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WELCOME ABOARD

DEAR READERS,

Welcome aboard SpiceJet!

There's something in the October air that just feels different. A little electric. A little festive. If you have stepped out in the evening lately, you already know. The nights are cooler, the markets are lighting up, and that unmistakable buzz of celebration is beginning to hum across the country.

India's most beloved season is here.

Navratri, Durga Puja and Dussehra lead us into Diwali and then into a wonderful run of festivals, holidays and family gatherings. It is that time of the year when everyone seems to have somewhere to go: home for the festivities, to meet family and friends, or simply to take a break and make the most of the months ahead.

For us at SpiceJet, there is something special about being part of this season.

Some of you will be flying home after months away. Some will be travelling with your families for a holiday. Some will be making that annual Diwali trip, meeting old friends or discovering a new place together. Every one of these journeys has a story behind it, and we are happy to play a small part in making those journeys happen.

This festive season will also mark an important new phase for SpiceJet. From the middle of October, we are preparing to induct up to 22 aircraft into our fleet. This will allow us to add flights, increase frequencies on important routes and strengthen connections to several destinations. We are working towards taking our operations to around 200 daily flights during the winter schedule. For you, this means more options when you are planning that festival trip, better connections and greater availability when the demand for travel is at its highest.

Behind every flight this season will be the same SpiceJet family, our pilots, our cabin crew, the ground staff who make things work at every airport we fly into. They are gearing up with energy, and honestly, a fair bit of excitement. The festive season does that to all of us.

So whether you are flying home for *aarti* and *prasad*, heading out for a long-overdue holiday, or simply making the most of this beautiful time of year, we are ready for you. Dressed up, geared up, and genuinely delighted that you are choosing to fly with us.

Here's to a season full of the good stuff. Safe skies, warm reunions, and flights that get you there on time.Happy flying.

Happy flying. Happy festivities.

Jai Hind!

AJAY SINGH
Chairman & Managing Director

LEVEL 141

WHEN THE LEADER BECOMES BIGGER THAN THE LOGO

WHY DO THE MOST POWERFUL BUSINESS BRANDS INCREASINGLY HAVE A HUMAN FACE?

Close your eyes and think of Apple. Chances are, somewhere behind that bitten apple, you can still see Steve Jobs. Think of Virgin, and Richard Branson is almost impossible to separate from the brand. Think of Berkshire Hathaway, and Warren Buffett enters the conversation. Tesla inevitably brings Elon Musk to mind. This raises an interesting question. **Why, after companies spend millions building logos, identities, campaigns, and corporate communication, do we so often remember a person?**

Perhaps because human beings were never designed to build relationships with logos. We build relationships with people. And in an increasingly digital, automated, and AI-driven world, that simple truth may be becoming more important than ever.

Before We Trust the Business, We Often Trust the Person

Imagine two companies offering similar services, making similar promises, and showing similar results. But one has a founder whose ideas you know, whose views you have followed, and whose values you understand. **Which company feels easier to trust?**

Today, customers search for founders. Employees examine leaders before joining companies. Investors study the people behind businesses. Partners consider reputation before entering conversations.

People increasingly want to know not only what a company does, but who is behind it and what they stand for. The leader has become part of the business's trust architecture.

But Visibility is Not Authority

Social media has made personal visibility easier than ever. But visibility and authority are not the same. A high follower count does not necessarily equate to trust. Reach is not reputation. Virality is not influence. Recognition is not respect.

True leadership brands are built on substance: a clear point of view, demonstrated expertise, consistent values, credible achievements, and meaningful contribution. They cannot be created simply by posting more content. **It has to be architected.**

From Personal Branding to Personal Brand Architecture

Traditional personal branding often asks: **"How should this person appear?"**

A more powerful question is: **"What should this person become known for?"**

That shift moves the focus from presentation to positioning. Before deciding what a leader should post, we should identify the conversation they deserve to own, the audiences that matter, the credibility they need, and the outcomes visibility should create.

