land worth Rs 150 crore had all the permissions and were paying EMIs on loans taken but the greed of higher ups

sided with private players.

The demolition was executed with heavy police presence though the case was pending with the Supreme Court the residents had relief up to December 31. Fake documents were created during Chandrababu's previous tenure and a bogus society was registered with a back date in 2016 and the litigation was created only to hand over the prime land to private players, he said.

Only a CBI inquiry would bring out the facts and the behind-the-scenes operations, he said and extended all help to the locals, who were residing there for the past 25 years, legally and said that once YSRCP comes to power issues will be sorted out and all those responsible for the demolition will be brought to book.

Questioning how permissions were given if they did not own the land, he said the gross misuse of power is going on across the State.

## Virupaksha, Sigachi to set up ₹1,225 –cr pharma hub in Orvakal

THE EXPANSION OF OPERATIONS IN AP TO GENERATE OVER 1,500 JOBS

SANTOSH PATNAIK  
AMARAVATI

ANDHRA Pradesh is rapidly strengthening its position as a preferred destination for pharmaceutical manufacturing, with Hyderabad-based Virupaksha Organics Limited and Sigachi Industries Limited expanding their operations in Orvakal in Kur-nool district.

The project envisages an investment of Rs1,225 crore and has the potential to create around 1,500 direct jobs, besides substantial indirect employment across logistics, utilities and ancillary services.

The expansions underscore the growing importance of Orvakal as an emerging pharma hub, supported by world-class industrial infrastructure and its strategic proximity to Hyderabad. Virupaksha Organics Limited has received approval for allotment of over 100 acres in the IP Guttapadu Cluster at the Orvakal Node for establishing a manufacturing facility for Active Pharmaceutical Ingredients (APIs) and organic chemicals.



While advocating promoting North Andhra as a mega pharma cluster as part of Visakhapatnam Economic Region, the government also wants to encourage various industries including investments in various regions without confining it to one area or region.

Orvakal's rapid rise as a pharmaceutical cluster is being driven by its close proximity to Hyderabad, excellent road connectivity, availability of large, contiguous industrial land parcels and plug-and-play infrastructure developed by the Andhra Pradesh Industrial Infrastructure Corporation (API-IC). These advantages are

in Hyderabad, is a leading manufacturer of pharmaceutical excipients, particularly microcrystalline cellulose (MCC), with applications across pharmaceuticals, food and nutraceuticals.

With customers spanning India, Europe, the United States and other international markets, Sigachi has steadily expanded its manufacturing base to meet rising global demand.

The expansion plans of Virupaksha Organics and Sigachi Industries were formalised through MoUs signed at the CII Partnership Summit in Visakhapatnam, reflecting Andhra Pradesh's proactive investment promotion efforts and its commitment to providing speed, certainty and scale to investors.

With multiple pharmaceutical and allied manufacturing projects now converging at Orvakal, Kur-nool district is fast emerging as a key pharmaceutical manufacturing destination in South India, reinforcing Andhra Pradesh's position as a competitive, industry-friendly state for life sciences investments.

## National Herald case

Delhi court sets aside ED chargesheet against Sonia, Rahul



NEW DELHI

A court here on Tuesday refused to take cognisance of the Enforcement Directorate's money laundering charge against Congress leaders Rahul Gandhi, Sonia Gandhi, and five others in the National Herald case.

The ED said it would file an appeal against the court order. Special Judge Vishal Gogne noted the chargesheet filed in the case is based on an investigation into a complaint by a private person and not on an FIR of a predicate offence. Its cognisance is impermissible in law, the judge said.

Reading out the operative part from the order, the judge said the Delhi Police's Economic Offences Wing has already lodged an FIR in the case, and hence it will be pre-

mature to adjudicate on ED's arguments in the case based on merits.

The ED has accused Congress leaders Sonia Gandhi and Rahul Gandhi, as well as late party leaders Motilal Vora and Oscar Fernandes, along with Suman Dubey, Sam Pitroda, and a private company, Young Indian, of conspiracy and money laundering. It has been alleged that they acquired properties worth approximately Rs2,000 crore belonging to Associated Journals Limited (AJL), which publishes the National Herald newspaper.

The investigation agency further alleged that the Gandhis held the majority 76 per cent shares in Young Indian, which "fraudulently" usurped the assets of AJL in exchange for a Rs90 crore loan.



## Bridging the export gap, India's roadmap to global trade competitiveness

TO boost exports, India needs infrastructure upgrades (ports, logistics), deeper integration into Global Value Chains (GVCs) for high-tech goods, better trade agreements (FTAs), focused policy support (finance, R&D, skill development), and streamlined processes like customs/duty reforms, alongside leveraging digital tech for market access and capacity building, especially for MSMEs and non-traditional sectors.

India has identified nearly 300 products across engineering goods, pharmaceuticals, agriculture, and chemicals that offer significant opportunities for Indian exporters to expand their presence in the Russian market, a senior official told media. The exercise comes as New Delhi and Moscow work towards the bilateral trade target of \$100 billion by 2030.

In 2025, the Government launched the Export Promotion Mission (EPM) — a major structural reform designed to consolidate fragmented export schemes into one adaptive, outcome-based mechanism.

India is pushing for a major shift in how its agricultural goods enter global markets — through new Mutual Recognition Agreements with the US, the EU, the UK, Singapore, Switzerland, and ASEAN. These pacts could reduce rejections, cut compliance costs and open premium markets for products like rice, spices, tea, coffee and marine exports. With FDA and EU refusals rising, India is moving fast to fix non-tariff barriers and secure smoother access for nearly half of its farm exports. Here's why MRAs matter now, how they could reshape agri-trade, and what exporters stand to gain.

The modernization of ports and logistics corridors, along with the digitization of customs systems, has reduced turnaround times considerably. Even support systems around DAP and DAPs, improved work with IOR services, and clarity in Exporter of Record processes have made cross-border transactions smoother. Also, investment in the trade system,

greater clarity on Importer of Record responsibilities, and efforts to simplify trade-related documentation are strengthening exporters' trade.

India needs a Digital Transformation to leverage digital tools for trade finance, market intelligence, and compliance. The government needs to support MSMEs with certification, branding, and market access. There is also a need to identify and promote opportunities in emerging markets (like Russia for engineering/agri) and diversify away from single markets. The government should correct inverted duty structures to lower input costs for exporters. There is a need to revamp SEZs (e.g., through the DESH Act) to attract investment.

By focusing on these areas, India aims to build a robust, diversified, and globally competitive export ecosystem.

India currently exports only \$1.7 billion worth of these products to Russia, compared to Russia's total imports of \$37.4 billion in the same categories. "This stark disparity demonstrates the substantial complementary export space India can target," the official said, adding that enhanced shipments could also help narrow India's trade deficit with Russia, which stands at \$59 billion.

On the export front, agriculture and allied items continue to offer strong traction. India currently exports \$452 million worth of products in this segment to Russia, against Russia's global import demand of \$3.9 billion. Engineering goods show an even wider gap, with India's exports at \$90 million versus Russia's \$2.7 billion import requirement—an opportunity that widens as Russia diversifies away from China. Chemicals and plastics tell a similar story: India supplies \$135 million, while Russia imports \$2.06 billion.

Pharmaceuticals remain a particularly high-value corridor. India exports \$546 million of pharma products to Russia, while Russia's import bill stands at \$9.7 billion, giving Indian generics and APIs meaningful headroom for growth.

## Why India's educated youth are turning to the Gita for balance and purpose

As work pressure and mental stress rise, India's youth rediscover the Bhagavad Gita as a guide to life



Vivek Shukla

IN recent years in India, there has been a remarkable increase in interest in the teachings of the Gita among educated youth, especially IT professionals. The IT sector, which is the backbone of India's economy, involves young people facing long working hours, tight deadlines, and a lack of work-life balance. In such situations, Gita teachings like "Karmanye vadhikaraste ma phaleshu kadachana" (You have the right to perform your duties, but not to worry about the results) help them reduce stress.

Due to these challenges, interest in learning the Gita's teachings is growing. This is why people of all ages from across the country and the world are joining the Gita Parichay Abhiyan (Gita Introduction Campaign). The campaign's reach is expanding. Currently, 100+ Gita classes are running in both online and offline mode, and thousands of youth are connected to it.

The Gita Parichay Abhiyan is a successful effort to connect Indian youth with ancient wisdom. It shows how relevant the Gita's teachings are in dealing with modern life's challenges. The growing interest among educated youth and IT professionals proves that young people want to embrace their cultural heritage to live a balanced life. If this trend continues, the Gita could become a way of life in the coming years. An appeal to all youth: Join this campaign and enrich your life with the Gita's knowledge. Now, the campaign has announced the "Bhagavad Gita National Con-

ference" in the capital Delhi, which will be held on the 21st of December at Siri Fort Auditorium. This conference will give youth an opportunity to understand the purpose of life through the Gita. Around 1500 people from across the country will participate.

The Bhagavad Gita, an invaluable treasure of Indian culture—a collection of divine teachings given by Lord Shri Krishna to Arjuna on the battlefield of the Mahabharata—still provides solutions to every challenge in life today. But in the modern age, where the young generation is trapped in busyness, stress, and the race for material pleasures, there is a felt need to explain the relevance of this ancient text anew. To fulfil this need, the "Gita Parichay Abhiyan" was started. This campaign not only serves as a medium to reach the Gita's knowledge to every person but also inspires educated youth, including IT professionals, to bring positive changes in life. Under this campaign, online classes, seminars, and various programs are organized to connect youth with the Gita's teachings.

The Gita Parichay Abhiyan is a national-level effort whose main goal is to deliver the timeless knowledge of the Bhagavad Gita to people in a simple and modern way. The campaign was started by those who believe that the Gita is not just a religious text but a practical guide to life management. The founders and supporters of the campaign see it as the key to "knowledge, peace, and positive change" in life. It especially targets youth because today's generation is struggling with mental health issues, career pressures, and complexities in relationships. Teachings of the Gita, like Karma Yoga, Jnana Yoga, and Bhakti Yoga, provide solutions to these problems.

