

Knife Edge: Which Way will the Trump Tariffs Turn for India?



Parting Shots: The Man Who Brought Maggi Back from the Brink

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Forward Defence

India's defence industry is going great guns

Baba Kalyani (left) and Amit Kalyani of Bharat Forge



INDEPENDENCE DAY SPECIAL

Faceless Indian Artisan Arrives on the Global Fashion Ramp

How Startups in J&K are Solving Issues of Access

Progress Lens: Milestones for India over the Last Year



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FEATURES IN FOCUS

48 • ARTISANS ANONYMOUS

India has become the back-office to global haute couture. Why are its craftspeople anonymous, uncelebrated and uncredited?

62 • FROM KASHMIR TO THE WORLD

Startups in the Valley are taking the challenges of conflict and instability head on by building resilience and diversity into their models

72 • INDIA: A YEAR IN PROGRESS

Photo feature highlighting the country's achievements in the past year

INSIGHT EDGE

82 • 'A LOT OF LEGACY PLAYERS WILL HAVE TO RECALIBRATE THEIR BRANDS'

As chairman and MD Suresh Narayanan bids farewell to Nestlé India, he looks back on his career and the changing face of the consumer goods business

CROSS BORDER

86 • THE KING OF POP

Rohan Oza made millions for celebrities, including Jennifer Aniston and 50 Cent, by bringing them into beverage deals

92 • THE VIBE-CODING FACTORY

Stockholm-based Lovable has become the world's fastest-growing software startup, hitting over \$100 million in annualised revenue in just eight months



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Craftsmen working on the design and embroidery at the Milaaya Embroideries unit in Lower Parel, Mumbai

FORBESLIFE

100 • SWEET DREAMS ARE MADE OF THESE

Despite a rich tradition of mithais, Indians are slowly acquiring a taste for a Parisian dessert, one bite at a time

104 • 'DESIGN AT MAHINDRA GOES BEYOND PRODUCT AESTHETICS'

Pratap Bose, chief design and creative officer at Mahindra & Mahindra, speaks about design's strategic impact on business



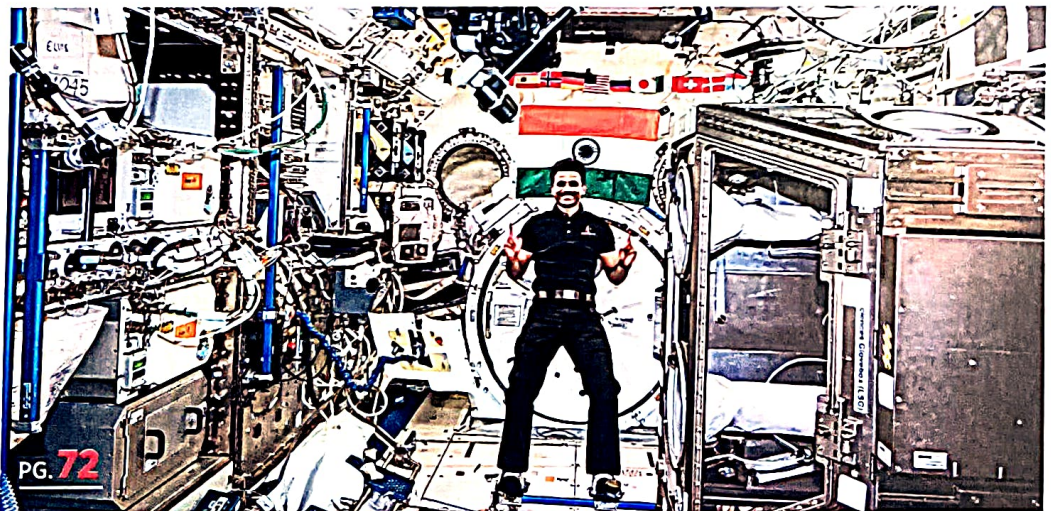
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Sheikh Yameen (right) and Zubair Bhat, co-founders, Curve Electric, a startup in Kashmir



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Nestlé India Chairman and MD Suresh Narayanan retired on July 31



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Shubhanshu Shukla became the first Indian to set foot on the International Space Station

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