A founder may need to become a trusted industry voice. A CEO may need authority among investors. An entrepreneur may need recognition among partners. A professional may need to turn expertise into influence. Each objective requires a different architecture.

The Most Valuable Personal Brands Create Value Beyond Themselves

There is another reason this matters to businesses. A powerful leadership brand does more than create opportunities for the individual. It can create an aura of authority around the organisation.

A respected founder can make an unknown company easier to discover. A credible CEO can strengthen confidence during expansion. A recognised industry voice can open conversations that conventional advertising cannot. A trusted leader can attract talent, partnerships, media attention, customers, and even capital. The individual's reputation begins to create enterprise value.

That is when personal branding stops being a vanity exercise and becomes a growth asset. That's precisely where the conversation becomes relevant to Level 141.

Architecting the Person Behind the Growth

At Level 141, we believe personal brands should not be built around the pursuit of popularity.

They should be built around purpose, positioning, credibility, authority, and opportunity. That thinking underpins **Level 141 Personal Brand Architecture™.** A strong personal brand builds trust, earns respect, and creates new opportunities. When leaders are known for what they do best, they can reach the right people, build strong ties, gain new work, and grow their businesses.

The goal is not to gain fame or likes, but to make your name stand for something clear, useful, trusted, and truly valuable. It helps your work speak for you, even when you are not in the room.

The Next Level Thought

The business world is entering an interesting age. Technology can generate content. AI can create presentations. Algorithms can distribute messages to millions. Companies can automate more of the customer journey than ever before. And perhaps that is precisely why the genuinely human elements of business – trust, conviction, reputation, and leadership – are becoming more valuable.

Tomorrow's influential leaders may not necessarily be the loudest people in the room. They will be the people whose names have come to mean something.

So if you are a founder, CEO, entrepreneur, or professional, don't only ask: **"How do I become more visible?"**

Ask something much harder: **"What should my name stand for when I am not in the room?"**

That is the question behind **Personal Brand Architecture™ at Level 141.** A logo can make a company recognisable.

But sometimes, it takes a person to make it believable, trusted, and worth remembering.

SpiceJet Adds 22 Special Flights to Connect Kolkata and Bagdogra with Key Cities for Durga Puja

Special flights from October 10 to connect Kolkata with Delhi, Mumbai, Bengaluru, Bagdogra and Port Blair, while Bagdogra gets additional links to Delhi, Bengaluru and Kolkata

As Kolkata gets ready to celebrate Durga Puja, SpiceJet is adding 22 special flights from October 10, connecting the city with Delhi, Mumbai, Bengaluru, Bagdogra and Port Blair and giving passengers more options to travel home and be with their families during the festive season.

The additional services will also strengthen connectivity from Bagdogra to Delhi, Bengaluru and Kolkata, opening up more convenient travel options for passengers from North Bengal during the festive rush.

The special flights will add capacity across some of the key routes connecting eastern India with major metros and popular leisure destinations at a time when thousands of passengers travel for Durga Puja and the extended festive season.

As part of the expanded connectivity, SpiceJet will also offer a Mumbai-Port Blair connection via Kolkata without a change of aircraft.

The special festive flights will operate from October 10, covering the Durga Puja period and the travel rush that follows as families and travellers make their way back home or plan festive breaks.

Debojo Maharshi, Chief Business Officer, SpiceJet, said, "Durga Puja is one of the most important times of the year for Kolkata, when the city comes alive and families travel from across the country to be together. We are adding 22 special flights to give passengers more choice and make it easier to travel to Kolkata and Bagdogra during the festive season. The additional connectivity to Delhi, Mumbai, Bengaluru and Port Blair will open up more options for passengers. We look forward to welcoming our passengers on board as they travel home to celebrate with their families."

MENGO

WHAT IF GROWING BIGGER DIDN'T MEAN BECOMING BIGGER?

For generations, business growth meant more people, more departments, and more complexity. AI may be quietly rewriting that equation.