A key feature of the campaign is its extensive use of



The campaign's success lies in its accessibility and relevance. Weekly online classes, guided by experienced acharyas, offer flexible learning for busy professionals, interactive discussions encourage participants to apply the Gita's teachings in daily life. As the movement gains momentum, the upcoming Bhagavad Gita National Conference in New Delhi is expected to bring together youth from across India to explore life's purpose through the Gita

digital platforms. An official app called "Geeta Parichay" is available, which can be downloaded from the Play Store & App Store. Through this app, users can register for online and offline Gita classes. Weekly classes are held on Zoom or

other platforms, where expert acharyas explain the Gita's verses. Additionally, the campaign is active on social media platforms like Facebook, Instagram, and YouTube. For example, on Instagram at @geetaparichay, Gita quotes,

seminar information, and success stories of youth are shared regularly. Programs are also conducted in schools and colleges under the campaign.

Recently, Gita introduction sessions were held in schools in Jaipur, where children were introduced to the Gita's message. The campaign not only emphasises study but also applying the Gita's teachings in daily life. For instance, an official channel called "Gita Jivan Sangeet" is available on YouTube, explaining the importance of the Gita.

The success of the Gita Parichay Abhiyan largely rests on its online classes. These classes are held on weekdays and weekends, making them convenient for busy youth. In the classes, simple explanations of the Gita's verses are given, and participants get a chance to discuss. For people like IT professionals who work long hours in front of screens, these classes act like a break, providing mental peace. Registration on the app is simple, and classes are available at minimal fees.

These classes are not just lectures but interactive sessions. For example, senior Gita acharyas like Sh. O.P. Sharma guides participants on how to read the Gita. Many youth, after joining these classes, feel changes in their lives. One post mentioned that after joining the Gita classes, a woman noticed positive changes in herself.

The growing interest in the Gita in India indicates that people are seeking inner peace and a meaningful life alongside material progress. The Gita, with its timeless message, is emerging as a reliable guide in this search.

(The author is Delhi-based senior journalist and writer. He is author of Gandhi's Delhi which has brought to the forth many hidden facts about Mahatma Gandhi)

## Why brain sabotages itself, evolutionary roots of self-harm and procrastination

What appears destructive may actually be the brain's way of managing fear, uncertainty, and perceived threats

GUILLERMO LOPEZ LLUCH

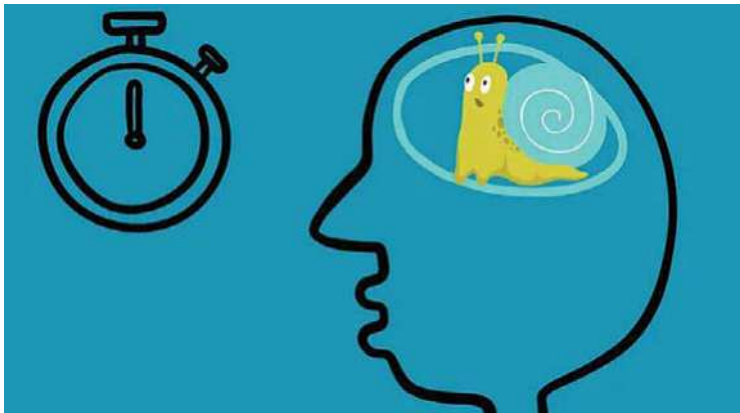
THE neurons in the brain can make us believe in things that don't exist, anticipate our decisions, be selectively activated in response to visual stimuli, and interact with each other to store the information that makes up our memory. This is how they are described in several books by neurobiologist and populariser Rodrigo Quian Quiroga, currently a scientist at the Catalan Institute for Research and Advanced Studies (ICREA) at the Hospital del Mar Research Institute in Barcelona. This enormous capacity of the central nervous system to process the information we receive, especially visual information, allows us to predict the consequences of what happens around us and make decisions about it. It is considered a very human capacity and essential for our survival.

**Self-sabotage as a warning sign**

When we're nervous, we might find ourselves biting our nails, twisting our knuckles, scratching a pimple, or even lightly hitting ourselves with a pen or something heavier. Even when faced with a complex task where we have a lot to lose, we might end up putting it off until we run out of time. These behaviours originate from the survival instinct. Or, at least, that's what clinical psychologist Charlie Heriot-Maitland proposes. In a book titled Controlled Explosions in Mental Health, the expert explores how the brain uses minor damage as a protective dose to prevent greater harm. Let's say it's as if the brain prefers to deal with the certainty of a controlled and known threat rather than face a presumably greater risk.

**Different forms of damage control**

Procrastination, that is, leaving the report, project, or essential decision until the last minute, can be seen as a defence against failure or rejection and the resulting depression. On the other hand, perfectionism uses different mechanisms. Perfectionism requires hyper-concentration and attention to detail. In this way, we try to ensure that we do not make mistakes and



Seemingly irrational behaviours such as procrastination, perfectionism, self-criticism, and even self-harm may have deep evolutionary origins rooted in the brain's need for control and survival. Drawing on neuroscience and psychology, this analysis explores how the brain often prefers predictable, manageable harm over confronting uncertainty or perceived danger. From everyday habits like nail-biting to more severe forms of self-injury in adolescents and individuals with autism spectrum disorder, these behaviours function as defence mechanisms that temporarily reduce anxiety and emotional distress

avoid failure, but we expose ourselves to the risk of stress and burnout. And this can also result in resounding failure. The same is true of self-criticism, which, taken to extremes, deceives the mind with a misguided scenario of control and independence. All these behaviours stem from the fact that our brains require a predictable, controllable world, free of surprises, to ensure survival. And they don't cope well with situations that are not well-controlled.

**An evolutionary defence mechanism**

The great geneticist Theodosius Dobzhansky coined the famous phrase "nothing in biology makes sense except in the light of evolution." He refers to the fact that the Theory of Evolution is fundamental to understanding all aspects of biology, including neuronal functions. We are diurnal organisms with very few physical weapons. We could say that our greatest weapon against predators is our intelligence and ability to

analyse danger, anticipate it, confront it, or avoid it. It's no wonder that the brain has evolved to detect danger everywhere. It's a matter of survival, even in situations without real danger. Our alert or threat system—and even fear—triggers neural processes that tend to assess different situations, predicting what will happen and resolving the threat. Neurotransmitters such as norepinephrine, dopamine, or glutamate stimulate the senses and neuronal activity to respond to the threat and ensure survival.

**The cross of an alert system**

The biggest problem with self-sabotaging behaviours is that they often become self-fulfilling prophecies. Our exaggerated perception of how good we are at something can lead us to "rest on our laurels" and underperform compared to what we would have achieved if we had paid attention. At the opposite extreme, our fear of failure can lead us to avoid challenges or situations we could have easily faced.

**Self-harm and adolescence**

A separate chapter on this topic could be dedicated to self-harm in adolescents, a situation more common than is usually realised. This type of harm includes cutting and other forms of self-mutilation known as non-suicidal self-injury, or NSSI. This type of behaviour generally occurs in stressful situations due to negative affective states, anxiety, or depression. We can consider this type of behaviour as a defence mechanism of the brain, which accepts minor damage before facing a painful situation that implies much greater harm. Among these more painful situations are sexual abuse, depression or anxiety, bullying, trauma, substance abuse, parental divorce, and the absence of friends, among others. Thus, endogenous opioids, such as beta-endorphins released by minor self-inflicted harm, would reduce the symptoms of depression and anxiety.

**The case of autism spectrum disorder (ASD)**

Children with ASD (Autism Spectrum Disorder) are a separate case. In fact, autism is considered a risk factor for the development of self-harming behaviours. These behaviours include hitting the head, cutting oneself, strangling oneself, biting oneself, scratching oneself, or pulling out one's hair, among others. Just as in adolescents, self-harm in some people with ASD serves to calm anxiety, respond to sensory overload (noises, lights, smells, etc.) or cope with situations they cannot understand and that cause them stress or anxiety. In other words, we are talking about a biological stimulation mechanism to avoid more aggressive situations. Heriot-Maitland proposes psychosocial therapies that lead to a reduction in the need for self-harm and, at the same time, to facing reality with less anguish and stress. Understanding the nature of the problem makes it possible to address its treatment. Although in this case, the problem is deeply rooted in our evolution and the need for survival.

(The writer is a Professor of Cell Biology at Pablo de Olavide University, Spain)

## AI must serve public good, not just business gains, says IBM India Head

Speaking at the 9th AI Leadership Meet, Sandip Patel stresses safety, transparency, and open standards as AI moves into large-scale production

NEW DELHI

ASSERTING that the world has reached a critical inflection point where artificial intelligence has matured from concept to production, IBM India and South Asia Managing Director Sandip Patel on Tuesday called for a shift from the "excitement of deployment" to the "discipline of stewardship".

Speaking at the 9th AI Leadership Meet, Patel noted that for the impact of AI to be sustainable, the industry must move beyond initial excitement and embed guardrails that support safety, fairness and transparency. "I think we've reached a very critical inflection point where artificial intelligence has matured from conceptual ideas to production-grade determinants, delivering measurable value across the globe.

"But for this impact to be sustainable, we must move beyond the excitement of deployment towards the discipline of stewardship. The question is no longer if AI will change our world. The question is how we will shape that change responsibly, equitably and at scale," Patel noted. Technology must be made available for the greater good and not just for individual businesses, he said.

Patel highlighted that open-source technology is the "beating heart" of modern AI models and is crucial for preventing vendor lock-in. "To harness this energy for public good, we must embed shared standards, clear documentation, ethical open sourcing, robust evaluation and pathways for responsible reuse. "We must also support interoperability so that pub-



As artificial intelligence transitions from experimental innovation to production-scale deployment, IBM India and South Asia Managing Director Sandip Patel has called for a decisive shift from the excitement of adoption to the discipline of stewardship. Addressing the 9th AI Leadership Meet, Patel said sustainable AI impact depends on embedding strong guardrails for safety, fairness, transparency, and accountability. Emphasising open-source technology as the backbone of modern AI, he highlighted its role in preventing vendor lock-in and enabling interoperability across enterprises, start-ups, and public institutions. Patel also underscored India's demographic advantage as a potential global skills powerhouse and stressed the need for regulators and industry to collaborate on responsible governance

lic-centred deployments can plug and play components, switch across tools when needed, and avoid lock-in while preserving security and compliance. This is how we democratise AI by making it usable, auditable and adaptable for all large enterprises, MSMEs, start-ups, universities and public institutions," Patel said.

He added that India sits on a wealth of demographic dividend which, if unleashed,

trained and scaled, can make the country the skills capital of the world. He underlined the importance of collaborative governance and said regulators and industry must align and work together to validate safety and share best practices. Hosted by the Ministry of Electronics and Information Technology, the India AI-Impact Summit 2026 will be held on February 19-20, 2026, in New Delhi.



