

VALUE BUSINESS — REVIEW —

C O R P O R A T E . S E C T O R S . I N S I G H T S .

COVER STORY

The New Intelligence Economy

HOW AI AND DIGITAL
INNOVATION ARE RESHAPING
INDUSTRIES AND INVESTMENTS.

CORPORATE REPORTS

- ATHER ENERGY
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- TATA CONSULTANCY SERVICES LTD

INAUGURAL
ISSUE



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LETTER FROM THE EDITOR

The recent earthquake as far as 15,000kms away near Caracas (in Venezuela) or a fire accident somewhere in a Mumbai high rise which might kill a few people are events which trigger an immediate response from our collective human psych; first, what could have prevented this catastrophe and second (and more individual one) is to quickly reach out to the toll-free number of the insurance company.



While this is intuitive and normal, both responses are from those who are NOT yet impacted by such events. And more importantly such surge in enquires from news reading public are but temporary until the next catastrophe. The call to action, even if there are executed only by a minority section of the population.

The Sure-fail strategy when it comes to investing

In the investing world, a corollary to this is getting excited based on recent high-performance return from any particular asset class. Everyone from business news reporters, retail investors and analyst community highlight the searing performance of the asset class. How much a dollar invested 6month or a year ago would be worth and cover stories with charts and interviews of how much of the asset allocation would have made a difference to the portfolios etc. While both novice investors and seasoned ones talk about it. It being amplified by main-stream and social media makes it a certain FOMO phenomenon. The asset classes that fit this bill at this moment is – International investing and GOLD. The guiding principle from successful investors remains true despite several decades of market cycles and one should stick to it. BUY Low and SELL High. Second and more importantly being contrarian is a better strategy for long term investors. However, it is easier said than done. ✓

INDIAN IT SERVICES AT THE CROSSROADS!

India's Information Technology (IT) sector has undergone one of the most remarkable structural transformations in modern economic history. What once began as a modest software outsourcing destination has gradually evolved into one of the world's largest digital services ecosystems, contributing nearly 7.5–9% of India's GDP and generating ~\$245–250 billion in annual revenue during 2025–26. The industry today functions not only as a major source of export earnings and foreign exchange inflows but also as a foundational pillar of India's digital economy, employment ecosystem, and global economic positioning. IT services exports alone are estimated to exceed \$190–205 billion annually, while the broader IT-BPM sector directly employs more than 5.4 million professionals and indirectly supports millions of additional jobs across startups, consulting networks, logistics systems, and digital platform ecosystems.

While the sector itself could be over 5 decades old, the real structural shift began after the introduction of the 1984 New Computer Policy, which significantly reduced import duties on hardware and software, liberalized imports, encouraged foreign capital, and strengthened export-oriented technology infrastructure. The inflection point came in during the Y2K transition in the late nineties and 2000, when enterprises across the United States and Europe required urgent software migration and maintenance support to prevent system failures linked to date-formatting limitations. Indian IT companies rapidly emerged as cost-efficient and technically capable partners capable of handling large-scale migration projects at speed and scale. What initially appeared to be a temporary technical opportunity soon evolved into a long-term structural out-



NEXT GEN TECHNOLOGIES: QUANTUM, 5G, BLOCKCHAIN & BEYOND

Is AI really a complete game changer for everyone? Is AI only just advanced automation or will put everyone's job at risk? Let's find out.

sourcing model.

“Y2K DID NOT JUST SOLVE A TECHNICAL CRISIS IT PERMANENTLY REPOSITIONED INDIA IN THE GLOBAL TECHNOLOGY VALUE CHAIN.”

The rise in companies such as Infosys, Wipro, HCL Technologies, and Tech Mahindra gradually expanded beyond low-cost coding and application maintenance into enterprise consulting, cloud infrastructure, analytics, engineering R&D, and AI-driven transformation solutions.



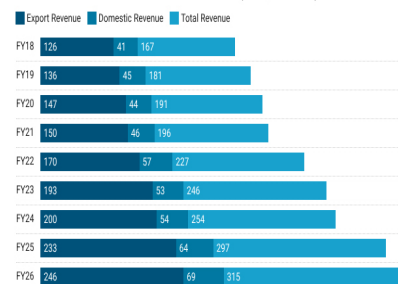
“ HISTORY TEACHES THAT GAME CHANGING TECH HAS ALWAYS BEEN ADAPTED BY HUMANS ”

operates across four major verticals are IT services, software products, Business Process Outsourcing (BPO) and IT-enabled services (ITeS), and hardware infrastructure. IT services remain dominant revenue generator, contributing nearly 50–55% of total sector revenues due to rising global demand for cloud computing, automation, cybersecurity, analytics, and digital modernization solutions. The country currently accounts for nearly 55–56% of the global outsourcing market, reinforcing its status as one of the world’s most significant technology services economies. Simultaneously, the rapid rise of Global Capability Centres (GCCs) has significantly reshaped India’s enterprise technology landscape. India now hosts more than 1,700 GCCs employing nearly 1.9 million professionals across engineering, analytics, AI development, cybersecurity, finance, and research functions. Global corporations such as Microsoft, Google, Amazon, JPMorgan Chase, Goldman Sachs, Walmart, HSBC, and Mercedes-Benz increasingly operate large-scale GCCs in India due to cost efficiency, operational scalability, and deep engineering talent availability.

CURRENT SOTM

India’s modern IT ecosystem today

Revenue Growth of IT-BPM Sector (US\$ Billion)

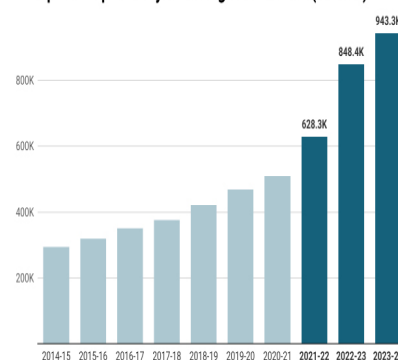


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INDIA HAS BECOME THE WORLD’S PREFERRED IT SERVICES PROVIDER/PARTNER.

India’s IT-BPM sector has demonstrated strong and consistent expansion, with total revenue rising from US\$167 billion in FY18 to US\$315 billion in FY26, reflecting nearly 89% growth over eight years. Export revenue continues to be the primary growth driver, contributing almost 78% of total sector revenue in FY26, highlighting India’s global leadership in IT services.

IT Exports Reported by STPI Registered Units (₹ Crore)



Source: pib.gov.in • Created with Datawrapper

India’s IT exports through STPI-registered units have grown sharply from INR2.94 lakh crore in FY15 to INR9.43 lakh crore in FY24, reflecting more than 3.2x growth over the last decade. The sharp acceleration after FY21 highlights rising global demand for Indian IT services, digital transformation, cloud computing, and outsourcing capabilities

“INDIA HAS BECOME THE WORLD’S PREFERRED DESTINATION FOR SCALABLE DIGITAL EXECUTION AND ENTERPRISE INNOVATION DELIVERY.”

India’s startup ecosystem has further strengthened this growth narrative. With over 110,000 DPIIT-recognized startups and more than 100 unicorns operating across fintech, SaaS, logistics, healthtech, edtech, and e-commerce sectors, India today hosts one of the largest digital entrepreneurship ecosystems globally. This ecosystem has also been reinforced by large-scale government-backed digital transformation initiatives, programs such as Digital India, Startup India, the IndiaAI Mission, Software Technology Parks of India (STPI), and Production Linked Incentive (PLI) schemes for electronics and semiconductors have collectively strengthened digital infrastructure and accelerated enterprise technology adoption.

India’s Digital Public Infrastructure (DPI) ecosystem is increasingly viewed internationally as a scalable model for digital governance and financial inclusion. Aadhaar-based identity systems, Unified Payments Interface (UPI), DigiLocker, and other India Stack components have transformed digital access and transaction efficiency at national scale. India now processes approximately 13–15 billion UPI transactions every month, making it one of the world’s largest real-time digital payments ecosystems.

DIGITAL INDIA HAS TRANSFORMED TECHNOLOGY FROM AN URBAN CONVENIENCE INTO A NATIONAL ECONOMIC INFRASTRUCTURE .

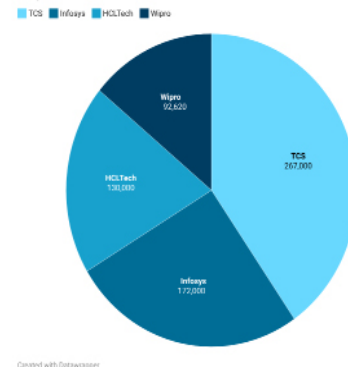
India’s digital consumption economy is projected to grow at nearly 18–20% CAGR and could potentially approach \$1 trillion by the end of the decade. Indian firms are no longer competing solely on labor cost advantages. Instead, they are positioning themselves as end-to-end digital transformation partners offering automation systems, cloud integration, AI implementation, platform engineering, cybersecurity solutions, and enterprise modernization capabilities.

Cloud computing has emerged as one of the strongest long-term growth drivers for the sector. The global cloud market itself is projected to exceed \$1 trillion over the next decade, creating substantial long-term revenue opportunities for Indian firms. Artificial intelligence has simultaneously emerged as the next major structural opportunity for the Indian IT ecosystem. India’s AI market is projected to reach nearly \$28–30 billion by FY26, growing at an estimated 35–45% CAGR. Adoption across banking, healthcare, manufacturing, logistics, retail, and financial services is accelerating demand for predictive analytics, conversational AI, fraud detection systems, intelligent automation, and generative AI models.

THE PIVOT TO FUTURTECH NEEDS TO BE FAST

However, despite strong execution capabilities, India continues to face structural

Major Indian IT Companies FY26 Revenue



limitations in indigenous innovation and intellectual property creation. The industry remains heavily dependent on service-led business models such as outsourcing, consulting, application maintenance, system integration, and managed services rather than globally scalable software product ecosystems.

“INDIA DOMINATES GLOBAL SERVICES BUT NOT GLOBAL SOFTWARE OWNERSHIP.”

India’s total R&D expenditure remains around 0.6–0.7% of GDP, significantly below innovation-driven economies such as the United States and China. While global firms such as Microsoft, Google, NVIDIA, Amazon, and OpenAI invest billions into foundational AI models, semiconductor ecosystems, GPU infrastructure, and hyperscale cloud platforms, Indian firms largely remain focused on enterprise AI implementation and service delivery.

IS DEMOGRAPHIC DIVIDEND. BEING WASTED?

Indian ITs role in employment generation remains one of the industry’s most significant contributions. India’s IT sector currently supports over 5.4 million direct jobs while generating millions of indirect employment opportunities across consulting services, digital platforms, e-commerce logis-

tics, fintech ecosystems, and ancillary technology networks. Fresh graduate hiring continues to remain structurally strong, with annual demand estimated at nearly 350,000–450,000 graduates across cloud computing, cybersecurity, AI, data analytics, and digital engineering functions.

At the same time, hiring patterns are gradually becoming more selective and skill-intensive compared to earlier volume-led recruitment cycles. Demand is increasingly concentrated in high-value domains such as AI engineering, cloud architecture, DevOps, cybersecurity, blockchain, and advanced analytics. The GCC ecosystem has also emerged as a major employment and capability driver. Nearly 1.9 million professionals currently work within multinational GCC operations across India. These centres contribute significantly toward knowledge transfer, high-value engineering work, analytics development, AI integration, and enterprise digital transformation.

However, the GCC boom simultaneously creates competitive pressure for Indian IT firms. Multinational corporations increasingly compete directly with Indian service providers for premium digital contracts, cloud architects, cybersecurity specialists, AI engineers, and senior technology leadership talent. Another important structural contribution of the IT industry lies in financial inclusion and digital commerce expansion. The growth of UPI, Aadhaar-linked verification systems, online banking, digital wallets, and fintech ecosystems has significantly accelerated digital participation across urban and rural India.

