

AFTER INDRA NOOYI'S REMARKS,
A LOOK AT WOMEN CEOs AT
INDIA'S BIGGEST COMPANIES

AT 11, RACER ATIQA MIR HAS
MADE A PROMISING START,
BUT THE ROAD TO F1 IS LONG

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ANNIVERSARY SPECIAL

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MADE-IN-INDIA BRANDS ANNOUNCE THEMSELVES
ON THE WORLD STAGE, BEING COUNTED
AMONG THE BEST OF THE BEST

Clockwise from left: Gaurav Gupta, Samrath Bedi,
Rakshit Jagdale and Suhani Parekh

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LETTER FROM THE EDITOR

4

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Brain Drain in AI Lane

The best Indian brains are preferring to work elsewhere in the AI era

THE BIGGEST BENEFIT OF WRITING a column nobody reads is that nobody contests it. So, last fortnight's 'letter', which spoke of China's formal education system as possibly the oldest of its kind in the world, went unchallenged.

India, too, had quite a setup pretty far back, with Takshashila, Vikramshila, Nalanda and Vallabhi setting the bar high from the ancient times. As a Niti Aayog study published last December points out, India's ancient seats of learning were vital cogs in the internationalisation of education that attracted students and scholars from several parts of Asia and also from places further away.

Takshashila was established as far back as the 6th century BCE and offered studies in politics, warfare and Vedic literature. Nalanda started about a millennium after Takshashila, but became one of the world's earliest residential universities.

Unfortunately, the modern era saw a net outflow of students from India going overseas. It started from the time every educated middle-class family wanted their children to become doctors, and gathered pace with the rise of engineering and management streams. Around the turn of the century, every

engineering student in the country was focussed on only one thing: How to get an H-1B visa. The lanes of the West Coast in the United States, right from San Jose going way up to Portland, were teeming with young Indian engineers working as coders, sharing houses and cooking *chholey* for dinner. You could easily find mechanical and chemical engineers coding for top US companies such as Cisco or Microsoft. A large number of them were not directly employed by these companies and were part of the 'supply' chain run by Indian companies. Bodyshopping, or IT staffing and outsourcing, became a moneyspinner and gathered pace with the large IT companies taking it to a higher level

with their onshore and nearshore work.

It is now in peril. With labour arbitrage at its core, it is being picked apart by generative AI and automation. However, the brain drain continues.

Conversations with founders and investors in India's technology ecosystem reveal that the best Indian brains are preferring to work elsewhere in the AI era. At a recent gathering in Silicon Valley, Indian researchers were heard saying they did not see a good reason to move to India. The pay is darn good over there—millions if you count the stocks—and they also get to do high-end work. India, on the other hand, is being seen as running out of breath in the AI race. One probable fallout of this—of having the best talent living in the US—is that many Indian founders are choosing to set up their AI startups there instead of in India.

In June, the stock markets of Taiwan and South Korea overtook India's on market capitalisation because of their perceived advancements in AI. That was a contrast from a year and a half earlier, when India was more than double of Taiwan and three and a half times of South Korea.

There are arguments to the contrary. An article on the website of the Observer Research Foundation dated July 7 says, "India's success in AI will hinge not on building frontier models, but on securing the compute infrastructure that determines real power and strategic independence." On July 9, Chief Economic Advisor V Anantha Nageswaran said India was now the second largest base of enterprise AI talent in the world. "No other country comes close," he said.

Indeed, people can argue against what this column says. But the thing is, they will have to read it first.