# From Port City to investment hotspot: **Visakhapatnam's** real estate sector enters a high-growth phase

**Realty sector showing a big leap forward as Port City is turning into a hotspot for investors, says Credai Vizag president Dharmender**

SANTOSH PATNAIK

*HOW is the realty sector in Visakhapatnam region shaping up mainly after signing MoUs envisaging an investment of Rs.13.25 lakh crore at the 30th edition of CII Partnership Summit in Visakhapatnam in November?*

The realty estate sector in Visakhapatnam is really picking up, as the city is turning into a happening investment destination. We see a lot of positive leads, and sales happening. Some areas close to the locations where the projects are announced are witnessing a steep rise in land and apartment prices. This has started motivating the stakeholders involved in the sector, who have been suffering a lot for a long time since the Covid-19 pandemic hit them very badly. Most of the investments announced are concentrated in and around Visakhapatnam, which we consider as a very positive and highly encouraging growth indicator.

*How is the Google's announcement to invest a whopping \$15 billion in a mega AI-centric data centre and the launching of operations by Cognizant and TCS and the decision to form Visakhapatnam Economic Region comprising nine North Andhra districts to achieve a \$135 billion economy by 2031 will propel real estate growth?*

City of Destiny as Visakhapatnam or Vizag is popularly known, has a great potential to grow economically. Though it stands as the 10th richest city in terms of GDP with a robust industrial ecosystem, a major contributor so far has been the public sector undertakings. But the city's potential in terms of available manpower, comfortable living standards, affordable cost of living, and picturesque terrains still remain largely untapped by the private sector. The State Government's initiatives in hosting the high-profile CII Partnership Summit in Visakhapatnam and reaching

out to large global corporates at World Economic Forum in Davos and through roadshows held by deputing government and business delegations across the globe have started convincing them about the city's inherent potential to the world that resulted in some of the corporates starting their operations in the city. However, there are a plethora of opportunities for more IT, tourism, industrial, infrastructural corporations to set up their businesses. We expect many more employment opportunities created by these organisations by giving a big boost to the real estate sector. Each investment is going to have a chain effect on the service, hospitality and other sectors boosting the economy of the region.

*Recently RERA Chairman A Siva Reddy called for denial of permissions by urban civil and planning bodies to builders not registered with RERA. What is your view?*

We welcome the decision of the RERA Chairman. RERA and Credai have organized several awareness sessions explaining the members about the statutory requirements to register the projects. Our members are complying with the requirements and guidelines issued from time to time to adhere to the highest ethical standards in the industry. If there is still non-compliance, strict measures are very much needed and we welcome such bold initiatives in the largest interest of the real estate sector.

*How do you find a solution to issues raised by Credai over the TDR (Transfer of Development Rights) bonds issue?*

TDR bonds once issued and are uploaded on to the State Government portals. They will have legal sanctity once they are put into the portals. Public and developers rely on the reliability of these bonds once they are issued. Any errors or frauds committed in obtaining those bonds shall be

**D**HARMENDER Varada, a seasoned entrepreneur and Chartered Accountant, has over three decades of experience in the realty sector, hospitality, retail, IT, taxation and audit. He is a dynamic person with an innovative approach. After securing all India 31st rank in chartered accountancy in 1992, he had a stint in the IT sector in the United States for sometime. Later he tried his luck in the quick service restaurant industry, successfully establishing Dunkin Donuts franchisees. Upon his return to the motherland, he played a key role in opening Kalanikethan in Visakhapatnam as a contemporary retail powerhouse.

After coming out with flying colours in entrepreneurship, Dharmender transitioned into real estate development by setting up Novus Infra Pvt Ltd and Novus



**Dharmender, Credai Vizag president**

Constructions in 2008. Under his visionary leadership, Novus Constructions took up landmark projects such as Novus Florence Village and Novus Dutch Country, setting new benchmarks in premium living spaces in Visakhapatnam with meticulous planning and cutting-edge design.

Further expanding his vision, Dharmender Varada, who is currently Credai Vizag president, focused on high-end projects. He is instrumental in the emergence

of Godha Developers, which is determined to redefine luxury housing with its flagship project. He has plans to popularise premium lifestyle spaces creating unparalleled experience in luxury and convenience ventures that redefine industry standards.

In an exclusive interview to Bizz Buzz on the eve of 3-day 11th Property Expo by Credai, he said the goodwill generated after successful holding of CII Partnership Summit in Visakhapatnam and the series of proactive measures initiated by the Andhra Pradesh Government have already started showing positive response. He is confident that the development of Visakhapatnam Economic Region and the announcement of mega investments by Google and other big ticket projects will further demand for housing in all segments in the near future

*Is the problem of getting input subsidy solved?*

There is no GST input subsidy as of now. We are reaching out to Union Finance Minister Nirmala Sitharaman requesting for giving the developers an option to choose composite rate of 5% or with input subsidy. We are hopeful that our request would be understood in the interest of the sector and public at large.

*With focus on increasing connectivity by developing Bhogapuram International Airport and issuing tenders for metro rail, do you think the realty sector will see a boom-time in the Visakhapatnam region?*

Undoubtedly, we are witnessing the boom time already. Our submission would be to take up development of all master plan roads within a certain radius of the present city so that it can expand much faster on all sides, rather than pick and choose 7 or 8 roads out of 200+ roads with potential development. City's growth was hampered for a very long time. So it is time to take some quick and comprehensive measures. Needed funds should be augmented through innovative means. The State Government should also look at raising funds by issuing bonds specifically for the city's infrastructure development, mainly roads, facilitating use of those bonds for payment of building plan approvals.

*Which sector is having more demand? Is it affordable housing, condos & gated communities or commercial spaces?*

There is great demand for gated communities, affordable housing and commercial spaces...we are also receiving a lot of enquiries for IT office spaces. Hence, the city's manifold growth has led to increase in demand for gated communities, affordable housing, commercial complexes, co-working space and all other segments for the boom time in construction which we are witnessing after a long time.

taken up against the individuals who obtained them by dubious or nefarious means. Public who purchased those and utilised them should not be penalised. A TDR bond issued under the State Government statute should be given its due legal reliability. Public at large should not be penalised for the unethical practices of a few, any view taken to the contrary hurts the confidence in the system.

There seems to be teething



problems with regards to implementing single window clearances. There are also complaints on glitches faced in accessing the portal. Your comments please...

We must appreciate the sincere effort of the State Government to implement much needed single window clearances for building approvals. Hitherto, we had to get approvals from more than seven different departments which usually consume a lot of time and effort. It is a fact that the technical glitches have still not been solved, but looking at the speed the Municipal Administration and Urban Development Minister P Narayana and the

Principal Secretary S Suresh Kumar are ensuring that hurdles are cleared for good. We are hopeful that the day is not too far away.

*To what extent the reduction in GST on cement from 25 to 18% is helping the builders?*

On the overall cost of construction, GST reduction on cement and other construction materials will contribute to a 3 to 5% reduction in the cost of construction. This will benefit all.

## In the age of Artificial Intelligence, self-reflection is becoming a critical human skill

KUMUD DAS  
MUMBAI

AS India experiences rapid AI-led digital acceleration, we're seeing rising cognitive overload, burnout and emotional fatigue especially among professionals and young adults.

Talking to Bizz Buzz, Shradha Salla, Life Coach, Wellness & Astro-Vastu Expert & Founder, 'I Love Me' says, "In a world where technology is evolving faster than the human mind, emotional wellbeing has become the real currency of stability. India is at the centre of this shift hyperconnected, fast-growing, ambitious, and increasingly digitally overwhelmed. Today's AI-driven lifestyles demand a new level of mental resilience, conscious self-care, and guided emotional support." People aren't stressed because life has become harder they're stressed because the mind has no space to pause. AI has accelerated everything except our ability to emotionally process what we're experiencing, she said.

With constant alerts, 24/7 availability, algorithmic pressure, and an endless stream of micro-decisions, cognitive overload is becoming a silent epidemic. AI has made information instant, but it has also made clarity scarce. The mind is consuming more than it can digest.

The emotional cost is showing up as anxiety, irritability, burnout, decreased attention span, and reduced emotional bandwidth especially in urban India, where digital lives often overshadow real ones.

The solution isn't to disconnect from the digital world it's to consciously reconnect with yourself.

Individuals need to build digital hygiene the same way they build physical hygiene. This means

setting boundaries around screen time practising intentional pauses.

Digital overload can be managed only by digital discipline. Technology will not slow down for us we must learn to slow down for ourselves.

Mindfulness is no longer a wellness trend it's a survival skill for the mind. Practices like breathwork, meditation, journaling, and emotional awareness are becoming essential.

In a world that demands constant outward attention, mindfulness is the only tool that pulls you back inward.

Self-reflection is especially important in the AI era because people are losing touch with their inner compass.

When algorithms start predicting our choices, self-reflection becomes the only way to reclaim our autonomy.

Guided coaching is becoming essential because people need a safe space to think, feel, and reset. AI can give information, but it cannot give understanding.

Coaching offers structured emotional support helping individuals process overwhelm, developmental habits, and build a balanced inner foundation. People don't need more data they need direction. Coaching provides that clarity.

As India rapidly embraces AI-led living from workplaces to homes the demand for emotional grounding is only going to grow.

In the age of artificial intelligence, emotional intelligence is our biggest competitive advantage.

Perna Khetrapal, Founder, Kaizen Wellness says, "We're living in a world where everything moves faster AI has accelerated work, communication, even how we consume information. And honestly? Our nervous systems weren't built



for this pace." They're stuck in survival mode way more than they should be. That's where mindful luxury comes in. I'm talking about practices rooted in slowness, intention, and actually being present. Things like breathwork, sound therapy, or even just sitting down for a proper meal without your phone. These aren't indulgences, they're signals to your body that it's safe to come down from high alert. And here's the thing: when your nervous system is regulated, everything else gets easier. You think more clearly. You lead better. You show up as a more grounded version of yourself. AI has made so much of life more efficient, no question. But it's also made our inner world noisier. There's constant information coming at us, endless micro-decisions, tabs open everywhere, literal and mental. It's a lot.

Grounding rituals are how we cut through that noise. Even sixty seconds of breathwork, a short walk outside, or just putting your phone down for a bit can reset your attention and bring back some clarity.

These small practices used to feel like nice-to-haves. Now? They're non-negotiable if you want to function well in a world that's always "on."

The 1% shift is simple: Choose the smallest possible action that moves you toward

calm. One deeper breath. One meal where you actually taste your food. One hour without a screen. That's it.

These micro habits build emotional stability over time. They're a gentle counterweight to the constant rush of digital life, and they work because they're sustainable.