“THIS WIDENING DIGITAL REACH IS STEADILY



INDIA PROVED MANY A TIMES TO ADOPT TO NEW TECH QUICKLY AND LEVERAGE ITS BENEFIT

TRANSFORMING INDIA'S DEMOGRAPHIC DIVIDEND INTO A PRODUCTIVE “INDIA'S DIGITAL PUBLIC INFRASTRUCTURE IS NOW A GLOBAL BENCHMARK FOR SCALE, INCLUSION, AND EFFICIENCY.”

Technology-driven companies which rely on e-commerce, payment gateway, Foodtech, SaaS startups in Traveltech have demonstrated the scalability of India's digital consumption economy. Simultaneously, India's rapid smartphone penetration and low-cost internet infrastructure have enabled digital commerce to expand beyond metropolitan markets into smaller towns and rural regions.

India's operational data-centre capacity currently remains near 1GW compared to more than 20GW in the United States, highlighting underinvestment in hyperscale digital infrastructure. Similarly, limited domestic semiconductor manufacturing capa-

bilities and dependence on imported chips, servers, networking systems, and electronic components continue constraining India's ability to develop a fully integrated technology ecosystem.

Urban concentration also remains a major challenge. India's IT economy continues to be heavily concentrated within major technology hubs such as Bengaluru, Hyderabad, Pune, Chennai, and Mumbai, while Tier-2 cities including Indore, Coimbatore, and Jaipur continue facing lower levels of infrastructure investment and technology employment opportunities.

Attrition represents another long-term operational concern. During the post-pandemic digital demand surge between 2021 and 2023, attrition rates at several major IT firms crossed 20–25% due to aggressive hiring by startups, multinational corporations, and GCCs. Companies responded through salary hikes, retention bonuses, internal upskilling programs, and flexible work arrangements, yet competition for digital talent continues intensifying globally.

More importantly, a substantial share of intellectual property and software ownership generated within multinational GCC ecosystems remains under foreign ownership. Industry estimates suggest nearly 70–80% of high-value proprietary digital assets created within GCC environments ultimately remain controlled by overseas parent corporations, limiting India's domestic value capture despite large-scale execution and employment generation.

FUTURE TECH IS COMING FASTER THAN YOU IMAGINE

Emerging technologies are expected

to fundamentally reshape the structure of the global IT industry over the next decade. Technologies such as artificial intelligence, quantum computing, blockchain, 5G infrastructure, edge computing, augmented reality (AR), virtual reality (VR), and Industry 4.0 automation systems are projected to create multi-trillion-dollar investment cycles across global industries.

5G infrastructure alone is expected to contribute over \$1.5 trillion in global economic value by 2030 through improvements in connectivity, industrial automation, smart manufacturing, logistics optimization, autonomous systems, and digital communication ecosystems. Blockchain technologies are also expanding beyond cryptocurrency ecosystems into supply-chain management, digital identity verification, trade finance, and smart-contract automation.

“THE NEXT DECADE WILL DETERMINE WHETHER INDIA REMAINS A SERVICE EXPORTER OR BECOMES A TECHNOLOGY CREATOR.”

Automation and Industry 4.0 technologies are simultaneously reshaping traditional software delivery models. AI-driven coding platforms, automated software testing systems, low-code and no-code platforms, robotic process automation (RPA), and intelligent workflow systems are gradually reducing dependence on repetitive manual coding. Industry estimates suggest AI-related roles could account for nearly 40–45% of incremental technology hiring over the next decade, highlighting the increasing shift toward skill-intensive and innovation-driven employment structures.



India's broader macroeconomic environment remains supportive for long-term IT expansion with increasing fintech penetration, e-commerce growth, cloud adoption, and digital infrastructure investments continue strengthening long-term demand for IT services. The global IT services market itself is projected to approach nearly \$1.8–1.9 trillion by the end of the decade, creating major export opportunities for Indian technology firms across cloud migration, consulting, AI implementation, engineering services, and cybersecurity.

Government initiatives such as Digital India, India Stack, Aadhaar, UPI, DigiLocker, FASTag, CoWIN, and IndiaAI Mission have collectively strengthened India's digital backbone and transformed governance, financial inclusion, and digital commerce at unprecedented scale.

However, India's long-term competitiveness will increasingly depend



on its ability to transition from labour-arbitrage-led growth toward innovation-led digital leadership. The future of the industry will likely be determined not merely by workforce scale or outsourcing efficiency, but by ownership of software platforms, semiconductor ecosystems, AI capabilities, cloud infrastructure, and proprietary intellectual property. India's current challenge therefore lies not in proving its execution capability that has already been globally established, but in building globally competitive deep-tech ecosystems capable of producing foundational technologies.

“DIGITAL INFRASTRUCTURE IS NO LONGER A SUPPORT SYSTEM FOR THE ECONOMY IT IS INCREASINGLY BECOMING THE ECONOMY ITSELF.”

At the enterprise level, technology has

become central to operational resilience. Cybersecurity, automation, customer engagement, and digital transformation. Indian IT firms today play a critical role in enabling cloud migration. Further, AI deployment, analytics integration, and enterprise modernization for corporations globally and projects at semiconductor manufacturing are increasingly being viewed not merely as commercial industries but as strategic national capabilities tied directly to economic competitiveness and technological sovereignty.

India therefore stands at a critical strategic crossroads. The country has already established itself as the world's leading outsourcing and digital execution hub. However, the next phase of growth will increasingly require a transition toward product ownership, indigenous innovation, deep-tech ca-

pability creation, semiconductor ecosystems, and globally competitive intellectual property development.

Ultimately, the long-term success of India's IT sector will depend not only on workforce scale and cost competitiveness but on the country's ability to build globally influential digital platforms, foundational technologies, semiconductor capabilities, and research-driven innovation infrastructure capable of competing with the world's leading technology economies.

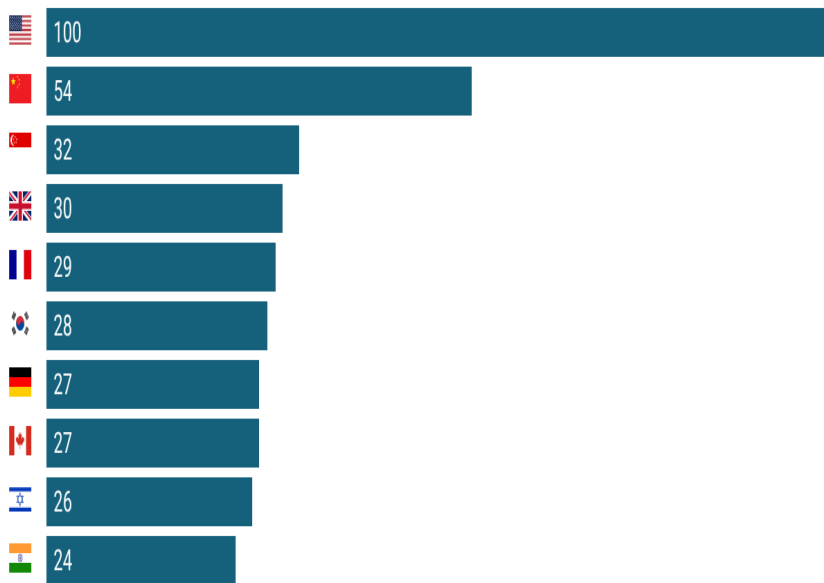
“The next decade will not reward execution alone it will reward ownership of digital intelligence.” 



ARTIFICIAL INTELLIGENCE: THE NEW FORCE RESHAPING BUSINESS AND THE GLOBAL ECONOMY

A few decades ago, Artificial Intelligence (AI) was largely viewed as a futuristic concept associated with Hollywood, high-end research laboratories and/or science fiction rather than mainstream or mundane business operations.

Global AI Leadership Ranking



Source: tortoisemedia.com • Created with Datawrapper

Today, however, AI has emerged as one of the most commercially influential technologies shaping the global economy. Organizations across industries are rapidly integrating AI into operational and strategic frameworks to improve productivity, reduce costs, strengthen decision-making, and secure long-term competitive advantage in increasing digital markets. The transformation was initially gradual and then is making rapid strides over the past few months. AI first entered everyday life through recommendation algorithms, automated customer-support systems, predictive search technologies, and digital assistants. Businesses initially adopted AI to au-

tomate repetitive tasks and process large volumes of data more efficiently. Over time, however, organizations realized that AI was capable of fundamentally redefining industries and business models. PwC estimates that AI could contribute nearly USD 15.7 trillion to the global economy by 2030. Similarly, McKinsey & Company suggests that generative AI alone could add between USD 2.6 trillion and USD 4.4 trillion annually to global productivity. As competition intensifies, corporations could invest billions of dollars into AI infrastructure, cloud

computing systems, semiconductor technologies, and enterprise research capabilities. Despite growing concerns surrounding cybersecurity, workforce disruption, and ethical governance, one reality has become increasingly evident: Artificial Intelligence is no longer a distant technological trend. It is rapidly becoming the invisible infrastructure powering modern businesses, financial systems, and the next era of global economic growth.

AI Across Industries: From Experimental Technology to Economic Infrastructure

Artificial Intelligence has evolved from a rule-based experimental technology into one of the most commercially transformative innovations within the modern economy. What once depended entirely on rigid programming can now learn, reason (not fully yet), generate content, and automate decision-making through advanced machine-learning and generative AI systems. As organizations accelerate digital transformation strategies, AI is steadily transitioning from an optional innovation into a foundational layer of economic infrastructure.

The healthcare sector has emerged as one of AI's most significant success stories. Hospitals, pharmaceutical firms, and medical research institutions increasingly rely on machine learning to improve diagnostics, predictive healthcare, drug discovery, and medical imaging analysis. The global healthcare AI market, valued at over USD 32 billion in 2024, is projected to surpass USD 400 billion by 2032 as adoption across clinical and operational systems continues expanding.

Financial services have also undergone rapid AI-driven transformation. Finan-

cial institutions globally are integrating AI into fraud detection, compliance monitoring, algorithmic trading, and cybersecurity frameworks. Reliance on intelligent systems capable of processing millions of transactions in real time while improving accuracy, reducing operational risk, and strengthening institutional decision-making.

Similarly, retail, logistics, and manufacturing industries are leveraging predictive analytics, intelligent automation, and AI-driven operational systems to optimize supply chains, forecast consumer demand, improve efficiency, and reduce downtime. Industry analysts estimate that AI-driven automation could improve manufacturing productivity by nearly 20–30 percent over the next decade.

Despite its enormous commercial potential, AI continues to raise concerns surrounding employment disruption, misinformation, data privacy, and ethical governance. Nevertheless, Artificial Intelligence is steadily evolving from a technological innovation into the operational backbone of the modern digital economy.

GAMECHANGER LOADING?

Explosive growth expected to occur across many sectors, but for the IT sector itself pundits think it will be adverse. The real answer for the IT sector lies in between.