Suveen

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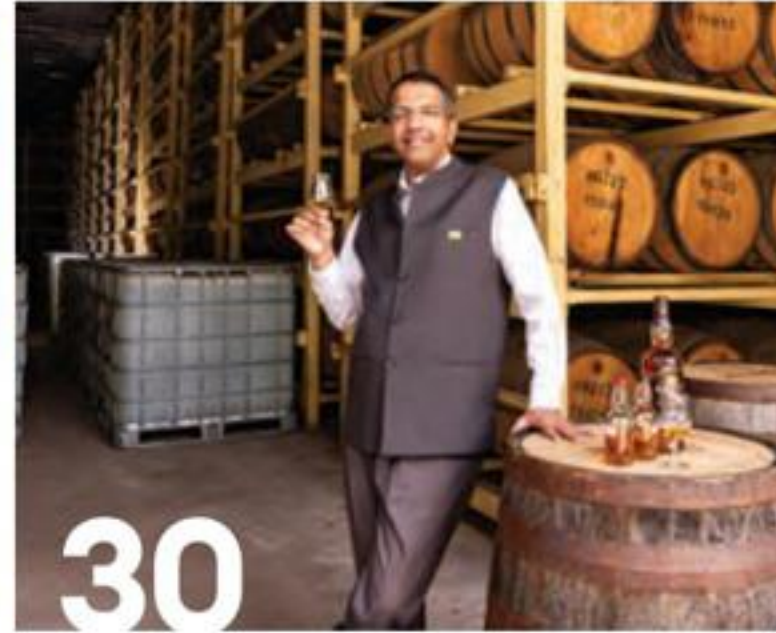
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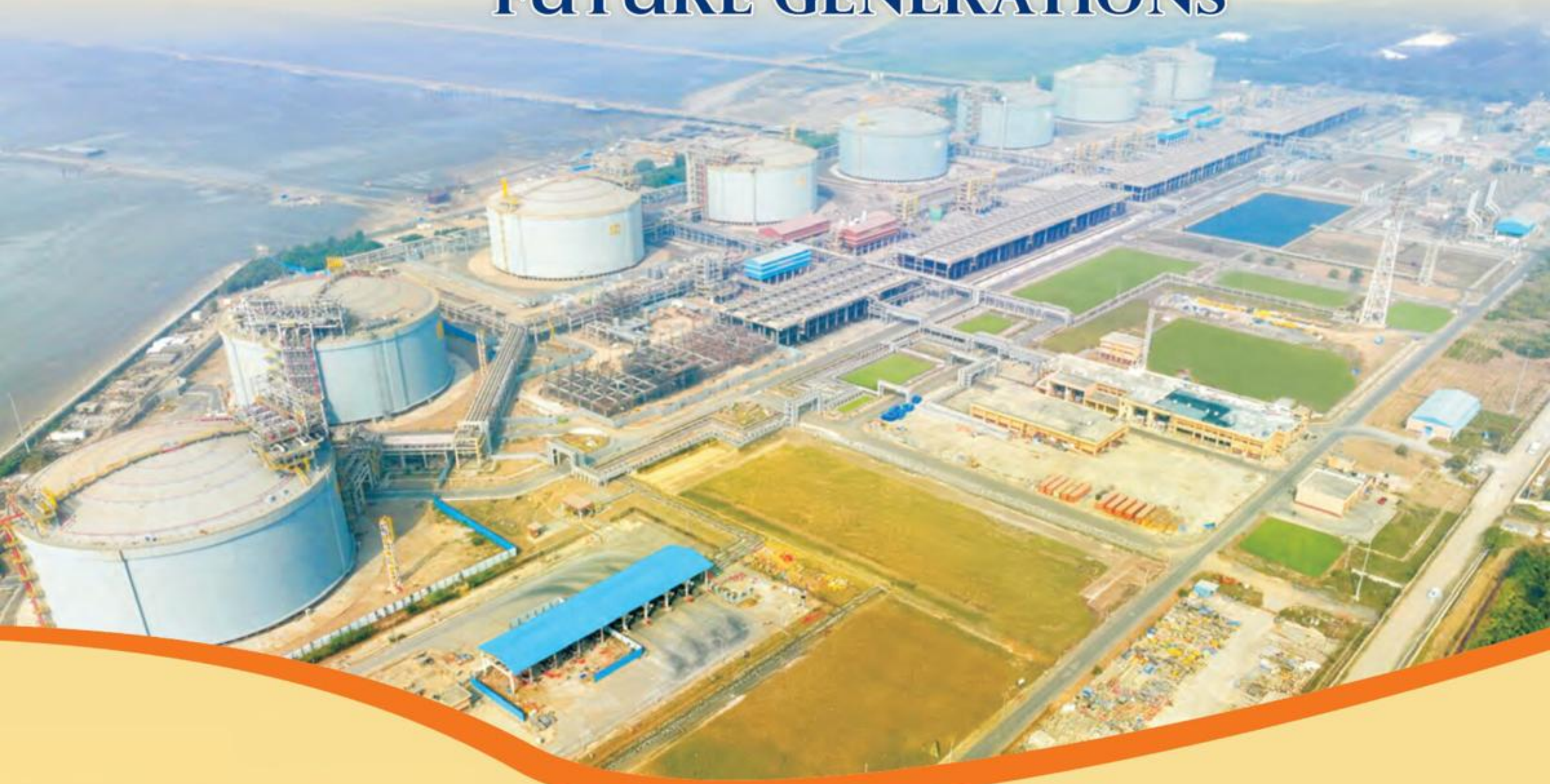
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Ahead of What's Ahead: The Enduring Power of Preparedness