At Kaizen, she went on, we approach mental clarity through the body. Pilates for grounding. Breathwork for nervous system regulation. Ice baths, infrared therapy, and sound healing for deep restoration.

Each modality does something different, but they all point toward the same thing: helping your nervous system reset. And when your body feels safe, your mind follows. Focus sharpens. Emotions stabilise. Creativity flows more easily. It's not about pushing harder, it's about creating the conditions where clarity can actually emerge.

The faster technology moves, the more deliberate we have to be about slowing down. Slowness isn't a luxury anymore, it's a strategy.

I'm talking about unhurried meals. Quiet mornings before the inbox takes over. Mindful movement. Time outside without a podcast in your ears.

These practices aren't about rejecting technology. They're about buffering ourselves against its intensity so we can

## No viable solution? What technological and life-cycle analyses tell us about the limits of plastic waste management

CAROLINE MALAGUTTI  
FASSINA/PEDRO FIDELMAN,



**Since the 1950s, when the first plastics emerged, the complexity and scale of this supply chain have only grown. Today, plastic is a global commodity, so ubiquitous that almost everything around us contains some piece of it. Look around you: it's easy to see why global demand for plastics more than tripled between 1991 and 2021**

PLASTIC has grown faster than any other industrial material in the last 65 years. Its cheap durability, initially an innovation, has become an environmental and public health problem of global proportions.

Without an end-of-life strategy, the world is conducting an uncontrolled experiment, with plastic accumulating in poor countries, rivers, and throughout the ocean.

Plastic isn't manufactured in a neighbourhood. Often, it's not even produced within a single country. It depends on a gigantic international supply chain. So-called primary plastics—liquid or gaseous chemicals used to make plastic products—cross oceans to supply factories around the world.

Since the 1950s, when the first plastics emerged, the complexity and scale of this supply chain have only grown. Today, plastic is a global commodity, so ubiquitous that almost everything around us contains some piece of it. Look around you: it's easy to see why global demand for plastics more than tripled between 1991 and 2021.

Such a large increase in molecules synthesised in the laboratory—which do not exist in nature—would certainly bring challenges. Among them is the challenge of contaminating our own bodies and ecosystems.

In places with weaker regulations and/or institutional capacities – especially in countries of the Global South – these challenges transform into visible crises: plastics in the soil, in the water, on the streets, in fish, in breast milk.

Technological assessments and life cycle analyses show

that, at all costs, we still do not have a truly efficient waste management system when it comes to plastic, not on the scale at which we have been producing, consuming, and discarding it, nor even considering broad scenarios of recycling and incineration.

The open veins of the plastic International trade has played (and continues to play) a central role in the plastics value chain worldwide. The plastics industry itself reflects this complexity and scale: leading companies in the sector often do not own their own factories—they rely on extensive networks of third-party manufacturers, usually located in countries with cheaper labour.

The result is a long, complex, and difficult-to-trace chain. For decades, international trade and the oil lobby have sustained the economic dependence on 140 plastic commodities.

Considering the highly interconnected nature of this chain, a Brazilian study conducted by us, the authors of this article, began to

highlight the role of certain ports—restricted and delimited territories of international trade—in this chain.

Many global value chains—not just the plastics chain—pass through a few ports scattered around the world. This means that a large part of the power and control of these chains is concentrated in a few port companies at these border crossings.

Even when these companies assume some social and environmental responsibility, they rarely cover the full extent and complexity of the impacts generated. After all, supply chains enter and exit through ports, but spread throughout the world.

In most cases, these are multinational corporations with no commercial ties to the producers and consumers in the domestic part of the plastics supply chain.

The study proposes to investigate which ports, by functioning as funnels in this chain, are strategic points for the implementation of public policies to begin managing this crisis.



# India's long-term outlook remains positive, indices to remain near all-time high in 2025

Valuations are stretched across large parts of the market, smaller stocks are under pressure, and investors are becoming increasingly selective about where they deploy capital

**STRONG FUNDAMENTALS**

- Inflation anchored closer to 4%
- Large-cap stocks delivered around 8%
- Mid-caps posted modest returns of about 3%
- Valuations holding steady at 22 times earnings

NEW DELHI

INDIA's long-term outlook remains firmly positive, underpinned by favourable demographics, policy continuity, rapid urbanisation and sustained productivity gains, a report said on Tuesday. As 2025 draws to a close, Indian equity markets are sending mixed signals. Benchmark indices remain close to record highs, but beneath the surface, the picture is far more nuanced. Smallcase Managers, in its report, said that valuations are stretched across large parts of the market, smaller stocks are under pressure, and investors are becoming increasingly selective about where they deploy capital. The managers noted that as US growth moderates and the Federal



Reserve eventually pivots, interest-rate differentials should increasingly favour Emerging Markets, with India standing out as the most attractive destination. Dhiren Shah, smallcase manager, Co-Founder, Kamayakya, said: "We remain bullish on Indian equities in 2026, with a clear focus on stock selection rather than index levels. While public capex has driven growth so far, the next phase will come from a revival in private capex as corporate balance sheets strengthen and capacity utilisation rises, setting up the next leg of India's structural growth." India's macro backdrop remains constructive, aided by moderating inflation, the

**India's macro backdrop remains constructive, aided by moderating inflation, the beginning of a rate-cut cycle and continued policy focus on manufacturing, infrastructure and exports. The report expects the economy to grow at a steady 6-7% in real terms, with inflation anchored closer to 4%**

beginning of a rate-cut cycle and continued policy focus on manufacturing, infrastructure and exports. The report expects the economy to grow

at a steady 6-7 per cent in real terms, with inflation anchored closer to 4 per cent, implying a phase of more stable, though slightly lower, nominal growth compared to the previous decade. "Tariff-related noise from the US, particularly around a potential Trump return, is more of a sentiment and liquidity risk for India than a structural one. It can tighten global liquidity, lift volatility and lead to temporary FII outflows, but it does not change India's core growth story," said Vivek Sharma, smallcase manager, Investment Head, Estee Advisors. At the same time, the AI-led surge in a few US mega-cap stocks has pulled a disproportionate share of global capital, leaving emerging markets under-owned despite stable fundamentals. This has made Indian markets more vulnerable to short-term, flow-driven swings, even as domestic growth and earnings remain on a solid footing, Sharma added. The report noted that in 2025, Indian equity performance had been uneven across market segments. Large-cap stocks have delivered relatively stable returns of around 8 per cent YTD, with valuations holding steady at 22 times earnings.

## Quintrans garners \$750,000 in pre-seed funding round

NEW DELHI: Capital-A, a specialist venture capital fund for manufacturing and deep tech, has led a \$750,000 'pre-seed' round in a deep tech engineering startup, Quintrans. The round also saw participation from Sumeet Kabra of RR Global, SanchiConnect, AIC-Pinnacle and other strategic partners, alongside ecosystem support from existing partner IIMA Ventures. "Capital-A, India's specialist venture capital fund for manufacturing and deep tech, has led a \$750,000 pre-seed round in Quintrans, a deep tech engineering startup developing India-built direct-drive linear motion systems for industrial automation, robotics and equipment manufacturing," according to a release. An industry terminology used by founders, investors and venture capitalists (VCs), pre-seed typically refers to funding stage before the seed round, when a company is focused on the prototype, and Proof of Concept (PoC). As per the release, the capital raised will be used to establish an in-house manufacturing and advanced testing facility in Pune, accelerate research and development across electromagnetic actuation, and build the core engineering and operations team required for commercial rollout.

# BENCHMARKS FALTER AS WEAK CUES DRAG

Persistent foreign fund outflows, a weak rupee and sluggish global market trends dented investor sentiment

**NEGATIVE MOMENTUM**

- BSE Sensex fell 533.50pts (-0.63%) to 84,679.86
- NSE Nifty dropped 167.20pts (-0.64%) to 25,860.10
- FIIs offloaded Rs1,468.32 cr; DIIs bought Rs1,792.25 cr

MUMBAI

BENCHMARK Sensex tumbled 533.50 points and the broader Nifty declined to the 25,860 level on Tuesday as persistent foreign fund outflows, a weak rupee and sluggish global market trends dented investor sentiment. The 30-share BSE Sensex tanked 533.50 points or 0.63 per cent to settle at 84,679.86. During the day, it dived 592.75 points or 0.69 per cent to 84,620.61. The 50-share NSE Nifty dropped 167.20 points or 0.64 per cent to a week's low of 25,860.10. Among Sensex firms, Axis Bank tanked the most by 5.03 per cent. Eternal, HCL Tech, Bajaj Finserv, Tata Steel, UltraTech Cement and Bajaj Finance were also among the laggards. However, Titan, Bharti Airtel, Mahindra & Mahindra and Asian Paints were among the gainers.



"Continued INR weakness to fresh record lows, driven by persistent FII outflows and subdued global sentiments, dragged domestic markets into negative territory," Vinod Nair, Head of Research, Geojit Investments Limited, said. The rupee breached the record low level of 91 against the US dollar and hit 91.14 in intra-day trade due to foreign fund outflows on Tuesday. The BSE midcap gauge dropped 0.78 per cent, and the smallcap index dipped 0.69 per cent. Among sectoral indices, realty tanked 1.36 per cent, followed by bankex (1.03 per cent), commodities (0.91 per cent), IT (0.90 per cent), BSE Focused IT (0.86 per cent), financial services (0.83 per cent) and metal (0.82 per cent). Telecommunication and consumer durables were the only gainers. A total of 2,519 stocks declined while 1,651 advanced and 158 remained unchanged on the BSE. "A risk-averse mood dom-

**A risk-averse mood dominated trading as the rupee's breach of the 91 level against the US dollar raised macro concerns, while weakness across Asian markets added to global uncertainty. This combination prompted investors to reduce risk, triggering broad-based profit-taking, particularly across realty, financial services, metal and IT names** - **Ponmudi R, CEO, Enrich Money**

inated trading as the rupee's breach of the 91 level against the US dollar raised macro concerns, while weakness across Asian markets added to global uncertainty.