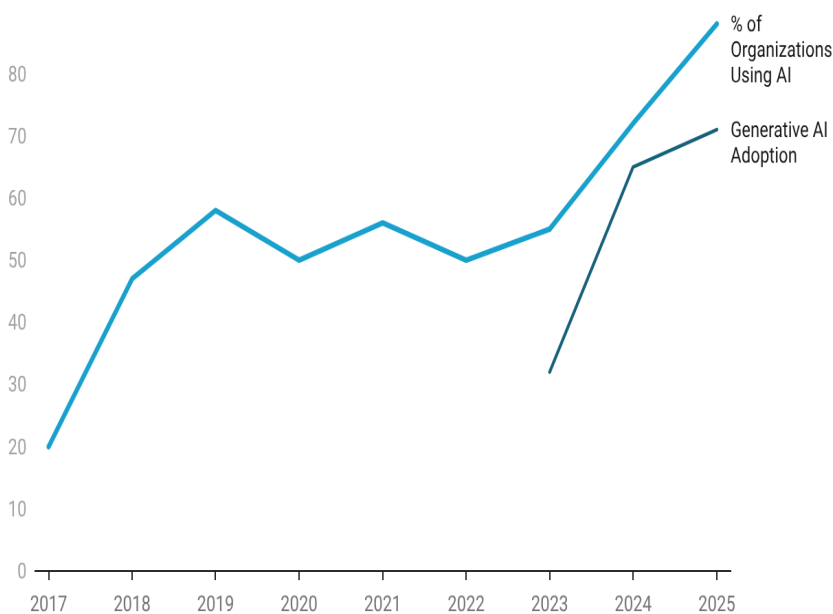
**HEALTHCARE,
FINTECH AND
SERVICES GET
ADVERSLY
IMPACTED**



**ARTIFICIAL
INTELLIGENCE AND
AUTOMATION: FROM
RULE-BASED SYSTEMS
TO INTELLIGENT
DECISION-MAKING**

For decades, businesses relied on automation primarily to improve efficiency, reduce labor costs, and standardize repetitive operations. Traditional automation systems operated through predefined instructions, enabling industries such as banking, manufacturing, and logistics to process tasks with speed and consistency. However, as organizations began generating enormous volumes of real-time data, traditional automation revealed a critical limitation: it could execute instructions flawlessly, but it could not independently adapt, reason, or respond intelligently to unpredictable situations. This limitation accelerated the rise of Artificial Intelligence. Unlike automation, which primarily functions as the operational mechanism behind repetitive processes, AI increasingly acts as the analytical and decision-making layer of modern business systems. AI-powered technologies can analyze patterns, interpret unstructured data, generate predictions, and continuously improve through machine learning.

Organizations Using AI in At Least One Business Function



Source: mckinsey.com • Created with Datawrapper

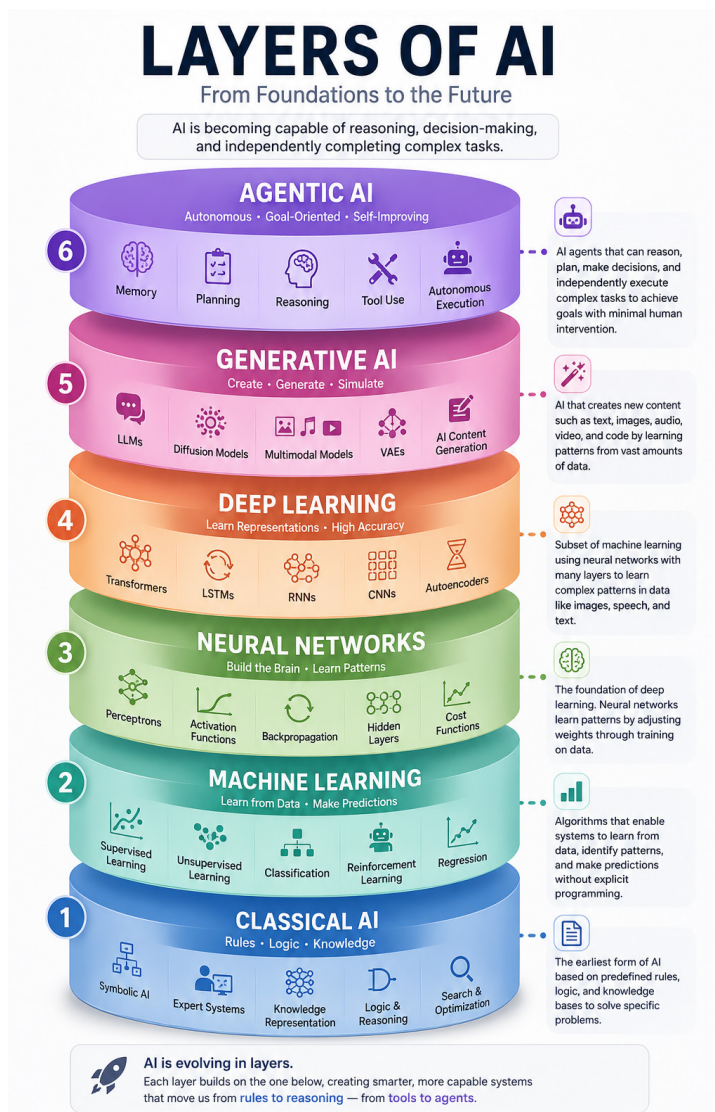
In a business environment where adaptability and data-driven intelligence represent critical competitive advantages, this distinction has become increasingly significant. The emergence of generative AI has further accelerated this transformation. Unlike earlier automation systems designed only for repetitive execution, generative AI can draft reports, summarize documents, generate software code, create marketing content, and engage in human-like communication almost instantly. Analysts estimate that generative AI could automate nearly 25–30 percent of repetitive knowledge-based tasks across industries such as finance, administration, software development, customer service, and marketing.

Yet AI remains fundamentally different from automation in one important respect: predictability. Traditional automation guarantees fixed outputs because it follows predefined instructions, whereas AI systems generate probabilistic responses shaped by evolving datasets and machine-learning models. While AI offers adaptability, efficiency, and strategic intelligence, concerns surrounding cybersecurity, accountability, workforce disruption, and ethical governance are expected to cause churn and disruption in the near term.

INDUSTRIES MOST AFFECTED BY ARTIFICIAL INTELLIGENCE

Artificial Intelligence is no longer confined to the technology sector alone. Over the last decade, AI has evolved into a cross-industry economic force, fundamentally transforming how organizations operate, deliver services, analyze data, and interact with consumers. Industry reports suggest organizations worldwide are expected to spend over USD 500 billion annually on AI systems, cloud infrastructure, and intelligent automation technologies by the end of the decade.

Healthcare and life sciences remain among the sectors that have been influenced by AI-driven innovation. Medical institutions increasingly rely on machine-learning systems to improve diagnostics, personalize treatment strategies, accelerate drug discovery, and strengthen predictive healthcare ca-



pabilities. AI-powered technologies are now capable of detecting diseases with increasing precision, significantly improving clinical efficiency and patient outcomes.

The financial-services sector has similarly experienced rapid AI adoption due to its dependence on large-scale data analysis and real-time risk management. AI-driven systems now monitor transactions, detect fraud, automate compliance operations, strengthen cybersecurity frameworks, and optimize forecasting models. AI-powered automation has substantially improved operational efficiency while reducing long-term processing costs.

Media, communications, and marketing industries are also undergoing transformation through generative AI technologies capable

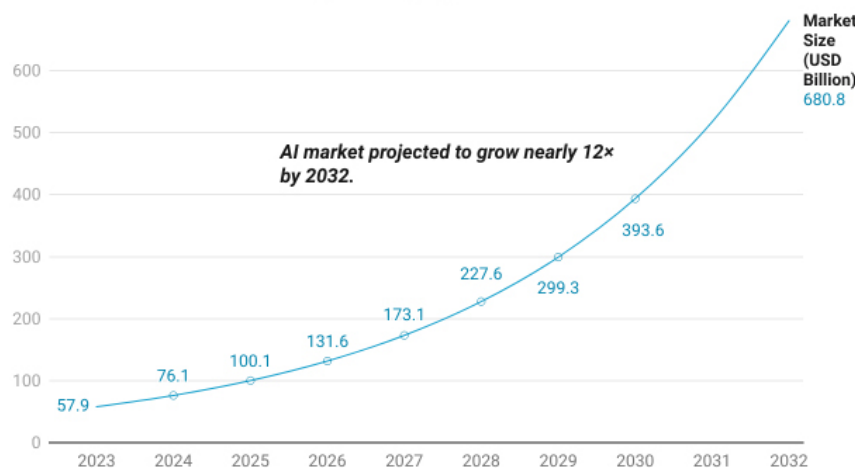
of creating written content, marketing campaigns, and digital media assets within seconds. manufacturing, retail, and logistics sectors are similarly leveraging intelligent robotics, predictive maintenance systems, and automated inventory management to improve productivity and scalability. As adoption accelerates, AI's economic impact is becoming increasingly visible through stronger productivity growth, streamlined operations, and workforce transformation.

“AI MARKETS PROJECTED TO GROW NEARLY 12X BY 2032”

RISKS AND HARMS OF ARTIFICIAL INTELLIGENCE

Despite its transformative potential, AI also introduces substantial ethical, economic, operational, and societal risks. As AI systems become increasingly autonomous and deeply integrated into global business operations; concerns surrounding transparency, native bias, cybersecurity, misinformation, workforce disruption, and accountability continue intensifying. One of the most significant concerns involves algorithmic bias and ethical decision-making. AI systems are trained on historical datasets, and when these datasets contain embedded social or economic biases, algorithms may unintentionally reinforce discriminatory outcomes. This has already been observed in recruitment systems, credit-scoring models, insurance approvals, and predictive-policing tech-

Global Artificial Intelligence (AI) Software Market



Created with Datawrapper

nologies. The “black box” nature of many advanced AI systems further complicates accountability, as even developers often struggle to fully explain how certain algorithmic decisions are generated.

Data privacy and surveillance also remain major concerns. Modern AI systems rely heavily on enormous volumes of user data to improve performance and personalization capabilities. However, large-scale collection and processing of sensitive information increase the risks of data leaks, unauthorized surveillance, and misuse of Personally Identifiable Information (PII). AI-powered facial recognition systems and advanced monitoring technologies have therefore sparked global debates surrounding digital privacy and civil liberties.

The financial sector faces equally serious AI-related vulnerabilities. AI-driven trading systems and predictive financial algorithms improve efficiency but can also introduce systemic market risks if malfunctioning systems trigger large-scale volatility. Cybercriminals are increasingly using generative AI to create sophisticated phishing attacks, deepfake content, financial scams, and voice-cloning technologies capable of bypassing traditional cybersecurity de-

fenses.

Workforce disruption remains another major concern. Reports from the World Economic Forum suggest AI and automation may impact hundreds of millions of jobs globally by 2030 while simultaneously creating demand for new roles in cybersecurity, advanced analytics, AI governance, and intelligent systems management. As AI adoption accelerates globally, governments and corporations increasingly recognize that sustainable AI growth will ultimately depend on ethical deployment, cybersecurity resilience, transparent governance, and responsible human oversight.

OUTLOOK

Artificial Intelligence is reshaping industries by transforming business operations, decision-making, and productivity through data-driven automation. While AI creates massive economic opportunities, it also raises concerns around ethics, cybersecurity, misinformation, and workforce disruption. Its future will depend on balancing innovation with responsibility. Rather than replacing humans entirely, AI will redefine human–technology collaboration. ✓

THE RISE OF LNG

How Liquefied Natural Gas is reshaping global energy security and India's transition economy

Liquefied Natural Gas (LNG) has become one of the most strategically important commodities in the global energy market, transforming how natural gas is transported and consumed worldwide. By cooling natural gas to nearly -162°C , its volume reduces by almost 600 times, making long-distance transportation economically viable and turning natural gas into a globally traded energy asset.

This transformation is visible in global trade patterns. LNG accounted for only 26% of international natural gas

trade in 2000, but now represents nearly 45%, reflecting the emergence of an integrated global gas market. Global LNG trade reached approximately 407 million tonnes in 2024, while long-term demand is projected to rise to 650–710 million tonnes by 2040.