Marketing has never had more data, technology, and AI at its disposal. Has it become easier or harder to build enduring brands?

I would say it's become significantly harder but also far more strategic.

Today, every company has access to similar technologies, comparable data, and increasingly, the same AI tools. The real differentiator is no longer what you say, but what your brand consistently stands for.

We're also operating in what many call the attention economy. Consumers and enterprise buyers are exposed to thousands of messages every day, making attention one of the scarcest business resources. In that environment, visibility alone doesn't create value, credibility does.

That's why the role of marketing has fundamentally changed. The CMO today isn't just responsible for campaigns or communications. Marketing has become a strategic growth function, influencing market perception, customer experience, innovation, reputation, and ultimately, business outcomes. In many organisations, it is marketing that brings together customer insight, competitive intelligence, and emerging trends to help shape strategic decisions.

The strongest brands aren't built by saying more, they're built by standing for something meaningful and delivering it consistently over time.

To me, that's the real role of modern marketing: creating relevance before demand exists, building trust before the first conversation, and ensuring the brand becomes a long-term business asset rather than a short-term communication exercise.

Many brands are talking about AI. Why did Newgen choose to talk about preparedness through 'Ahead of What's Ahead' instead?

Because AI is only one chapter of a much bigger story.

“

We're living in an era where more than 90% of the world's data has been created in just the last few years, customer expectations continue to rise, and business cycles are shrinking. Leaders aren't simply trying to adopt new technologies; they're trying to build organisations that can thrive amid continuous change.

Runki Goswami



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That insight inspired Ahead of What's Ahead.

It wasn't conceived as a campaign; it emerged as a philosophy. We wanted to move the conversation beyond

digital transformation and ask a more fundamental question: Is your organisation prepared for what's next, even if you don't yet know what that is?

Preparedness today isn't just about technology. It's about leadership, agility, decision-making, and building enterprises that can continuously evolve. Technology enables that journey, but mindset defines it.

That's why Ahead of What's Ahead resonates. It's not about predicting the future, it's about preparing for it.



Beyond Steel: How Renny Strips Ltd is Engineering the Next Era of Manufacturing



Vertical integration, intelligent manufacturing and sustainable growth are redefining what it means to be a steel company

There was a time when steel companies competed on a single axis: tonnage. Whoever could produce the most, fastest and cheapest, won. That era is ending. Today's customers — infrastructure developers, EPC contractors, global trading houses — are asking a different set of questions. Can you trace your carbon footprint? Can you customize a structural solution to our specifications rather than sell us a commodity? Can you guarantee supply-chain resilience in a world of tariffs, shipping delays and shifting trade regimes?

Renny Strips Limited has built its answer to those questions into the architecture of the company itself. Rather than treating sustainability, digitization and engineering depth as add-ons, Renny has folded them into an integrated operating model — one that is beginning to look less like a traditional steel mill and more like a global engineering partner that happens to manufacture steel.

Owning the Value Chain, End to End

The foundation of that model is control. Renny

produces close to 90% of its raw material requirements in-house, running the full conversion cycle from steel scrap to billets, wire rods, narrow-width HR coils, ERW pipes, galvanized tubes, Scaffolding & Formwork System, form work and engineered structural components. Few mid-sized structural steel producers in India operate with this degree of backward integration.

The payoff shows up across the business. Quality consistency improves because the company isn't dependent on third-party inputs of variable specification. Traceability becomes possible

at every stage of the process — increasingly non-negotiable for customers operating under ESG mandates or CBAM-linked reporting obligations.