## Gold, silver futures drop ahead of US data

NEW DELHI: Gold and silver prices declined in the futures trade as traders booked profits and adopted a cautious stance ahead of the outcome of the US non-farm payrolls report. Analysts said the payrolls data will provide fresh cues on the US Federal Reserve's interest rate trajectory. Gold futures for February delivery fell by Rs 341, or 0.25 per cent, to Rs 1,33,789 per 10 grams in a business turnover of 13,900 lots. Silver futures also witnessed selling pressure as traders locked in gains. "Gold and silver prices fell as investors are awaiting the US non-farm payrolls report for October and November, which would provide additional information on the Federal Reserve's policy stance," Renisha Chainani, Head - Research at Augmont, said. Chainani further stated that if labour market data reinforces concerns that employment remains a weak point, precious metals could benefit, as it could strengthen the case for quicker rate cuts by the US Federal Reserve (Fed). In the international markets, Comex gold futures for February delivery snapped a three-day winning streak, decreasing by \$37.8, or 0.87 per cent, to \$4,297.4 per ounce. "Gold prices are trading near \$4,300 per ounce, as investors await the US non-farm payroll report later in the day for more clues on the Fed's policy outlook," Jigar Trivedi, Senior Research Analyst at Reliance Securities, said. Investors are closely tracking US retail sales and preliminary manufacturing data, while November inflation numbers for Thursday are also expected to remain in focus. According to Trivedi, market participants are currently pricing in a 75.6 per cent probability that the Federal Reserve will keep interest rates unchanged at its January meeting, although some expectations persist for two rate cuts in 2026. However, gains in bullion prices were capped by easing geopolitical concerns, amid prospects of a Russia-Ukraine peace deal after US President Donald Trump said an end to the conflict was "closer than ever."



## Brent Crude trade lower at \$60.13/bbl

CRUDE oil futures declined Rs 2 to Rs 5,158 per barrel as participants trimmed their positions amid weak demand in the spot market. Crude oil for January delivery fell 0.04 per cent in 11,315 lots. Analysts said the prices fell after participants off-loaded their holdings amid weak demand in the spot market. Globally, West Texas Intermediate crude oil was trading 0.76 per cent lower at \$56.39 per barrel, while Brent Crude fell 0.71 per cent to \$60.13 per barrel in New York.

# RBI holds 879.6 tonnes of gold as prices surge

Added 57.48 metric tonnes to 822.10 metric tonnes as on Mar 31, 2024

NEW DELHI

THE Reserve Bank of India, as on March 31 this year, held 879.58 metric tonnes of gold as compared to 822.10 metric tonnes as on March 31, 2024, reflecting an increase of 57.48 metric tonnes, the Parliament was informed on Monday. These gold holdings contribute to strengthening confidence in the Indian rupee and the overall external stability of the economy, Minister of State for Finance Pan-kaj Chaudhary told the Lok Sabha in a reply to a question. To questions about the surge in gold and silver prices in the domestic market, he said that domestic prices of



**Govt introduced measures such as the Gold Monetisation Scheme (GMS), Gold ETFs and Sovereign Gold Bond Scheme to reduce the demand for physical gold and to mobilise idle domestic gold, so that part of the demand is met from local stocks rather than fresh imports**

precious metals like gold and silver are primarily determined by their prevailing international prices (in US dol-

lar terms), the exchange rate of the Indian rupee against the US dollar and applicable tariffs. The recent surge in prices is largely attributable to heightened geopolitical tensions and uncertainty over global growth, which have boosted safe-haven demand, including substantial gold purchases by central banks and major institutions worldwide. The minister said that the recent rally in gold prices may have differential effects across states or population groups, depending upon the degree of socio-cultural and economic reliance on these precious metals. "They serve a dual role -- not only as a consumption item but also as an investment avenue, as they are considered safe assets for hedging against uncertainties," he said.

## Market may weaken further from current levels

Below 84300, it could retest 84000-83800 levels, above 84800 it could bounce back to 85200-85400

KUMUD DAS  
MUMBAI

THE benchmark indices corrected sharply. The Sensex was down by 522 points. Among sectors, almost all the major sectoral indices witnessed intraday profit booking at higher levels, but the Reality Index lost the most, shedding 1.50 per cent. Technically, after a gap-down open, the entire day saw market selling pressure at higher levels. On daily charts, it has formed a bearish candle, indicating further weakness from the current levels.

Shrikant Chauhan, Kotak Securities, said: "We are of the view that, although the intraday market texture is weak, a fresh selloff is possible only after the dismissal of \$4300. Below this level, the market could retest the levels of 84000-83800. "On the flip side, \$4800 would be the immediate resistance zone for day traders. If it succeeds in trading above this level, then it could bounce back to 85200-85400." The current market texture is volatile; hence, level-based trading would be the ideal strategy for day traders.

# BSE in pact with Department of Posts to expand mutual fund access

Under the three-year agreement, selected employees and agents of the Postal dept will be trained as certified MF distributors to offer investor services via BSE's STAR MF platform

NEW DELHI

THE Bombay Stock Exchange (BSE) on Friday signed a memorandum of understanding (MoU) with the Department of Posts to enable distribution of mutual fund products through India Post's extensive postal network. Under the three-year agreement, selected employees and agents of the Department of Posts will be trained and onboarded as certified mutual fund distributors to offer products and investor services



via the BSE's STAR Mutual Fund platform, the statement said. The STAR MF platform handles more than 85 per cent of exchange-based mutual fund transactions and records over 7 crore transactions monthly — to extend investor access into rural and semi-urban areas. The Department of Posts, with over 1.64 lakh post offices across the country, can enable last-mile access, investor education, and trust-driven mutual fund distribution nationwide. This strategic partnership aims to deepen financial inclusion by leveraging India Post's physical reach, particularly in rural and semi-urban areas, and BSE's STAR MF platform, India's largest online mutual fund distribution ecosystem, the statement said.

tend investor access into rural and semi-urban areas. The Department of Posts, with over 1.64 lakh post offices across the country, can enable last-mile access, investor education, and trust-driven mutual fund distribution nationwide. This strategic partnership aims to deepen financial inclusion by leveraging India Post's physical reach, particularly in rural and semi-urban areas, and BSE's STAR MF platform, India's largest online mutual fund distribution ecosystem, the statement said.

# Global shares mostly decline ahead of key reports from the US

Investors are watching Japanese data carefully ahead of a Bank of Japan policy meeting on Friday

BANGKOK

SHARES retreated on Tuesday in Europe and Asia ahead of the release of US employment and inflation reports that could drive the direction of interest rates. The future for the S&P 500 fell 0.5 per cent, and that for the Dow Jones Industrial Average was 0.3 per cent lower. Germany's DAX lost 0.4 per cent to 24,142.20, while the CAC 40 in Paris edged 0.1 per cent higher, to 8,129.43. Britain's FTSE 100 slipped 0.3 per cent to 9,722.23. In Asian trading, Tokyo's Nikkei 225 declined 1.6 per cent to 49,383.29 as preliminary factory data showed manufacturing slowing slightly. The S&P Global Flash purchasing managers index rose to 49.7 from 48.7 in November on a scale of up to 100, where 50 marks the cutoff for expansion. Investors are

watching Japanese data carefully ahead of a Bank of Japan policy meeting on Friday that is widely expected to result in an interest rate hike that could rattle world bond, currency and cryptocurrency markets. Chinese markets also retreated after figures for November, released Monday, came in weaker than expected. Retail sales rose at their slowest rate since 2022, during the pandemic, at 1.3 per cent from a year earlier in November. Lending and investment also weakened. "Overall, the data set confirms a loss of momentum into (the) year-end and is consistent with our growth forecasts that moderate to around 4 per cent" in the last quarter of this year, Tan Boon Heng of Mizuho Bank said in a report. Hong Kong's Hang Seng dropped 1.5 per cent to 25,235.41, while the Shanghai Composite index lost 1.1 per cent



to 3,824.81. South Korea's Kospi gave up 2.2 per cent to 3,999.13 as technology shares dropped. Computer chip maker SK Hynix skidded 4.3 per cent, while Samsung Electronics fell 1.9 per cent. In Taiwan, the Taiex shed 1.2 per cent. Australia's S&P/ASX 200 declined 0.4 per cent to 8,598.90. Shares in Roomba maker iRobot sank 22 per cent in premarket

trading after the company filed for Chapter 11 bankruptcy protection. That was on top of a nearly 73 per cent decline on Monday. The company, known for its robotic vacuums, has struggled with increased competition but said it doesn't expect any disruptions to its devices as it is taken private under a restructuring process. On Monday, the S&P 500 slipped 0.2

**Economists expect the jobs report from November, due Tuesday, to show employers added 40,000 more jobs than they cut during the month. An update on inflation on Thursday is forecast to show US consumers paid prices that were 3.1 per cent higher in November than a year before**

per cent, though the majority of stocks within the index rose. The Dow Jones Industrial Average dipped 0.1 per cent, and the Nas-

daq composite fell 0.6 per cent. Artificial-intelligence -related stocks, which were mixed following last week's swings, helped keep gains in check. NVIDIA, the chip company that's become the face of the AI boom, added 0.7 per cent. But Oracle sank another 2.7 per cent following its 12.7 per cent tumble last week, its worst in more than seven years. Broadcom fell 5.6 per cent. AI stocks have wobbled on worries that the billions of dollars flowing into chips and data centres may not yield a big enough payoff. The main focus on Wall Street this week, apart from AI, will be several big updates on the US economy. Economists expect the jobs report from November, due Tuesday, to show employers added 40,000 more jobs than they cut during the month. An update on inflation on Thursday

is forecast to show US consumers paid prices that were 3.1 per cent higher in November than a year before. Investors are hoping that the job market will weaken by just enough to get the Federal Reserve to lower interest rates, but not so much that the economy slips into recession. Lower rates help boost the economy and prices for investments, but also may worsen inflation. Economists expect Tuesday's report to show the unemployment rate at 4.4 per cent, which would keep it near its worst level since 2021. In other dealings early Tuesday, US benchmark crude oil lost USD 1.08 to USD 55.74 per barrel. Brent crude, the international standard, fell USD 1.06 to USD 59.50 per barrel. The US dollar fell to 154.84 Japanese yen from 155.21 yen. The euro rose to USD 1.1760 from USD 1.1755.