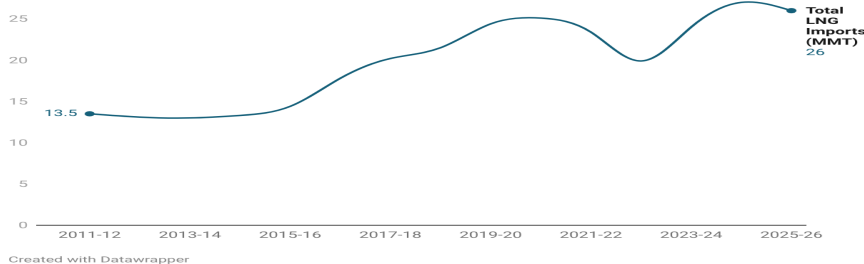
Energy security remains the biggest driver behind LNG growth. Unlike pipeline gas, LNG provides destination flexibility, allowing cargoes to be redirected depending on market conditions and supply shortages. This became especially important after the Russia–

Ukraine conflict, which forced Europe to diversify away from Russian gas.

LNG has also emerged as a critical transition fuel. Natural gas emits nearly 50% less carbon dioxide than coal while producing lower sulfur dioxide, nitrogen oxides, and particulate emissions. As a result, LNG is increasingly viewed as the bridge between carbon-intensive fossil fuels and renewable energy systems.

INDIA'S NATURAL GAS JOURNEY



Total LNG Imports in MMT

India's natural gas sector is undergoing structural transformation. Natural gas currently accounts for only 6–7% of India's energy mix, far below the global average of nearly 24%. To accelerate cleaner energy adoption, India aims to increase gas contribution to 15% by 2030.

Although the foundations of India's gas ecosystem were established through ONGC Oil and Natural Gas Corporation and GAIL GAIL, rising industrialization and urbanization have significantly increased demand. Today, imported LNG accounts for nearly 50% of India's total gas con-

sumption, highlighting growing dependence on global gas markets.

One of the biggest growth drivers has been the rapid expansion of the City Gas Distribution (CGD) network. India has expanded gas infrastructure across 300+ geographical areas, allowing households, vehicles, and businesses to shift toward cleaner fuels.

The CNG ecosystem has witnessed strong growth, with natural gas vehicles increasing from around 2.5 million in 2016 to nearly 7.5 million by 2025. PNG household connections have also expanded sharply. This

growth is supported by economics, as CNG typically offers 30–40% cost savings compared to petrol and diesel while also reducing urban pollution.

India's pipeline network has expanded from roughly 15,000 km to over 25,000 km, with additional projects under development. As infrastructure expands, India continues to record one of the fastest natural gas demand growth rates globally.

GLOBAL OUTLOOK & ENERGY MIX

The global LNG market is entering a major expansion cycle driven by rising industrial demand, power generation, and energy security concerns. Global LNG demand is expected to rise from approximately 422 million tonnes in 2025 to 650–710 million tonnes by 2040.

Asia is expected to drive most of this growth, accounting for nearly 70% of incremental LNG demand through 2040. Emerging economies increasingly require reliable energy to support industrial growth, urbanization, and digital infrastructure.

To meet this demand, more than 170 million tonnes of new liquefaction capacity is expected by 2030, mainly from the United States, Qatar, and Canada. Industry investment in gas infrastructure is projected to exceed \$300 billion annually later this decade.





NATURAL GAS VS COAL VS RENEWABLES

The energy security debate puts fuel economics back in focus. Which fuel ultimately will make sense for Indian consumers in the future? The answers lies in how we look at supply constraints.

The global energy transition is increasingly shaped by the interaction between coal, natural gas, and renewables rather than the dominance of any single energy source. Each plays a distinct role in balancing affordability, reliability, and sustainability within modern energy systems.

Coal remains reliable and affordable but is the most carbon-intensive fuel. It continues to provide baseload power for many developing economies due to established infrastructure and lower costs. However, coal generates the highest carbon dioxide emissions along with significant pollutants, making it the least sustainable long-term energy source.

Renewables represent the long-term future of clean energy, supported by falling costs and stronger policy support. Solar, wind, and hydro continue to expand rapidly, though challenges such as intermittency, storage limitations, and grid modernization still restrict full-scale replacement of conventional energy.

Natural gas occupies a unique middle ground. It emits roughly 50% less CO₂ than coal while providing reliable power generation and grid flexibility. Gas-fired plants can quickly adjust output, making them ideal for supporting renewable-heavy electricity systems where power generation fluctuates. As a result, natural gas is increasingly viewed as the preferred bridge fuel, helping economies reduce emissions while maintaining energy security and stable industrial growth.

GAS CRISIS & FUTURE FUELS

Recent geopolitical events have highlighted how closely energy security and geopolitics remain linked. The Russia–Ukraine conflict and rising Middle East tensions have increased supply uncertainty and volatility in global gas markets.

One of the most critical chokepoints remains the Strait of Hormuz, through which nearly 20% of global energy trade passes. Any disruption in this corridor can significantly affect LNG and oil supply chains.

India remains vulnerable to such disruptions because it imports a substantial share of its energy requirements. Rising fuel prices directly affect inflation, logistics costs, and industrial competitiveness. Energy-intensive sectors such as transportation, manufacturing, chemicals, and fertilizers are especially exposed to sudden price spikes. This reinforces the need for diversified energy sourcing, strategic reserves, and stronger domestic infrastructure to improve long-term energy resilience. In an increasingly uncertain global environment, energy security has become just as important as energy affordability. The ability to secure stable and flexible fuel supplies will remain critical for sustaining long-term economic growth.

FUTURE FUELS: CAN GREEN HYDROGEN REPLACE GAS?

Green hydrogen has emerged as one of the most promising future fuels. Produced using renewable electricity, it offers near-zero carbon emissions and could become critical for sectors such as steel, shipping, aviation, and heavy industry.

Several forecasts suggest hydrogen could account for 20–35% of global energy demand by 2050. However, large-scale adoption remains difficult due to high production costs, storage challenges, and infrastructure limitations.

Another major challenge lies in transportation and distribution. Hydrogen has a lower energy density by volume compared to natural gas, requiring specialized storage systems, pipeline modifications, or entirely new infrastructure networks. This significantly increases capital requirements for large-scale deployment.

In addition, hydrogen economics remain heavily dependent on renewable electricity costs, electrolyser efficiency, and government incentives. While costs are expected to decline over time, commercial viability at scale is still several years away in most markets.

As a result, natural gas is unlikely to disappear soon. Instead, natural gas and hydrogen are expected to coexist for decades, with gas serving as the bridge fuel that supports the transition toward a cleaner energy future. Over the long term, the global energy transition is increasingly expected to evolve through a gradual shift from fossil fuels to gas, and eventually toward hydrogen and renewables, rather than through abrupt displacement.



TCS: AI-LED TRANSFORMATION AND FUTURE OUTLOOK

NOT REALLY A DO OR DIE SITUATION!

Tata Consultancy Services (TCS) is considered among the most strategically significant companies within India's technology landscape, reflecting both the scale and evolution of the country's global IT leadership. TCS' strength in establishing itself as a major technology transformation partner for global enterprises across banking, financial services, retail, manufacturing, healthcare, telecommunications, and government sectors has been impeccable over the past few decades. Its service portfolio spans cloud computing, cybersecurity, analytics, engineering R&D, enterprise consulting, and artificial intelligence-led automation.

While that may be the case, TCS today stands at the center of two major structural shifts shaping the global technology industry — accelerating enterprise digital transformation and the rapid rise of Artificial Intelligence (AI). Organizations worldwide are significantly increasing investments in cloud migration, AI integration, cybersecurity, automation, and data-driven operational modernization, creating sustained long-term demand for large-scale technology consulting and digital engineering capabilities. We estimate India's IT industry is projected to approach nearly US\$500 billion by 2030, while the domestic AI market alone is expected to reach approximately US\$28–30 billion, supported by expanding Global Capability Centres (GCCs), enterprise digitali-



zation, and government-backed digital infrastructure initiatives.

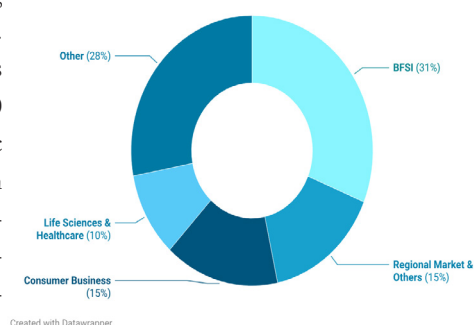
FINANCIAL PERFORMANCE AND MARKET POSITION

TCS' financial performance reflects both the scale of its operations and the resilience of its long-term business model. In FY26, the company reported consolidated revenues of ₹ 2.67 trillion (~US\$30 billion), recording a 4.6% year-on-year increase (constant currency) despite continued macroeconomic uncertainty across major international

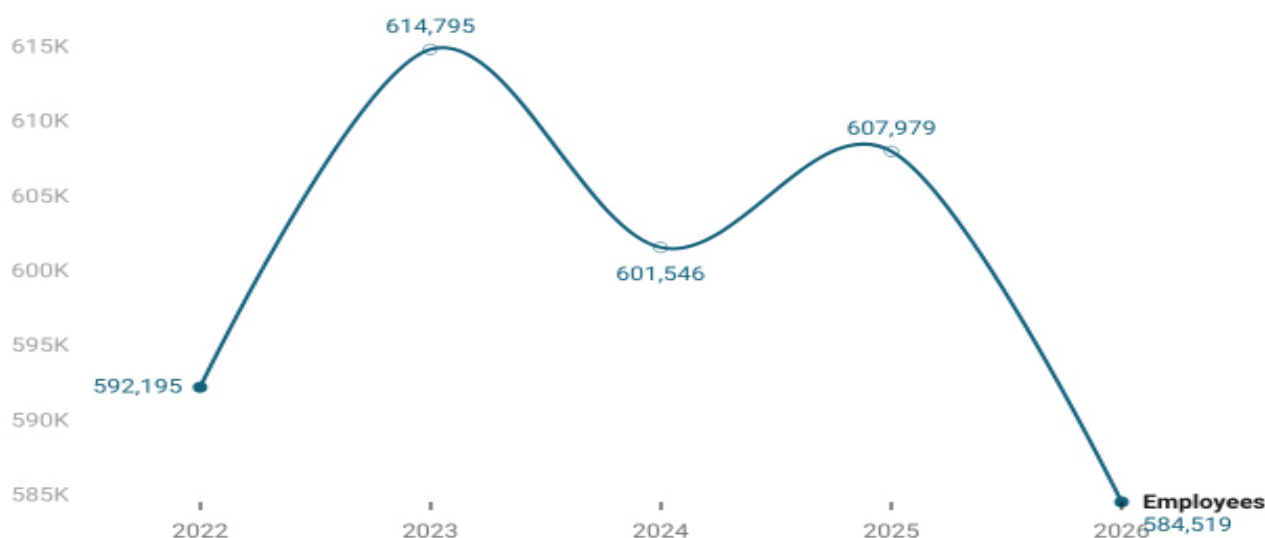
markets. Operating margins improved to 25%, marking the company's highest profitability level in four years, while net margins rose to 19.8%. Net income stood close to US\$5.9 billion, and earnings per share increased to ₹ 145.99, reflecting a five-year EPS CAGR of 10.3%.

The company maintained strong operational efficiency, with operating cash flow exceeding 100% of net income during FY26. Return on Equity remained above 51%, among the highest within the global IT services industry, highlighting TCS' ability to generate sustained shareholder value while maintaining strong capital discipline. TCS also continued its aggressive shareholder payout strategy through dividends and buybacks, with total FY26 dividend payout reaching ₹ 110 per share, including interim dividends and a special dividend.