Lead times shrink because production isn't held hostage to external supply bottlenecks. And because fewer inputs need to travel long distances between vendors, the model also trims logistics-related emissions — a quiet but meaningful contributor to Renny's overall carbon profile.

A Factory Floor That Thinks

Walk onto a Renny production line today and the difference is visible in the machinery itself. Robotic welding systems and CNC-controlled

Renny has moved early. Through renewable energy integration, steel recycling, process optimization and AI-driven emissions monitoring, the company has brought its operations to approximately 40% lower carbon emissions than conventional industry benchmarks, with an internal target of 50%.

ALGAE TREE™

INDIA'S MOST VIRAL GREEN TECHNOLOGY OF 2026,

IS BECOMING
A SYMBOL OF THE WORLD'S
CLIMATE AMBITION



Mushroom World Group's Algae Tree™ brings nearly two years of research and a 50+ member collective effort into India's emerging clean-air technology story.



MUSHROOM WORLD GROUP'S DIRECTORS AND RESEARCH TEAM

As clean air becomes an infrastructure priority, Algae Tree™ has emerged from Bhopal as a symbol of climate ambition. Developed by Mushroom World Group, this microalgae-powered platform brings carbon capture and cleaner-air action into public life. India's first installation in Bhopal put an Indian-built climate solution in public view, inviting people to see, question and discuss carbon capture beyond policy papers.

AlgaeTree™ is the result of nearly two years of research, algae-culture trials, prototype development and engineering refinement by 50+ researchers,

engineers and specialists. At its core is a controlled microalgae-based photobioreactor: air passes through an intake and filtration layer designed to help address PM2.5 and PM10, then through live microalgae, which use light, water, nutrients and carbon dioxide to photosynthesise.

Behind this innovation is a focused core team that helped turn the concept into a working public climate-technology platform. The initiative has been shaped by Sameer Sagar, Shakti Sagar, Prateek Maheshwari, Vaibhav Shrivastava, Bharat Belwanshi, Pinky Soni, Naresh Babu and Tanupriya Patel, along with Mushroom World Group,

whose combined work across algae science, engineering, design, prototyping, operations and deployment has brought the technology from research to public visibility.

Depending on the model and conditions, one AlgaeTree™ can be designed to capture up to 1.5 tonne of CO₂ annually and support around one tonne of oxygen-rich output. It is not a replacement for trees, which remain indispensable for biodiversity, shade, cooling, soil protection and ecological balance; it complements them where mature green cover is hard to establish and maintain.

AlgaeTree™ has become India's most viral green technology of 2026, covered by newspapers, news channels, digital publishers and creators. Its story has reached audiences beyond India, with international media platforms and climate-focused communities amplifying its

ALGAE TREE™ AT A GLANCE

- 2+ YEARS | 50+ EXPERT
Research-led. India-built.
- UP TO 1.5 T CO₂ / YEAR
Microalgae-powered capture.
- 1 T OXYGEN-RICH OUTPUT
Designed for healthier cities.
- PM2.5 + PM10 FOCUS
Designed for urban air challenges.
- SOLAR-READY. CITY-READY.
Made for public deployment.
- FROM INDIA TO THE WORLD.
India's climate-tech moment

clean-air message. Mushroom World Group reports three units at IOCL in Gujarat, four at Amanora Park Town in Pune and installations in Bhopal, with enquiries from Dubai and Malaysia. With indoor models now deployment-ready, Algae Tree™ is already looking ahead through ion-based innovation and wind-supported enhancements.

FOUNDER'S STATEMENT

SAMEER SAGAR,
DIRECTOR,
MUSHROOM
WORLD GROUP,
"For me the larger
point is National..."

"...the world may have seen India as a market for innovation. It is time, it sees Bharat as the source of it. We are not here to borrow tomorrow's solutions we are here to build them, own them, and take them to the world. Algae Tree™ is one such answer: born in Bhopal, built with belief, and meant for a planet that cannot afford to wait."

"Clean air cannot be treated as only an environmental concern," says **Shakti Sagar, Director, Mushroom World Group**. "It is health, productivity, urban infrastructure and economic strength. Algae Tree™ is our effort to make development and breathable-life move together. As the country moves with purpose towards self-reliance, green growth and innovation-led progress, our vision moves in the same direction."



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