NIFTY 50

Symbol	LTP	%Chg	Symbol	LTP	%Chg
ADANIENT	2247.9	-1.36	INFY	1592.9	-0.87
ADANIPTS	1499	-0.9	ITC	401.7	-0.15
APOLLOHOSP	7051.5	-0.49	JSWSTEEL	1082.6	-2.89
ASIANPAINT	2790.9	0.38	KOTAKBANK	2182.4	0.05
AXISBANK	1219.6	-5.07	LT	4063.8	-0.7
BAJAJ-AUTO	9008	0.76	M&M	3621	0.36
BAJAJFINSV	2035.2	-1.7	MARUTI	16354	-0.37
BAJFINANCE	998.4	-1.41	NESTLEIND	1240.6	-0.23
BEL	388	-0.7	NTPC	321	-0.91
BHARTIARTL	2102	1.56	ONGC	232.21	-1.33
BPCL	368.15	0.31	POWERGRID	260.35	-0.71
BRITANNIA	6066	0.46	RELIANCE	1542.3	-0.89
CIPLA	1499.6	-0.56	SBILIFE	2036	0.05
COALINDIA	381.6	-0.74	SBIN	961.15	-0.63
DRREDDY	1276.9	-0.29	SHRIRAMFIN	848.4	-0.81
EICHERMOT	7061.5	-0.84	SUNPHARMA	1781.3	-0.88
GRASIM	2799.1	-0.78	TATACONSUM	1169.9	0.48
HCLTECH	1651.7	-1.92	TMPV	345.45	-1.09
HDFCBANK	994.3	-0.18	TATASTEEL	169.83	-1.76
HDFCLIFE	764.35	-1.08	TCS	3205.1	-0.78
HEROMOTOCO	5946.5	-0.22	TECHM	1578.2	0.18
HINDALCO	837.15	-1.26	TITAN	3929.5	1.64
HINDUNILVR	2281.1	-0.54	TRENT	4108.7	-0.01
ICICIBANK	1366	0.06	ULTRACEMCO	11528	-1.71
INDUSINDBK	845.05	-0.73	WIPRO	259.22	-0.96

SENSEX 30

ADANIPTS	1499.2	-0.87	M&M	3622.75	0.42
ASIANPAINT	2791.3	0.4	MARUTI	16349.95	-0.32
AXISBANK	1219.65	-5.03	NESTLEIND	1239.95	-0.18
BAJAJFINSV	2035.25	-1.65	NTPC	321	-0.88
BAJFINANCE	998.5	-1.41	POWERGRID	260.45	-0.71
BHARTIARTL	2101.8	1.44	RELIANCE	1541.8	-0.92
HCLTECH	1652.15	-1.9	SBIN	961.4	-0.59
HDFCBANK	994.15	-0.17	SUNPHARMA	1782.8	-0.8
HINDUNILVR	2279.8	-0.58	TMPV	345.5	-0.46
ICICIBANK	1366	0.06	TATASTEEL	169.8	-1.74
INDUSINDBK	845.15	-0.72	TCS	3204.55	-0.8
INFY	1592.35	-0.91	TECHM	1577.55	0.13
ITC	401.7	-0.15	TITAN	3927.6	1.6
KOTAKBANK	2182.15	0.08	ULTRACEMCO	11525.9	-1.65
LT	4062.35	-0.7	ETERNAL	284.35	-4.69

NIFTY 500

Symbol	LTP	%Chg	Symbol	LTP	%Chg
360ONE	1128	-1.46	BERGEPAINT	537.75	-0.44
3MINDIA	35290	-0.77	BHARATFORG	1410	-0.29
AADHARHFC	491.95	-1.09	BHARTIARTL	2104.9	1.7
AARTIIND	371.9	-1.17	BHARTIHEXA	1735.1	2.05
Aavas	1492.5	-3.65	BHEL	278.45	-1.47
ABB	5238.5	-0.88	BIKAJI	747	0.81
ABBOTTINDIA	27830	-0.2	BIOCON	384.05	-1.69
ABCAPITAL	347	-1.36	BIS	315.5	-0.32
ABFRL	74	-1.9	BLUEDART	5380	-0.88
ABREL	1700	-1.25	BLUESTARCO	1814	0.43
ABSLAMC	769.75	2.84	BOSCHLTD	36230	-0.47
ACC	1771.5	-0.34	BPCL	368.4	0.38
ACE	973	-2.3	BRIGADE	860.9	-2.66
ACMESOLAR	230.25	-0.31	BRITANNIA	6051	0.22
ADANIENSOL	992.95	-2.14	BSE	2604.1	-1.69
ADANIENT	2242	-1.62	BSOFT	426.5	-1.9
ADANGREEN	1023.9	-2.26	CAMPUS	261.5	-0.76
ADANIPTS	1497.9	-0.97	CAMS	751.7	-0.46
ADANIPOWER	145.28	0.62	CANBK	147.05	-0.84
AEGISLOG	744.15	-0.92	CANFINHOME	913.5	-0.63
AFCONS	395.1	-0.99	CAPLIPOINT	1945	-0.54
AFFLE	1717.6	0.01	CARBORUNIV	861.6	-0.98
AIAENG	3755	-3.56	CASTROLIND	182.73	-0.49
AJIL	2810	4.62	CCL	982.2	-0.7
ANANTPHARM	2600	-1.59	CDSL	1496	-1.42
AKUMS	420.55	-0.59	CEATLTD	3765	-1.53
ALIVUS	908.1	-0.3	CENTRALBK	36.13	-1.15
ALKEM	5675	0.9	CENTURYPLY	829.9	-1.16
ALKYLAMINE	1593.8	-1.26	CERA	5360	3.48
ALOKINDS	15.9	-0.93	CESC	170	-0.56
AMBER	6776.5	-0.37	CGCL	181	-0.7
AMBUJACEM	548.8	-0.84	CGPOWER	670.5	0.05
ANANDRATHI	2995	0.46	CHALET	879.4	-1.68
ANANTRAJ	536.55	-2.54	CHAMBLFERT	445.95	2.11
ANGELONE	2528	-2.11	CHENNNPETRO	914	-1.09
APARINDS	8919.5	-1.88	CHOLAFIN	1707	-1.54
APLAPOLLO	1740	0.05	CHOLAHLDNG	1858.9	-2.12
APLTD	849.5	-1.76	CIPLA	1500	-0.53
APOLLOHOSP	7045	-0.59	CLEAN	900	-0.95
APOLLOTYRE	508	0.3	COALINDIA	382.15	-0.6
APTUS	289.35	-0.24	COCHINSHIP	1555	-2.05
ARE&M	922	-1.46	COFORGE	1862	-0.43
ASAHINDIA	993	-1.65	COHANCE	536.9	1.24
ASHOKLEY	167.27	0.27	COLPAL	2158	-0.3
ASIANPAINT	2785	0.17	CONCOR	498.3	-0.89
ASTERDM	606	-1.93	CONCORDBIO	1370	0.69
ASTRAL	1460	2.06	COROMANDEL	2302.3	-0.88
ASTRAZEN	8986.5	-1.49	CRAFTSMAN	7046	-0.63
ATGL	585.75	-1.15	CREDITACC	1260	-1.55
ATUL	5748	-1.74	CRISIL	4446	-0.34
AUBANK	978.1	-0.1	CROMPTON	252.55	-0.2
AUROPHARMA	1175	-0.95	CUB	270.95	-1.22
AWL	243.35	-1.22	CUMMINSIND	4487.8	-1.15
AXISBANK	1219	-5.12	CYIENT	1143	-1.3
BAJAJ-AUTO	8989	0.55	DABUR	496.35	-0.17
BAJAJFINSV	2034.9	-1.72	DALBHARAT	2066.3	-1.77
BAJAJHFL	95.3	-0.51	DATAPATNS	2582	-0.94
BAJAJHLDNG	11075	0.12	DBREALTY	118.04	-2.44
BAJFINANCE	997.1	-1.54	DCMSHRIRAM	1240.9	-1.01
BALKRISIND	2372.2	-0.35	DEEPAKFERT	1222	-2.32
BALRAMCHIN	443	-0.91	DEEPAKNTR	1602	1.7
BANDHANBNK	149.35	-1.61	DELHIVERY	401.95	-1.3
BANKBARODA	282.3	-0.98	DEVYANI	129.29	-2.65
BANKINDIA	138.7	-2.17	DIVISLAB	6333.5	-0.22
BASF	3890	-1.67	DIXON	13571	-1.21
BATAINDIA	946.1	-1.38	DLF	690.95	-1
BAYERCROP	4380	-0.2	DMART	3861	0.93
BBTC	1855	-0.72	DOMS	2549	-1.59
BDL	1352	-3.61	DRREDDY	1272.5	-0.63
BEL	387.3	-0.88	ECLERX	4480	-0.66
BEMIL	1703	-2.15	EICHERMOT	7042	-1.12

BULLISH

Symbol	LTP	%Chg	Symbol	LTP	%Chg
ALKEM	5685	0.91	M&M	3633	0.49
BHARTIARTL	2104	1.29	PATANJALI	537.85	1.04
BRITANNIA	6080	0.53	SUPREMEIND	3400.9	3.4
DMART	3865.3	0.55	TITAN	3934	1.57
GODREJCP	1184.8	1.42	VEDL	574.8	4.46

BEARISH

Symbol	LTP	%Chg	Symbol	LTP	%Chg
AXISBANK	1223	-4.97	KPITTECH	1170.2	-3.34
BDL	1351.7	-4.09	NBCC	111.4	-3.84
ETERNAL	285	-4.67	NCC	157.61	-3.02
JSWSTEEL	1083.2	-3.2	POLICYBZR	1826.1	-5.55
JUBLFOOD	560.9	-3.25	SBICARD	845.5	-3.01

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HIGH

Symbol	LTP	High Price	%Chg
A G Universal Ltd	64.8	58.7	4.94
Aatmaj Healthcare Ltd	22.45	19.5	16.02
Aristo Bio-Tech and Lifescience Ltd	120.75	120.75	5
C P S Shapers Ltd	991.9	991.9	5
Deem Roll Tech Ltd	44.55	41	10.14
Erifuse Solutions Ltd	242	242	5.22
Giriraj Civil Developers Ltd	182.4	180	4.98
Jalan Transolutions (India) Ltd	3.15	3.1	5
Kirloskar Oil Engines Ltd	1227.1	1263.7	8.01
Neptune Petrochemicals Ltd	229.3	225	5.64
Nidan Laboratories & Healthcare Ltd	20	19	5.54
Refractory Shapes Ltd	55.1	52	8.79
Sameera Agro and Infra Ltd	13.3	12.15	9.92
Silver Touch Technologies Ltd	878.4	886	6.49
Welspun Investments & Commercials Ltd	1474.8	1549	11.46

LOW

ACC Ltd	1771.4	1767.5	-0.35
Aditya Birla Sun Life CRISIL Liquid Overnight ETF	999.99	999.99	
Bhagiradha Chemicals & Industries Ltd	230.17	225	0.65
DCM Nouvelle Ltd	126.47	126	0.07
Future Market Network Ltd	8.96	8.8	-0.22