Business Segment Mix



TCS EMPLOYEE COUNT(2022-2026)



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TCS' deal pipeline and enterprise engagement levels further demonstrate its strengthening market position. During FY26, the company secured Total Contract Value (TCV) wins worth US\$40.7 billion, including US\$12 billion in Q4 alone and five mega transformation deals across sectors such as BFSI, telecom, retail, healthcare, and manufacturing. Client metrics also improved significantly, with the number of US\$100 million clients increasing to 66 and US\$50 million clients rising to 139, reflecting growing vendor consolidation trends and deeper enterprise partnerships. Despite cautious global IT spending, TCS delivered three consecutive quarters of sequential growth during FY26, indicating signs of stabilizing technology demand across North America, Europe, and the United Kingdom.

Artificial Intelligence has emerged as a major financial and strategic growth driver for the company. TCS generated more than US\$2.3 billion in annualized AI-related revenue during FY26, supported by increasing enterprise demand for generative AI integration, cloud modernization, intelligent auto-

mation, and AI-ready data infrastructure. These developments continue to strengthen TCS' position as one of the world's most profitable and technologically advanced IT services companies.

DOES AI THREAT REQUIRE A KITCHEN SINK APPROACH?

Artificial Intelligence in computing technology has started to disrupt client-centric models, industries with established processes and the IT sector itself by collapsing process flows and automating most of the projects that could require complex planning, cross-functional teams and has impacted timelines, resource allocation and productivity enhancements all at once.

AI's threat to players such as TCS comes from pure-play headcount (labor arbitrage), faster / collapsing timelines and superior productivity as compared to current develop/deploy frameworks.

Consequently, enterprise clients are increasingly recalibrating expectations toward productivity-linked and out-

come-oriented commercial models, thereby exerting sustained pressure on conventional manpower-based billing structures, revenue realization per employee, and long-term operating margins. Simultaneously, the structural disruption caused by AI is expected to materially alter workforce dynamics across the industry, particularly within entry-level technology functions that remain vulnerable to automation-led substitution. As one of India's largest private-sector recruiters, TCS may encounter a gradual moderation in fresher hiring intensity while simultaneously incurring substantial reskilling expenditures to transition its workforce toward high-value capabilities encompassing Generative AI, cloud transformation, cybersecurity, data intelligence, and enterprise automation architecture.

In parallel, the proliferation of AI introduces elevated exposure to cybersecurity vulnerabilities, algorithmic governance challenges, data sovereignty concerns, deepfake-enabled fraud, and increasingly stringent global regulatory oversight surrounding ethical AI deployment and digital compliance standards.

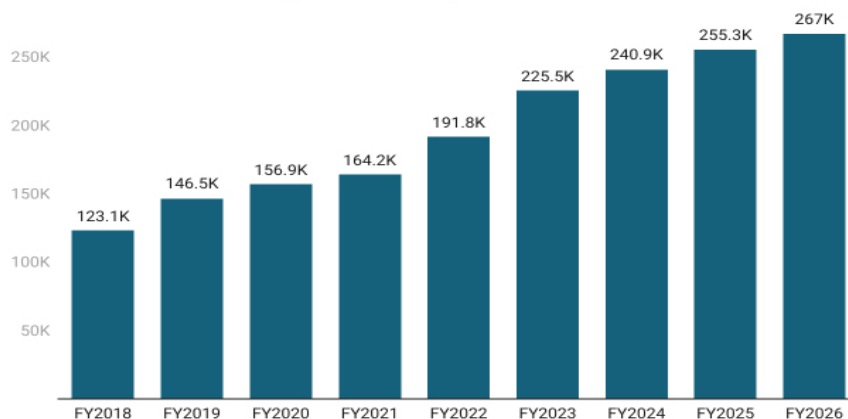
More broadly, the rise of AI threatens to redefine the foundational economics of India's outsourcing ecosystem by diminishing the strategic relevance of low-cost labor arbitrage as automation increasingly supplants repetitive technology functions. Nevertheless, despite these structural headwinds, AI simultaneously represents one of the most consequential long-term growth catalysts for TCS. The organization is aggressively expanding investments across AI integration, intelligent enterprise transformation, cloud-enabled automation, and digital consulting capabilities in an effort to reposition itself within the next-generation technology value chain. Ultimately, TCS's long-term strategic relevance will depend on the effectiveness and speed with which it can transition from a workforce-scale outsourcing enterprise into a globally competitive AI-led transformation partner within an increasingly automated and innovation-driven digital economy.

The rise of AI and automation is simultaneously reshaping workforce dynamics across the global IT services industry. Traditional labor-intensive outsourcing models are gradually shifting toward automation-led productivity systems, reducing dependence on repetitive coding, support, and maintenance roles. As a result, TCS is investing heavily in AI fluency, machine learning, cloud computing, data engineering, and future-ready digital skills to prepare its workforce for changing industry requirements.

TCS WILL NEED TO MORE THAN METAMORPHOSIZE

TCS' appears to be slightly behind the curve on rapidly changing AI landscape, largely driven by LLMs and

TCS Revenue Trend(2018-2026)



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agentic AI products deployed by US' product software firms that largely aim to solve productivity issues (deployment timelines) for a variety of industries including but not limited to BFSI, Media, Healthcare, Transportation et el.

While TCS remains strongly centered on Artificial Intelligence, cloud computing, enterprise automation, and large-scale digital transformation, it's people heavy base, lack of agility in deployment of cutting edge AI tools or spending on heavy R&D on development of AI tools makes it seemingly slower to challenge rivals and dispel concerns from clients and investors on its ability to fight back or evolve rapidly to counter this business threat.

In addition, though TCS has set an ambitious long-term target of achieving approximately US\$50 billion in annual revenue by 2030, compared to nearly US\$30 billion reported in FY26, aiming for organic business growth alone would entail rapid adoption of AI as company's single largest strategic growth driver or take the inorganic route to acquire rival technologies at market valuations that might appear stretched for now, but might payback over medium term.

Since the BFSI segment continues to

remain the largest contributor to TCS revenues, accounting for nearly 32% of total revenue, followed by consumer business, manufacturing, healthcare, and life sciences, TCS needs to model faster and latest technologies in these areas or witness rivals eating into low end / high volume business quickly, in addition to client demands of higher productivity for same dollar making current processes / solutions obsolete and drive down margins.

In 2026, TCS so far has continued to secure large transformation contracts across Europe and North America, reinforcing its strong global market position. The company's diversified client base, strong financial discipline, and operational resilience continue to provide stability despite global economic uncertainty and cautious enterprise technology spending.

The need to expand beyond traditional IT services into AI infrastructure ecosystems through initiatives such as HyperVault, which aims to build nearly 1 GW AI infrastructure capacity over time. However, TCS is still currently relying on traditional methods of partnerships with OpenAI, NVIDIA, AMD, and Google Cloud to strengthen the company's positioning across enterprise AI, cloud ecosys-

tems, generative AI, and autonomous systems. While this might secure near term business before complete strategic deployment of futuristic AI ecosystem might be the anti-dote for near term uncertainty. The company's current positioning appear to be shifting not merely as an outsourcing provider, but as an end-to-end AI transformation partner capable of redesigning enterprise operations at scale and this might be a better tactic rather than full stack AI core which it itself developing rapidly.

Financially, TCS continues to maintain strong operational resilience with high profitability, industry-leading margins, strong cash generation, and a diversified global client base. Operating margins remain around 25%, while Return on Equity continues to exceed 50%, reinforcing the company's strong capital efficiency and shareholder value creation.

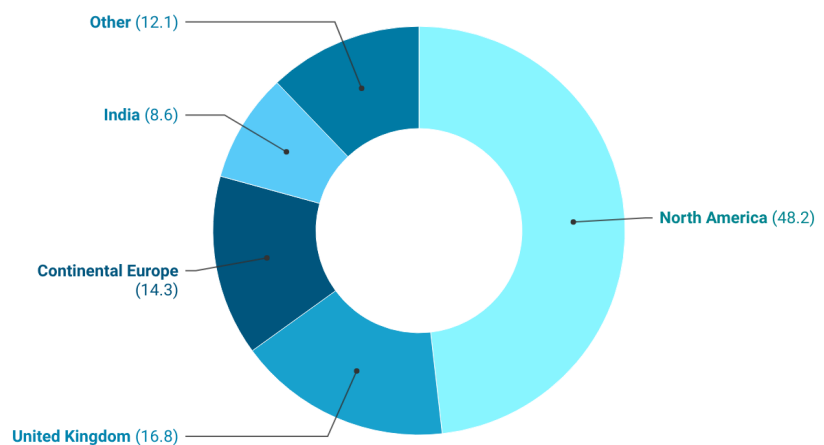
However, long-term success will increasingly depend on the company's ability to continuously innovate, scale AI capabilities responsibly, adapt to changing enterprise technology demands, and manage the broader transition toward AI-led operating models.

Despite strong long-term growth prospects, TCS still faces several challenges, including workforce restructuring, skill mismatches, rising competition, global macroeconomic uncertainty, and increasing pressure to continuously reskill employees in line with rapidly evolving technologies. Additionally, growing automation may gradually reshape traditional labor-intensive outsourcing models across the global IT industry.

MANY LEVERS IN THE MEDIUM TERM

Near-term challenges from rivals and rapid changes in the business models deployment strategies are certainly tough nut to crack for the management team; however, TCS has many levers to move the ship out from the turbulent waters. In addition, it also has secondary bench strength to pull itself out from near term business pressures to capitalize on the AI revolution in critical end-use cases and client indus-

TCS Geography Revenue Mix



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tries.

Continued growth via the partner driven model is the easiest way to move, learn and deploy latest business processes and capture initial momentum. Second would be to protect margins via right-sizing employee engagement (hiring/training/layoffs) be and pyramid leaning methods over medium term. Third would be to target rival cutting edge start-ups or mid-sized firms to acquire / collaborate / partner; resulting in rapid learning and deployment in current and future sectors which evolve due to rapid technology adoption / deployment.

Overall, we believe that TCS remains

at an inflection point in terms of pivoting to newer client industries, latching onto adaptive / agile processes and positioning to lead the next phase of growth in global enterprise AI adoption and digital transformation underway. The near-term hiccups present an opportunity to act and refresh the current model and the management ability to adopt fast will be tested to



the core. Can TCS sustain or better its historic operating margins, cash flows and business growth in the medium term? We believe it can.!



APNA TIME AAYEGA!

India's electric vehicle (EV) industry is undergoing a major structural transformation driven by economic, regulatory, environmental, and technological factors. Sustained petrol prices in the range of 105–115 per litre across major cities have significantly improved the cost competitiveness of electric mobility, particularly in the electric two-wheeler (e-2W) segment. This shift is reinforced by policy support such as FAME-II, the Production Linked Incentive (PLI) scheme, reduced GST on EVs, and state-level subsidies, all of which have accelerated adoption.

The e-2W segment has emerged as India's fastest-growing EV category, with players such as Ather Energy, Ola Electric, TVS Motor, Bajaj Auto, and Hero MotoCorp competing through distinct strategic models.

Ola Electric gained an early lead through a scale-driven, low-ASP strategy focused on mass-market penetration, capturing an estimated 30–35% market share during 2022–



2025. However, aggressive pricing, quality issues, weak after-sales service, and compliance concerns have created significant margin pressure.

TVS Motor leveraged its legacy ICE business and extensive dealership network to position the iQube as a reliable urban mobility solution. Backed by brand trust and distribution strength, TVS remains one of the strongest players in the segment.

In contrast, Ather Energy operates in the premium EV ecosystem, differentiated by software-led products, higher ASPs, and integrated charging infrastructure.