Symbol	LTP	%Chg	Symbol	LTP	%Chg
EIDPARRY	1024.4	-1.29	IDEA	11.25	-0.88
EIHOTEL	370	-0.56	IDFCFIRSTB	83.24	-0.75
ELECON	480.15	-0.94	IEX	140.02	-1.62
ELGIEQUIP	478.95	-1.99	IFCI	47.9	-1.44
EMAMILTD	539.55	-1.14	IGIL	319.5	-0.78
EMCURE	1380.1	-1.1	IGL	183.8	-0.91
ENDURANCE	2611	-0.37	IIFL	565	-1.77
ENGINEERSIN	193.6	-0.11	IKS	1685	1.13
ERIS	1560.8	-1.61	INDGN	527	-0.16
ESCORTS	3678	-1.11	INDHOTEL	723.5	-1.05
ETERNAL	284.5	-4.67	INDIACEM	408.3	-2.22
EXIDEIND	365.5	-1.87	INDIAMART	2220	-2.05
FACT	889.9	3.79	INDIANB	770.25	-1.74
FEDERALBNK	261.95	-1.24	INDIGO	4966	0.01
FINCABLES	779	2.74	INDUSINDBK	845	-0.73
FINPIPE	167.65	1.47	INDUSTOWER	407.05	-0.59
FIRSTCRY	287.25	0.54	INFY	1592.6	-0.88
FIVESTAR	590	2.58	INOXINDIA	1134	-1.45
FLUOROCHEM	3509	-0.51	INOXWIND	126.6	0.48
FORTIS	871.55	0.2	INTELLECT	1025	-0.52
FSL	341.05	-0.61	IOB	36.55	-1.14
GAIL	168.1	-1.04	IOC	167.7	-0.5
GESHIP	1106	-2.02	IPCALAB	1427	-0.92
GICRE	376.5	-1.47	IRB	41.49	-1.28
GILLETTE	8065.5	-0.53	IRCON	153.01	-2.49
GLAND	1665	-0.29	IRCTC	668.85	-0.39
GLAXO	2592.5	0.56	IREDA	133.35	-1.56
GLENMARK	1962	-1.19	IRFC	111.64	-1.42
GMDCLTD	520.9	-2.8	ITC	402	-0.07
GMRAIRPORT	103.21	-1.59	ITI	301.7	-0.63
GNFC	491	-0.71	J&KBANK	100.28	-0.39
GODFRYPHLP	2862.3	-0.23	JBCHEPHARM	1785	-0.4
GODIGIT	345.05	-1.23	JBMA	562.05	-2.44
GODREJAGRO	578.8	-1.05	JINDALSAW	163	-0.3
GODREJCP	1180	1.19	JINDALSTEL	1009.9	-2.33
GODREJIND	1011.4	-0.73	JIOFIN	294.7	-1.64
GODREJPROP	2020	-2.31	JKCEMENT	5621	-0.79
GPIL	242.48	-1.91	JKTYRE	468.5	-0.26
GPPL	191	-0.11	JMFINANCIL	143.45	-1.7
GRANULES	575	0.59	JPOWER	17.87	-1.33
GRAPHITE	537	-1.74	JSL	795.5	-0.19
GRASIM	2786.2	-1.23	JSWENERGY	477.8	-1.78
GRAVITA	1850	-0.79	JSWHL	21100	-1.47
GRSE	2286.4	-2.7	JSWINFRA	272.3	-0.24
GSPL	281.05	-2.41	JSWSTEEL	1085.1	-2.66
GUJGASLTD	386	-1.67	JUBLFOOD	560	-3.02
GVT&D	3000.5	-0.63	JUBLINGREA	697	-1.25
HAL	4252	-1.61	JUBLPHARMA	1060	-2.39
HAPPSTMINDS	489.05	-0.2	JUSTDIAL	708	-1.41
HAVELLS	1412.7	0.03	JWL	262.15	-2.15
HBLEENGINE	797.9	-2.26	JYOTHYLAB	285	0.56
HCLTECH	1651.8	-1.91	JYOTICNC	940	-0.76
HDFCAME	2579	-1.07	KAJARIACER	1088.9	-0.86
HDFCBANK	994.2	-0.19	KALYANKJIL	478.5	-0.33
HDFCLIFE	763.4	-1.2	KANSAINER	224.5	-0.33
HEG	534.5	-0.21	KARURVYSYA	245.09	0
HEROMOTOCO	5935	-0.41	KAYNES	4185	-0.3
HFLCL	65.18	-1.24	KEC	703.8	-0.16
HINDALCO	836.05	-1.39	KEI	4124	-1.05
HINDALCO	836.05	-1.39	KFINTECH	1032.2	-1.65
HINDCOPPER	368.5	-3.01	KIMS	658.5	-1.73
HINDPETRO	465.35	-0.17	KIRLOSXBROS	1643	-3.3
HINDUNILVR	2279.9	-0.59	KIRLOSENG	1250.8	10.1
HINDZINC	566.85	-0.21	KNRCON	144.2	-3.12
HOMEFIRST	1172.3	-1.32	KOTAKBANK	2184	0.12
HONASA	259.8	1.15	KPL	1162.1	-1.22
HONAUTA	34095	0.09	KPITTECH	1166.7	-3.37
HSCL	470	-1.44	KPRMILL	970	0
HUDCO	210.47	-2.04	LALPATHLAB	2829.5	-1.04
HYUNDAI	2264.2	-1.45	LATENTVIEW	485.45	-0.98
ICICIBANK	1366.6	0.1	LAURUSLABS	1000.9	-0.4
ICICI	1945	-0.35	LEMONTREE	161.85	0.37
ICICIPRULI	635.15	-2.06	LICHSGFIN	524	-1.4
IDBI	99.55	0.72	LICI	854.45	-0.29



**POCO C85 5G**  
**1st sale goes live**

NEW DELHI: POCO, smart-phone brand, has kicked off the first sale of its all-new POCO C85 5G model, exclusively on Flipkart.

Equipped for the best battery experience, the POCO C85 5G sports a 6000mAh battery that delivers over two days of power.

It offers 33W fast charging, where one can get a 50 per cent charge in just about 28 minutes. In addition, a 10W wired reverse charging allows the device to double as a portable power bank for mobiles, TWS earbuds, smartwatches, and other accessories. This power-packed phone sets a new benchmark under Rs12,000.

The comes with a modern design with a quad-curved back, a slim 7.99mm profile, and a premium dual-tone finish in Mystic Purple, Spring Green, and Power Black. Powered by the highly efficient MediaTek Dimensity 6300 chipset, it delivers ultra-smooth, lag-free performance for everything from gaming to multitasking. Meanwhile, the 50MP AI dual-camera setup ensures your most meaningful moments are captured in stunning clarity.

**Global leaders adopt political declaration to combat diabetes, high BP, mental health by 2030**

**These chronic conditions claim 18 million lives each year, while mental health conditions affect over a billion people globally**

NEW DELHI

IN a first, leaders from across the world adopted a political declaration to combat noncommunicable diseases (NCDs) such as diabetes, high BP, and mental health challenges by 2030, the World Health Organization (WHO) said on Tuesday.

NCDs, including obesity and cancers, are the leading causes of death. These chronic conditions claim 18 million lives prematurely each year, while mental health conditions affect over a billion people globally. As both NCDs and mental health conditions are increasing in every country, these require urgent action not only for better public health, but also for productivity and sustainable economic growth, said the WHO.

The new political declaration, adopted at the 80th United Nations General Assembly (UNGA), aims to accelerate global progress with a set of specific global targets for 2030.

It established three first-ever global "fast-track" outcome targets to be achieved by 2030: 150 million fewer tobacco users; 150 million more people with hypertension under control; and 150 million more



**The new political declaration, adopted at the 80th United Nations General Assembly, aims to accelerate global progress with a set of specific global targets**

people with access to mental health care. To ensure countries can reach these goals, the declaration also set ambitious, measurable process targets for national systems by 2030.

This includes having at least 80 per cent of countries with policy, legislative, regulatory and fiscal measures in place;

at least 80 per cent of primary health care facilities with access to affordable, WHO-recommended essential medicines and basic technologies for NCDs and mental health; at least 60 per cent of countries implementing financial protection policies or measures that cover or limit the cost of essential NCD and mental health services.

"The adoption of these bold targets to control noncommunicable diseases and promote mental health is a testament to the commitment of Member States to protect the health of their people," said WHO Director-General Dr Tedros Adhanom Ghebreyesus.

**realme introduces master design to Number Series**

NEW DELHI: In a significant milestone, Fukasawa collaborates with the realme Number Series for the very first time, shaping the design identity of the realme 16 Pro Series. This collaboration is shaped by a simple yet powerful insight: young people navigating dense, fast-paced cities crave small pockets of mental freedom where they can breathe and unwind.

The realme 16 Pro Series brings this insight to life through the Urban Wild Design concept, which blends the purity of nature with the refinement of urban craftsmanship to create a smartphone that feels grounded yet modern.

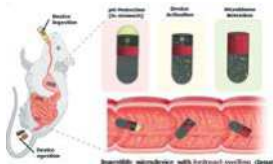
**IIT Delhi, AIIMS' new device can collect microbial samples from gut**

**The device, a tiny pill, once swallowed, stays shut in the stomach. It opens only in the intestine to collect bacteria, then seals itself again to keep the sample safe**

NEW DELHI

RESEARCHERS at IIT Delhi on Tuesday announced the development of an ingestible device that can sample bacteria directly from the small intestine, opening a new window into the human gut microbiome.

While not all bacteria are harmful, nearly half of all cells in the human body are microbial. These organisms line our gut and help us digest food, regulate mood, and build immunity.



Yet studying them has remained difficult. Existing tools are invasive, such as endoscopy or ileostomy, or indirect, relying on stool samples that do not truly reflect conditions higher up in the digestive tract. The device, a tiny pill, once swallowed, stays shut in the stomach. It opens

only in the intestine to collect bacteria, then seals itself again to keep the sample safe while moving through the gut, revealed the study, conducted in collaboration with the AIIMS, Delhi and funded by the Indian Council of Medical Research (ICMR). "The prototype microdevice, once swallowed, can autonomously collect microbes from specific regions of the upper GI tract, allowing species-level identification of the residing microbes, among other biomarkers," Srivastava added.

**TECH COLLABORATION**

- Indian academia, Taiwan's semicon ecosystem tieup
- Adopt a more confident and consistent approach to Taiwan
- Meetings at least at the deputy minister level mooted

NEW DELHI

INDIA sees Taiwan as a vital technology partner as it is a leading chip manufacturer, and cooperation in this sector offers a critical pathway for economic growth, technological advancement and strategic autonomy, a media report said.