Ather recorded sales of approximately 2.63 lakh units in FY26, growing nearly 69% YoY, while revenue crossed ₹3,823 crore, making it one of the fastest-growing EV brands in India. Market share improved to around 18–19%, supported by stronger brand pull, wider retail reach, and better distribution efficiency.

India's e-2W ecosystem remains at an

early stage, with relatively low ASP realization, limited software monetization, and weaker battery vertical integration. Unlike global EV leaders that benefit from in-house battery production and large-scale supply chains, most Indian players still rely heavily on imported components and subsidy-driven demand cycles.

With over 6,000 charging points, 700+ retail centres, and a ₹1,600+ crore cash reserve from IPO proceeds, Ather is building long-term competitiveness. Its strategy is centered on a vertically integrated EV ecosystem where hardware, software, and infrastructure operate as a unified model.

Unlike traditional OEMs, Ather's moat lies in ecosystem assets such as Ather Grid charging infrastructure, connected dashboards, OTA software updates, and localized manufacturing capabilities. This integrated approach improves customer retention, reduces range anxiety, and enhances lifetime value per user.



Competition Snapshot

	Company	Market Share	ASP Range	Strategy
1	Ola Electric	30–35%	₹85k–₹1.10L	Scale-led, aggressive pricing
2	TVS Motor	24–27%	₹1.10L–₹1.45L	Distribution-led, stable growth
3	Ather Energy	18–19%	₹1.25L–₹1.55L	Premium, software-led ecosystem

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In FY26, Ather invested approximately ₹450–500 crore into charging infrastructure, adding nearly 1,100–1,200 fast chargers and expanding the Ather Grid network nationwide. Though capital-intensive, improving utilization trends indicate growing ecosystem strength.

Financially, operating leverage improved significantly as scale reduced fixed-cost pressure. Operating expenses as a percentage of revenue declined by roughly 400–500 basis points, reflecting stronger efficiency.

However, profitability remains sensitive to product mix, particularly after the launch of the Rizta platform, which expands scale but slightly compresses ASPs. This creates a clear margin-versus-scale trade-off, where higher volume growth partly offsets pricing pressure and battery cost inflation.

A PREMIUM EV

STRATEGY

Ather's portfolio currently revolves around two major products: Ather 450X and Rizta.

The 450X anchors the premium performance segment with higher ASP contribution and stronger software

monetization potential. Meanwhile, Rizta expands Ather's reach into the mass-premium family scooter category, broadening demand beyond metro-centric premium users into Tier-2 and semi-urban markets.

This transition has significantly improved volume scalability while slightly moderating ASP realization.

Despite Rizta-led expansion, EBITDA remains under pressure due to continued investments in charging infrastructure, retail expansion, and software development. Yet these investments are strategic and aimed at long-term ecosystem dominance.

Compared with Ola's volume-first strategy and TVS's distribution-led approach, Ather occupies a premium technology-first position more aligned with global EV ecosystem players.

FUTURE OUTLOOK: FY27 AND BEYOND

FY27 is expected to sustain Ather's momentum, driven by rising EV adoption, wider geographic expansion, and stronger consumer acceptance. While FY26 growth was largely volume-led through the Rizta platform, future growth may increas-

FY26 Snapshot

2.63 Lakh Units Sold

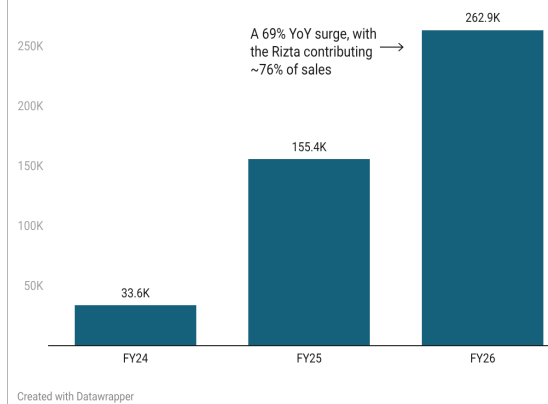
INR3,823 Cr Revenue

18–19% Market Share

6,000+ Charging Points

“Ather's moat lies in software, charging infrastructure, and brand premium.”

Ather Unit Sales Growth



ingly come from ICE replacement as fuel economics favor EV adoption.

Profitability is expected to improve through localization, procurement efficiencies, and operating leverage, though battery import dependence and competitive pricing remain key risks. With the upcoming EL platform and Factory 3.0, Ather is strengthening scale, manufacturing efficiency, and vertical integration.

Although India's EV ecosystem still trails global leaders in battery technology and software monetization, accelerating investments in local manufacturing and supply chains could narrow this gap over the next 12–18 months. Ather's long-term opportunity lies in evolving from a scooter manufacturer into a leading EV technology ecosystem.



VOLUME TRACTION AHEAD

Mahanagar Gas Limited (MGL) is among India's most efficient City Gas Distribution (CGD) companies, serving Mumbai, Thane, and Raigad. With infrastructure exclusivity in key geographical areas extending to 2030–2040, MGL enjoys strong entry barriers in one of India's densest urban energy markets.

ENTRENCHED PLAYER

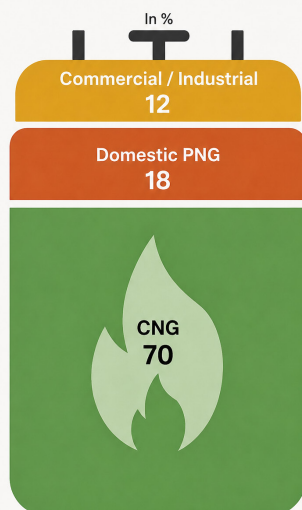
Over the last decade, MGL's operational footprint has expanded significantly. Domestic PNG connections increased from below 1 million households during the mid-2010s to more than 3.2 million households by FY26. Simultaneously, the company expanded its CNG network to nearly 518 stations and over 1,900 dispensing points across Maharashtra.

The company currently supplies gas to nearly 1.28 million CNG vehicles and approximately 5,900 commercial and industrial customers. During FY26, average gas sales volume reached nearly 4.6–4.7 MMSCMD, growing over



MGL FY26 SALES MIX

CNG continues to drive the majority of MGL's sales volumes

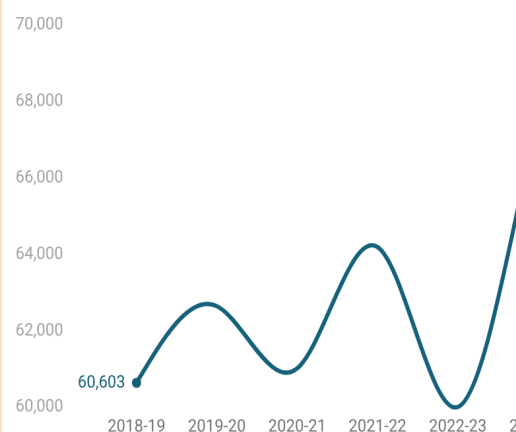


8% YoY. CNG remains MGL's largest revenue contributor, accounting for roughly 70% of total sales volumes, supported by Mumbai's extensive public transport and commercial mobility network.

FINANCIAL PERFORMANCE

MGL delivered strong revenue growth in FY26 despite a challenging global energy environment. Total revenue reached approximately INR9,065 crore, reflecting 27% YoY growth, driven by higher gas consumption volumes and stronger realizations.

Trend of Natural Gas Consumption in India

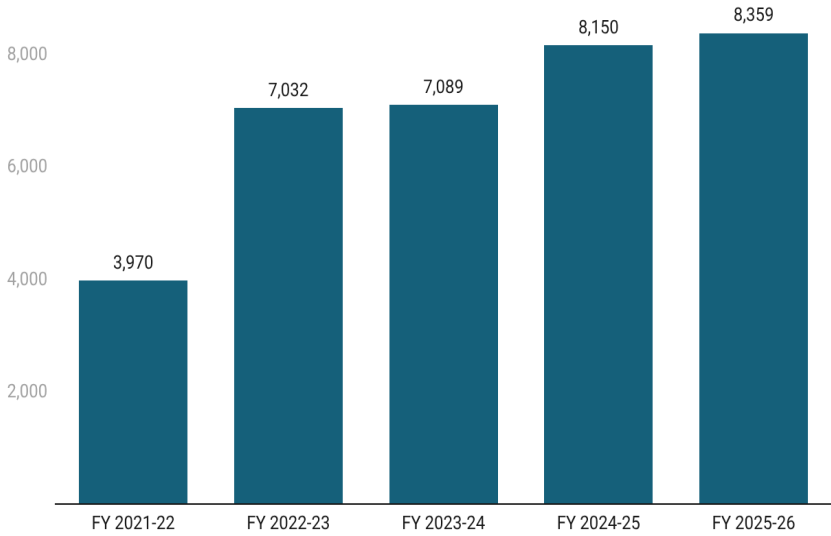


Operationally, average sales volumes increased to 4.58 MMSCMD from 4.23 MMSCMD in FY25. Segment-wise performance remained resilient, with CNG volumes growing around 7%, domestic PNG by 6%, and industrial-commercial demand showing double-digit growth in selected quarters.

However, profitability remained under pressure due to higher imported LNG prices, lower domestic APM gas allocation, and global geopolitical disruptions. EBITDA stood at INR1,450–1,570 crore, while net profit declined to approximately INR845–850 crore.

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**FROM GAS
DISTRIBUTOR
TO ENERGY
INFRA
LEADER**
”

Revenue breakdown for the last 5 years



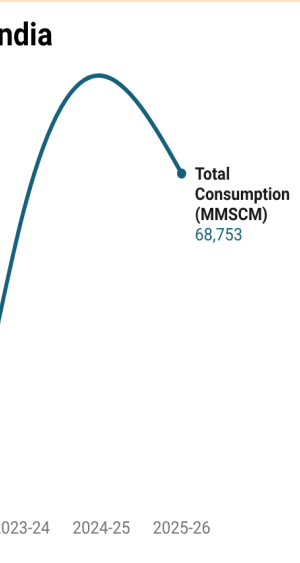
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Operating margins moderated to 17–18%, lower than historical levels above 20%.

Despite margin pressure, MGL retains one of the strongest balance sheets in the CGD sector. The company remains virtually debt-free, with strong cash generation and healthy return ratios. Return on Equity continues

above 25%, reflecting efficient capital utilization. Additionally, MGL maintained strong shareholder returns through consistent dividend payouts, reinforcing investor confidence amid sector volatility. Its robust liquidity position and disciplined capital allocation provide sufficient flexibility to fund future expansion while preserving financial stability.



SWOT & OUTLOOK

MGL’s biggest strength lies in its dominant position in the Mumbai Metropolitan Region. Its infrastructure exclusivity and 8,300+ km distribution network create substantial entry barriers. The company’s large customer base provides stable recurring demand and predictable cash flows.

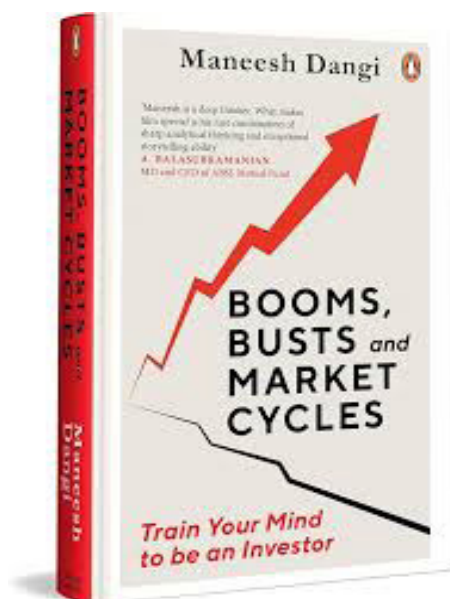
India’s target of increasing natural gas share in the energy mix from 6% to 15% by 2030 creates significant growth opportunities. MGL is actively expanding into LNG infrastructure, compressed biogas (CBG), and EV-related partnerships to diversify future revenue streams.

Risks remain. MGL is geographically con-

centrated in Mumbai and exposed to LNG price volatility and regulatory gas allocation changes. Over the long term, rapid EV adoption could reduce CNG demand in transport.

MGL has outlined capital expenditure exceeding INR1,200 crore toward pipeline expansion, new CNG stations, LNG corridors, and PNG penetration. While short-term profitability may remain volatile, MGL remains strategically positioned within India’s evolving clean-energy landscape.

Booms Busts and Market Cycles



Author:- Maneesh Dangi

Genre:- Finance / Investing

Maneesh Dangi's *Booms, Busts and Market Cycles* is a practical, idea-driven guide for retail investors navigating the turbulence of financial markets. Rather than relying on technical charts or formulas, Dangi offers a blend of rules, reflections, and reframing, making the book accessible to beginners while still thought-provoking for seasoned readers.

The book's central thesis is simple yet powerful: investing is more about surviving failures than chasing wins. Dangi debunks myths such as equities always outperforming housing, showing instead that both deliver similar long-term real returns (~5%), though housing carries half the volatility. This reframing positions housing as a stabilizer in portfolios rather than a drag.

A standout feature is his age-based asset allocation model: heavy equities at 25, tapering to 15% by 45, and exiting equities entirely by 65 in favor of short-term funds. While prescriptive, this framework provides discipline for investors often overwhelmed by choice.

Dangi also explores the psychology of markets, contrasting fund managers with promoters. He argues that promoters—who hold nearly half of global equity—often outperform due to “skin in the game,” challenging conventional faith in professional fund managers.

Stylistically, the book is engaging. Dangi uses dialogues with characters from Indian tradition and pop culture—Buddha, Mahavir, Thanos, even the Joker—to illustrate investor mindsets like conviction, chaos, greed, and fear. This narrative approach makes abstract concepts relatable and memorable.

The weaknesses lie in its India-centric scope and occasional oversimplification. Advanced investors may find the lack of technical depth limiting, and housing's liquidity risks are underplayed. Yet for beginners, these trade-offs are outweighed by clarity and accessibility.

Ultimately, *Booms, Busts and Market Cycles* is best seen as a mindset manual for navigating volatility, offering practical wisdom for those seeking resilience in the face of inevitable booms and busts.

RELIANCE JIO: FROM TELECOM DISRUPTOR TO DIGITAL

When Reliance Jio commercially launched in 2016, it did far more than enter India's telecom market it fundamentally disrupted it. At a time when mobile data remained expensive and internet penetration was limited, Jio introduced free voice calls and ultra-low-cost data, triggering one of the most significant transformations in India's digital economy. What began as an aggressive telecom entry rapidly evolved into a nationwide digital revolution, forcing incumbents to slash tariffs, accelerating 4G adoption, and bringing millions of Indians online for the first time.

In less than a decade, Jio has transformed from a telecom operator into India's largest digital services platform, serving over 520 million subscribers and accounting for nearly 50% of the country's wireless subscriber base. The company generates annual revenues exceeding INR1 lakh crore and has built one of the world's largest 4G and 5G networks, with over 250 million 5G users. Its rapid scale-up reflects not only market penetration but also Jio's central role in India's broader digital transformation.

Jio's business model is built on a simple yet highly scalable principle: acquire customers through affordable connectivity and monetize them through a broad digital ecosystem. While mobile services remain the core business, the company has steadily expanded into broadband, cloud computing, enterprise solutions, artificial intelligence, digital advertising, and entertainment. Its broadband platforms JioFiber and JioAirFiber now connect more than 25 million homes and businesses, creating a fast-growing recurring revenue stream.

A defining strength of Jio lies in eco-

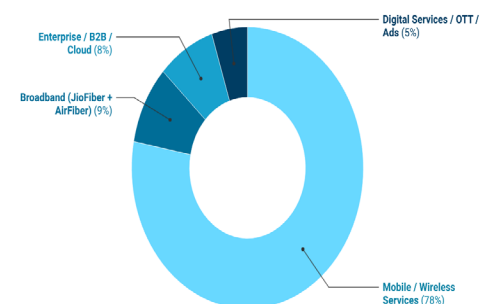
system integration. Through platforms such as JioHotstar, JioTV, cloud offerings, digital applications, and partnerships with more than 15 OTT platforms, the company increases user engagement while reducing churn. This enables Jio to monetize not just connectivity, but also content consumption, subscriptions, advertising, and enterprise-grade digital services.

Reliance Jio also benefits from significant economies of scale, supported by one of India's largest fiber networks and extensive spectrum holdings. Its massive user base allows infrastructure costs to be spread across hundreds of millions of subscribers, strengthening profitability and creating powerful competitive advantages. In effect, Jio no longer operates merely as a telecom company it functions as a platform business where connectivity acts as the gateway to a much larger ecosystem spanning technology, entertainment, cloud infrastructure, AI, and enterprise services.

Today, Jio stands at a critical strategic inflection point. Having established itself as the backbone of India's digital infrastructure,



Reliance jio segment Mix



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the next phase of growth may increasingly come from higher-margin digital businesses such as AI services, cloud platforms, enterprise software, and data-center infrastructure.

This naturally raises one of the most anticipated questions in Indian capital markets: When will Jio finally go public? With market valuation estimates ranging between \$120–180 billion, a potential Jio IPO could become one of the largest in India's history. If listed, it would not merely be a telecom IPO it would represent the public market debut of one of India's most influential digital platform businesses.

The bigger question may no longer be whether Jio will launch an IPO, but whether investors are about to witness the listing of India's next true technology giant.

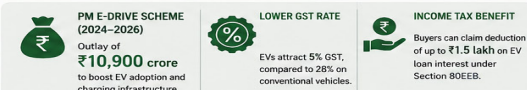
INDIA'S POWER PUSH

POWERING TOMORROW INDIA'S EV POLICY PUSH

Strong Policies. Smart Incentives. Sustainable Mobility.

India's comprehensive EV policy framework is accelerating adoption, building world-class infrastructure, and creating a robust manufacturing ecosystem for a cleaner, greener future.

FINANCIAL INCENTIVES THAT DRIVE ADOPTION



BUILDING INDIA'S CHARGING HIGHWAYS



BUILDING A STRONG DOMESTIC ECOSYSTEM



Reducing import dependence. Creating jobs. Building global competitiveness.

THE IMPACT IS REAL



INDIA'S EV ADOPTION TARGETS BY 2030



STRONG POLICIES TODAY. SUSTAINABLE MOBILITY TOMORROW. A GREENER, SELF-RELIANT INDIA.

India's Electric Vehicle (EV) policy framework is supported by significant financial commitments and measurable adoption targets. Under the PM E-DRIVE Scheme (2024–2026), the government has allocated approximately INR10,900 crore to accelerate EV adoption and charging infrastructure development. EVs attract a reduced GST rate of 5%, compared to 28% on conventional vehicles, while buyers can claim income tax deductions of up to INR1.5 lakh on EV loan interest under Section 80EEB.

Infrastructure expansion remains a key priority. Government guidelines target at least one public charging station every 25 km on major highways, supported by investments in thousands of fast-charging points and battery-swapping facilities. India's public charging network has grown rapidly, crossing 25,000+ charging stations nationwide, with further expansion planned.

To strengthen domestic manufacturing, the government launched the PLI Scheme for Automobile and Auto Components, with an outlay of INR25,938 crore, alongside the Advanced Chemistry Cell (ACC) Battery PLI Scheme worth INR18,100 crore. These initiatives aim to reduce import dependence and establish large-scale local battery production.

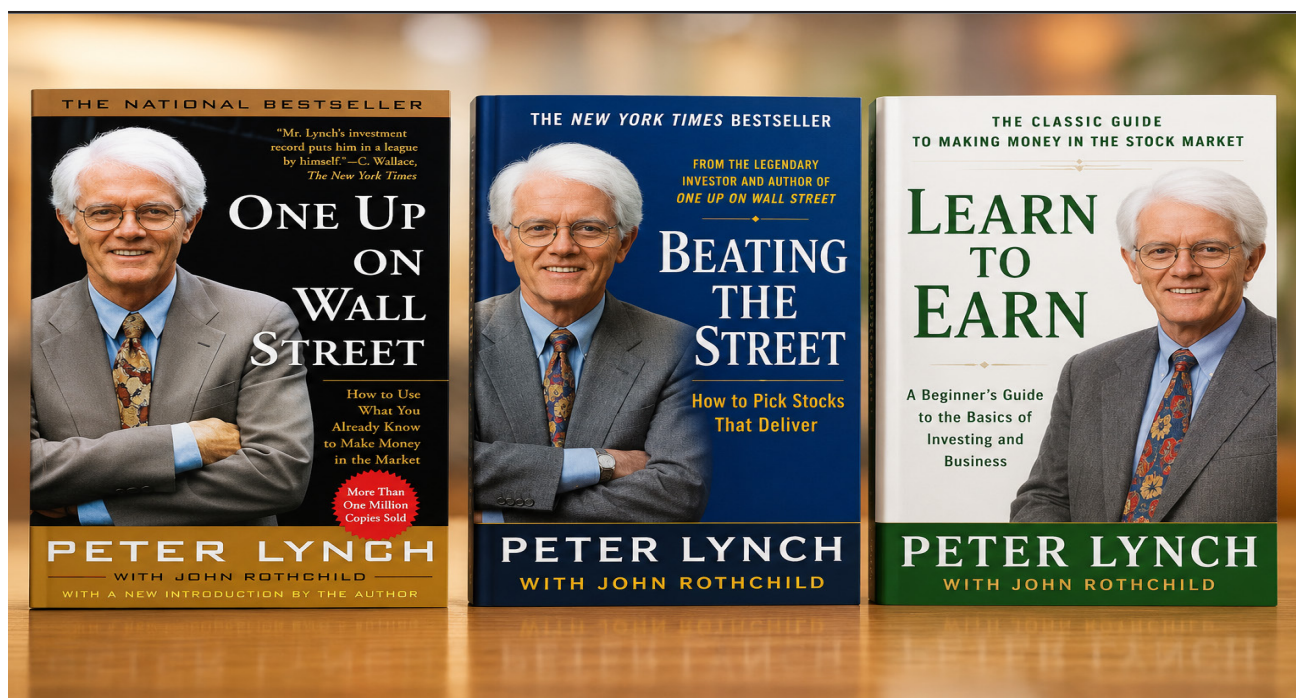
State governments further enhance adoption through road tax and registration fee waivers, scrapage incentives, and fleet electrification mandates. For instance, Delhi EV

Policy 2.0 offers scrapage-linked incentives of up to INR1 lakh for electric cars, INR25,000 for three-wheelers, and INR10,000 for two-wheelers, while maintaining 100% road tax and registration fee exemptions for eligible EVs.

Driven by these policies, EV sales in India surpassed 1.9 million units in FY2025, with electric two-wheelers accounting for the majority of sales. The government aims to achieve 30% EV penetration in private cars, 70% in commercial vehicles, and 80% in two- and three-wheelers by 2030, highlighting the scale of India's transition toward electric mobility.