The Indian government has courted major Taiwanese companies for several years, but awareness and engagement must expand across institutions, industries and policymaking circles, according to an article in the Taipei Times.

It highlights that a promising initiative already exists in



**A dedicated facility of that nature would attract Taiwanese companies, facilitate structured and long-term collaboration, and provide a visible symbol of India's commitment to advancing its technological and industrial capacity in partnership with Taiwan**

structured and long-term collaboration, and provide

a visible symbol of India's commitment to advancing its technological and industrial capacity in partnership with Taiwan, the article stated.

It expressed the view that India must shed unnecessary caution and adopt a more confident and consistent approach to Taiwan. Consultations and dialogue should be elevated. Where unofficial channels already exist, Indian officials beyond senior levels should participate. Ministries responsible for economics, technology and trade must engage, with meetings conducted at least at the deputy minister level to ensure sustained and effective engagement. Parliamentary channels must be leveraged to advance Indian interests.

A dedicated parliamentary committee on Taiwan-India relations could provide continuity, oversight and strategic direction, ensuring that engagement is deliberate and long-term rather than ad hoc and reactive, the article further stated.

**India leads AI forward payroll market innovation globally: Report**

NEW DELHI

INDIA is emerging as one of the most AI forward markets in payroll transformation, with 35 per cent of businesses identifying artificial intelligence adoption as the primary enabler of HR and payroll innovation, a report said on Tuesday.

The number of businesses in India that identified AI as the driver in payroll innovation over the next two to three years was the highest across the Asia Pacific region, the report from ADP India said.

Meanwhile, 68 per cent of organisations reported integrating AI to streamline



workflows and reduce reliance on manual processes.

The report, however, noted that only 12 per cent of Indian organisations have payroll functions fully equipped for future demands, highlighting a readiness gap that must be closed to sustain growth and resilience.

"India's workforce is entering a decisive phase of transformation as organisations adapt to diverse geographies, generations and employment models," the report said.

**India records 3 GenAI enrollments every minute: Report**

NEW DELHI

GENAI continued to dominate India's learning patterns in 2025, with the country recording three GenAI enrollments every minute, according to a report.

The report by global online learning platform Coursera, based on insights from more than 32.8 million registered learners, showed that India contributed to more than 3.6 million enrollments, the highest globally.

It noted that 2025 saw strong nationwide momentum across GenAI, data, cybersecurity, and core professional skills, reflecting India's rapid transition toward a digital and AI-ready workforce.



Indian learners engaged deeply across both introductory and application-based programmes like Google AI Essentials, Generative AI for Everyone, and Generative AI: Introduction and Applications.

Beyond AI, learners continued building strong foundations in data, cybersecurity, digital marketing, project execution, and finance, reflecting a workforce preparing for increasingly specialised, digital-first roles.



**THE POLITICA**

Nothing political about it

**POLITRICKS**



**BN Kumar**

*"A dream has been shattered, a song has been silenced, a flame has vanished into the infinite. It was a flame that burned through the night, fought every darkness, and showed us the way"*

— Atal Bihari Vajpayee, homage to Jawaharlal Nehru, Lok Sabha, May 1964.

THERE is a curious habit that has embedded itself in India's political monologue over the past decade. As questions sharpen, responses blur. As scrutiny tightens, the debate retreats into history. And when responsibility looms, the argument quietly reverses direction.

That history is almost always compressed into a single name: Jawaharlal Nehru.

More than sixty years after his death, India's first Prime Minister continues to loom large in present-day political rhetoric. Not as a figure to be evaluated with proportion and context, but as a ready-made explanation for problems that persist in the here and now. From the floor of Parliament to local election platforms, Nehru's name returns with striking predictability. Not reflection, but reflex.

Over the past eleven years, Prime Minister Narendra Modi, Home Minister Amit Shah, cabinet colleagues and senior BJP leaders

**THE HAUNT & THE TAUNT**

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have repeatedly invoked Jawaharlal Nehru — almost invariably in a negative register — across debates ranging from China and Kashmir to public sector enterprises, foreign policy, federalism and institutional architecture.

The frequency of these references has become so notable that it has drawn formal remark within the Lok Sabha itself.

During a recent parliamentary exchange, Congress deputy leader Gaurav Gogoi observed that the Prime Minister had mentioned Jawaharlal Nehru more than two dozen times in a single debate, asking whether the House was examining present-day governance challenges or prosecuting an argument with a leader long deceased. The point was not numerical precision, but emphasis — and it resonated.

The pattern is telling, and it is intentional. When outcomes disappoint, responsibility is routinely relocated to the past. In corporate language, it resembles leadership that continues to fault inherited systems long after assuming full control. Eventually, even patient stakeholders lose interest.

India today is not the India of 1947, nor of 1962, nor even of 1991. It is the world's fifth-largest economy, enmeshed in global capital, supply chains and strategic partnerships. It seeks to emerge as a manufacturing base, a digital power and a consequential geopolitical actor. Crucially, it is also a country governed by the same political leadership for more than a decade.

At some point, inheritance must give way to ownership. That is why Priyanka Gandhi Vadra's recent intervention merits attention beyond party lines. Her challenge was neither nostalgic nor defensive. It was

direct. If Jawaharlal Nehru, Indira Gandhi and Rajiv Gandhi committed strategic, political or economic errors, let those be examined fully, debated honestly and concluded definitively. Place the record on the table, close the chapter, and turn squarely to the problems of the present.

Enough governance by rear-view mirror. Her argument found traction because it articulated a weariness many Indians recognise — the sense that grievance has displaced governance as the dominant political language. Stop lamenting. Start governing.

India confronts persistent challenges: employment shortfalls, rising living costs, uneven income distribution, stress among small and medium enterprises, and growing concern about institutional autonomy. These are not ideological constructs or opposition inventions; they shape consumption, investment confidence, social cohesion and long-term growth prospects.

Yet instead of sustained engagement with these realities, the national conversation repeatedly loops back to the early decades after Independence.

Why? Because grievance politics demands less effort than performance politics.

The narrative follows a familiar script. When employment data disappoints, Nehru's economic thinking is faulted. When China acts aggressively today, diplomacy of the 1950s is revived as explanation. When public sector enterprises falter or are selectively privatised, Nehruvian statism is blamed — even as many PSUs continue to underwrite dividends, disinvestment revenues, fiscal buffers and strategic leverage.



**When delivery is questioned, history becomes a straitjacket. It is a taunt, yes — but it is also a caution. None of this is to deny that Jawaharlal Nehru made mistakes. He did. So did Indira Gandhi. So did Rajiv Gandhi. But no prime minister, past or present, is infallible; Narendra Modi, Morarji Desai and Atal Bihari Vajpayee were no exceptions. Acknowledging historical missteps need not weaken the present; it can strengthen it**

History becomes malleable. Accountability remains diffuse, obscured by selective memory and rhetorical convenience. The Vande Mataram controversy illustrated how easily the past can be repurposed. A century-old cultural dispute offers little guidance for contemporary policy, while carrying avoidable social risk.

This impulse extends into policy design as well. Congress spokesperson Supriya Shrinete's critique has found resonance because it reflects an observable pattern. A number of flagship initiatives under the current government closely resemble earlier programmes — sometimes improved, sometimes simply repackaged.

Food security schemes, insur-

ance coverage, housing missions and financial inclusion drives often rest on inherited frameworks. Continuity is not a defect; in many cases, it is sensible governance. What erodes credibility is presenting rebranding as reinvention. Change the prefix. Change the logo. Claim transformation. The fixation on rebranding extends beyond schemes. Cities, roads, railway stations and institutions are routinely rechristened. Symbols shift quickly. Structural constraints endure.

Employment creation, MSME resilience, judicial pendency, education quality and healthcare affordability require sustained institutional effort. Distractions — whether rooted in historical grievance or partisan theatre — do little

to advance public welfare. The costs of such drift are ultimately shared by supporters and critics alike.

Here lies the central irony. In attempting to distance itself from Nehru's legacy, the ruling establishment cannot stop invoking him. The Nehru jacket, once a sartorial relic, has evolved into a metaphor for continued political reliance on the past. When delivery is questioned, history tightens into a constraint. It serves as a taunt, but also as a warning.

None of this denies that Jawaharlal Nehru made mistakes. He did. So did Indira Gandhi. So did Rajiv Gandhi. But no prime minister, past or present, has been infallible; Narendra Modi, Morarji Desai and Atal Bihari Vajpayee were no exceptions. Acknowledging historical error need not weaken the present; it can strengthen it.

Effective leadership is distinguished not by how often it blames predecessors, but by how decisively it corrects course. That can be done without rhetorical mudslinging that stains even borrowed garments.

There is also an unavoidable generational reality. India's median age is under thirty. Most young voters have no lived memory of the Nehru-Gandhi years. Their expectations are shaped less by ideology than by employment prospects, prices and relief from constant financial pressure. In the name of educating them about history, care must be taken not to mislead or entrench permanent suspicion.

For them, Nehru is neither villain nor saviour. He is a chapter. And chapters are meant to lead somewhere.

Notably, the taunt has now entered the Congress lexicon as well,

almost in confirmation of Newton's law that action provokes reaction. The rhetorical loop sustains itself — precisely why Priyanka Gandhi's intervention matters. Debate history, she suggests, but do not take refuge in it. Deliver in the present. Account honestly for promises made and promises fulfilled.

This is where unease begins. Where is the publicly available audit of manifesto commitments? Where is the candid acknowledgment of policies that have underperformed? Where is the readiness to recalibrate without summoning long-departed leaders?

Governance cannot function as a permanent campaign. History cannot serve as a permanent alibi.

A final observation, offered without rancour. If the Nehru-Gandhi era committed errors, the lesson is not to invert them, but to avoid repeating them. Centralisation cannot replace consultation, just as institutional erosion cannot masquerade as reform. Optics may capture attention; outcomes alone secure trust. Power, however entrenched, must never substitute accountability.

History is unforgiving to those who fail to learn from it.

India's economy, institutions and global standing now require seriousness beyond rhetorical hauntings and political provocation.

The haunt has lingered long enough. The taunt has lost its edge.

And now, to borrow an old phrase, it is time for all good men to come to the aid of their country.

*(The columnist is a Mumbai-based author and independent media veteran, running websites and a YouTube channel known for his thought-provoking messaging.)*