PETER LYNCH



Peter Lynch Principles, Teachings & Investing Philosophy

Peter Lynch's investing philosophy remains one of the most practical and influential frameworks for retail investors. Best known for managing Fidelity's Magellan Fund, Lynch transformed investing from an intimidating financial exercise into an accessible process rooted in observation, research, and common sense. Rather than encouraging investors to predict markets, he empowered ordinary individuals to leverage their everyday experiences to identify opportunities before Wall Street fully recognized them. The central idea behind his teachings is simple yet powerful: invest in what you know, but validate it with rigorous analysis. Lynch argued that consumers often encounter winning businesses long before professional analysts do, but observation alone is insufficient. Investors must study balance sheets, earnings growth, debt levels, cash flow, and valuations before committing capital. This balance between

intuition and discipline made his philosophy both practical and sustainable. A standout feature of Lynch's framework is his classification of stocks into six categories: slow growers, stalwarts, fast growers, cyclicals, turnarounds, and asset plays. This structured approach encourages investors to evaluate companies differently rather than applying a one-size-fits-all strategy. He also popularized the PEG ratio, a simple metric that compares a company's valuation to its growth rate and often signals attractive opportunities when the ratio is close to or below one. Lynch's teachings consistently emphasize patience, independent thinking, and long-term compounding. He advised investors to avoid market hype, conduct their own research, and remain invested despite short-term volatility. His famous "two-minute drill" required investors to explain why they owned a stock in simple language; if they could not, they probably should not own it. Practical rules such as holding a focused portfolio of 10–20

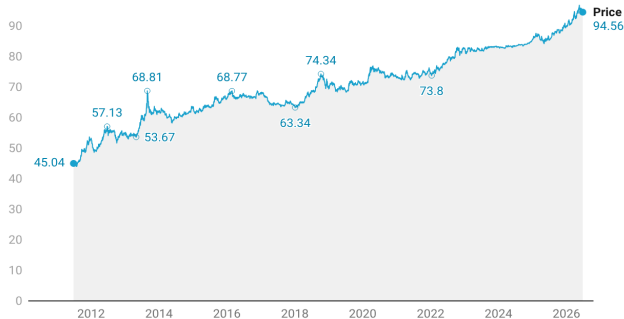
well-researched stocks, avoiding unnecessary diversification, favoring companies with strong cash flows and manageable debt, and performing direct field research continue to resonate with investors today.

The weaknesses lie in the risk of overestimating one's knowledge and the challenges associated with evaluating cyclical businesses or corporate turnarounds. In modern markets, where information spreads rapidly, discovering overlooked opportunities has also become increasingly difficult.

Ultimately, Peter Lynch's philosophy is best seen as a mindset manual for retail investors, offering timeless wisdom that blends curiosity, common sense, and disciplined analysis into a sustainable approach to long-term wealth creation.

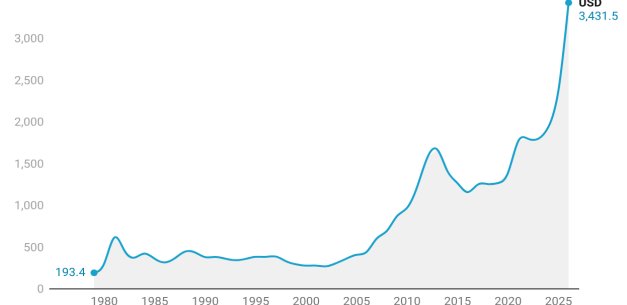
OIL KILLED INR?

USD/INR Currency Rate



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Gold Spot Prices

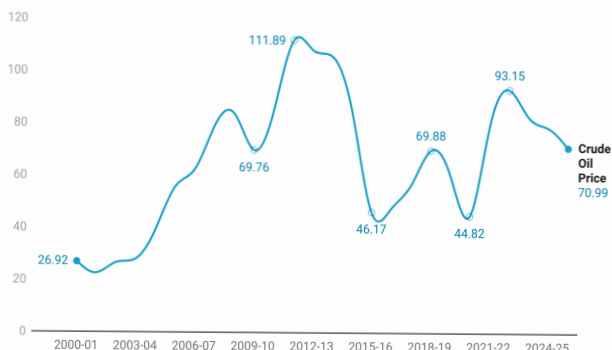


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Gold prices have delivered a strong long-term uptrend, rising from below \$200/oz in the late 1970s to above \$3,400/oz in 2025–26. The rally has been driven by inflation concerns, central bank buying, geopolitical uncertainty, and safe-haven demand. Gold typically performs well during periods of economic stress, currency weakness, and market volatility. Recent record highs indicate growing investor preference for defensive assets amid global uncertainty. The metal continues to serve as a key hedge against inflation and financial instability.

The USD/INR exchange rate has shown a steady long-term depreciation of the Indian rupee, moving from around INR45/USD in 2011 to nearly INR95/USD in 2026. This trend reflects inflation differentials, rising import dependency, and global capital flow dynamics. A weaker rupee increases the cost of imports such as crude oil, LNG, electronics, and semi-conductors, creating inflationary pressure across the economy. Currency stability remains crucial for India's macroeconomic resilience. Exchange-rate movements also significantly impact corporate margins, trade competitiveness, and foreign investment sentiment.

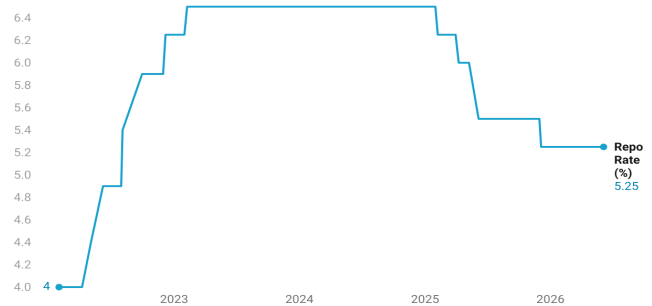
Crude oil price



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Crude oil prices have remained highly volatile over the past two decades, influenced by geopolitical conflicts, supply disruptions, and global demand cycles. Prices peaked above \$110/barrel in 2012–13, before correcting sharply during oversupply phases and economic slowdowns. Recent years saw renewed volatility due to the Russia–Ukraine conflict and Middle East tensions. Since India imports the majority of its crude requirements, higher oil prices directly affect inflation, fuel costs, and trade deficits. Sustained elevated crude prices also strengthen the economic case for EV adoption and alternative fuels.

India Repo Rate(2022-2026)



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India's repo rate rose sharply from 4.0% in 2022 to 6.5% by early 2023 as the Reserve Bank of India aggressively tightened monetary policy to control post-pandemic inflation. The rate then remained elevated for nearly two years, reflecting the RBI's focus on maintaining price stability amid global uncertainty and rising commodity prices. From 2025 onward, gradual rate cuts brought the repo rate down to 5.25%, signaling easing inflationary pressure and improving growth conditions. Lower interest rates generally support borrowing, investment, and consumption across the economy. The repo rate remains one of India's most important macro indicators, directly influencing loan rates, liquidity, and overall economic momentum.

BUSTING THE AI MYTH

AI: ADVANCED AUTOMATION OR MACHINE TAKEOVER.



It's AI that has dominated 2026 so far!

The top technology trends through mid-2026 largely belonged to transformation of generative AI into mission-critical and production scale systems. Agentic AI and multi-agent architectures that can autonomously perform multi-step workflows, physical AI and robotics in the real world have kept traditional IT firms on tenterhooks. Further, Cloud 3.0 infrastructures that feature hybrid, multi-cloud and sovereign options, domain-specific models, and disciplined responsible AI governance are expected to continue to dominate the discourse through the rest of 2026. However, emphasis has turned to the ultimate ROI, and cost vs benefits while deployment and this means questions are being raised if AI pervasiveness is creating bubbles in certain pockets.

Which industries are likely impacted heavily?

AI technologies are changing the face of operations in several industries.

Collaborative robots and adaptive automation could provide high manufacturing gains and speed up automation; might also create sharp and quick labour surpluses. Similarly, precision robot systems and optimized logistics could impact healthcare industry. Technology maturity, business efficiency through advanced automation are driving Finance and Logistics industries to become highly autonomous and operate in real-time.

Which participants influenced 2026?

AI infrastructure investments are continuing to grow at record pace in late June 2026. The “Jalapeño” custom AI chip from OpenAI and Broadcom along with IBM’s breakthrough sub-1-nanometer semiconductor technology and Reliance is building a large-scale, clean-energy, sovereign AI compute hub in Jamnagar, Gujarat. The bedrock of explosive growth is powered by NVidia and Samsung which provide latest chips that power the computing infrastructure and have hogged most limelight in 2026.

First-impact sector is Fin-tech!

Embedded finance, real-world asset tokenisation, and instant settlement rails are integral components of the Agentic AI’s financial operations, enabling it to negotiate deals, optimise cash flow, and manage accounting tasks on its own. Human interface in the financial services sector could face the steepest threat from complete elimination of process flow from onboarding to execution. RegTech is the next sector that might be up close for transformational impact.

Will compliance be a deal-breaker?

The biggest concern relates to privacy, unknown / embedded consent via no explicit authorization, IP issues and more serious issues such as snooping, surveillance, and impersonation, threats and program abuse by unauthorized agents. Apart from this, C-suite executives need to keep a close watch on regulatory changes, geopolitical IP issues and infrastructure economics to gain long-term strategic edge and guard against lawsuits ema-

OIL MARKET JARGON

CONTANGO AND BACKWARDATION.



What are we talking about?

The term structure of futures prices is upward sloping when futures prices are above the spot price, due to the cost of carrying, which includes storage, insurance, and cost of capital. Backwardation is the opposite; it's when near-term futures trade above far-term futures, due to weak supply conditions and high convenience yield for near-term delivery. Roll yield is the extra return or roll down that occurs when you roll forward expiring contracts: positive during backwardation (when you sell high and buy low) and negative during contango (when you buy high and sell low). These mechanics often push divergences of spot price movements and actual returns in futures linked vehicles.

When does it take place?

In climates where there is plenty of supply and little immediate demand, contango dominates. It's also when things are normal. Backwardation surfaces in times of shortages, geopolitical tensions, bad weather or significant seasonality, which creates a greater sense of urgency in the short term. A common symptom of roll yield is overhauls in the periodic roll of contracts, especially in ETF structures, as market participants adjust exposures

to changing fundamentals.

Can this continue?

Indeed. In structurally oversupplied regimes, where there are ongoing storage surpluses, contango can last for months or even years. Backwardation can persist for a few weeks to months during extended periods of tightness before supply reactions to higher prices occur. The same is true for the roll yield effects, which are still present according to the curve configuration, but are mitigated by the arbitrage and convergence forces over time.

Has there been a similar event in the past?

These are phenomena which are recurrent in commodity markets. During normal times, when demand is lower than supply, energy complexes are in contango; when they are in a state of shock, they switch to backwardation, and natural gas has been particularly volatile from year to year. Roll yield has always been a key factor in institutional portfolios and hedging programmes.

Which industries is this applicable?

The framework is mainly used industry-wise and most applicable to energy (crude oil, natural gas, refined products), base and precious metals,

and agriculture (grains and soft commodities). It provides information to strategic decisions for commodity producers, refiners, airlines, manufacturers and commodity allocators using futures and commodity ETFs.

What's the current market status?

The oil market has significantly calmed from its previous backwardation, which was set up by tension in the Middle East and disruption of the Strait of Hormuz, as of late June 2026. Short-term WTI futures are currently hovering in the \$70–72 per barrel range as the market seems to have taken a breather on supply worries and is anticipating normalization, as the curve flattens from an all-time high with near-month barrels up to \$40 above December 2026. That change has muted the prospects for positive roll yields which some futures investors enjoyed earlier this year. Typical seasonal trends towards the summer are keeping natural gas futures unchanged at around \$3.30/MMBtu, as fundamentals continue to balance. Sophisticated traders should remain attentive to real-time curves within CME Group, as any resurgence of geopolitical tensions could quickly bring backwardation and roll benefits back into it.

BHALU AND NANDI TALKS!



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