Growth has traditionally been easy to recognise. A company starts with five people. Then it becomes 20. Soon there are 100 employees, multiple departments, larger offices, more managers, more meetings, and increasingly complex systems.

We learned to associate size with success. But **what if the companies of tomorrow grow very differently?** What if a business could dramatically increase what it is capable of doing without dramatically increasing the size of the organisation doing it? That possibility may become one of the most interesting consequences of artificial intelligence.

The Hidden Cost of Growth

Ask almost any entrepreneur what happens when a company begins to grow, and an interesting contradiction appears. Success creates opportunity. But opportunity creates complexity.

- More customers require more communication.
- More campaigns create more content.
- More leads require more follow-up.
- More channels mean more co-ordination.
- More people create more management.

Eventually, founders can find themselves spending less time building the future and more time managing the machinery their own growth has created. The business became bigger. **But did the founder become more capable?** That distinction matters.

Because perhaps the objective of growth should not simply be to build a bigger organisation. It should be to build a more capable organisation.

For decades, increasing capability usually meant increasing resources.

Need more marketing? Build a marketing team.
Need more content? Hire creators.
Need more campaigns? Add specialists.
Need more customer follow-up? Add another team and another system.

Artificial intelligence introduces another possibility.

Instead of asking: **"How many more people do we need?"**

Businesses can increasingly ask: **"How much more can the people we already have accomplish?"**

That is a significant shift. And nowhere could this shift matter more than for founders and smaller businesses.

A large organisation can afford specialised teams for branding, content, campaigns, analytics, lead generation, and customer nurturing. A growing entrepreneur often cannot. Yet both compete for the same customer's attention.

AI could begin narrowing that capability gap.

The Founder with an Engine Behind the Idea

This is also where the philosophy behind Mengo becomes interesting. Mengo is being built around a simple concept: Your AI Co-Founder.

Instead of seeing AI as another tool a founder must learn and manage, Mengo approaches it as an intelligent growth partner that works alongside the entrepreneur.

A founder could move from creating marketing assets and content to managing campaigns, lead generation, nurturing and conversion within a more connected environment. But the larger ambition is not simply automation. It is leverage, giving a founder greater capability without necessarily surrounding that founder with greater complexity.

The entrepreneur remains the source of vision, judgement, relationships, and ambition. The engine helps multiply what can be executed around that vision.

The New Power of Small Business

Imagine a company with 10 people competing with a company of 100. Historically, the larger organisation would probably have enjoyed an enormous resource advantage. Tomorrow, that assumption may not always hold.

The smaller company may have AI supporting research, creation, marketing execution, analysis, customer communication, and countless repetitive processes. The team still consists of only ten people.

But their effective capability could be considerably larger.

This could change more than productivity. It could change our definition of a successful company. Perhaps we will stop asking founders: **"How big is your team?"**

And start asking: **"How much can your team accomplish?"**

Because the businesses of the future may not be admired for how much infrastructure they accumulate. They may be admired for how intelligently they operate. And perhaps that is where the next generation of entrepreneurship is heading: Be smarter, not bigger for the sake of being bigger.

"The future of scale may not be about adding more people. It may be about multiplying what people are capable of achieving."

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Group CEO **Abdul Majid Khan**
Editor **Florina Soren**

Head Office | NKN Media
Dubai Media City Building 6 - 1st Floor - Office 109
King Salman Bin Abdulaziz Al Saud St - Al Sufouh - Al Sufouh 2 - Dubai
Tel: +971 52 219 3009, Email: info@nknmedia.in

Advertising: info@nknmedia.in
Content contributions: editor@nknmedia.in

VP - Sales & Marketing **Shakil Siraj Naviwala**
Phone: +971 52 822 8316

India Office | NKN Media

Noida | Regus Suite # 1614, World Trade Tower, Tower B,
16th Floor, Sector 16, Noida, UP - 201301 I Phone: +91 8982339682

Mumbai | Office No. 438 Regus Level 4, A Wing Dynasty Business Park, Andheri-Kurla Road,
Andheri East, Mumbai, Maharashtra 400059 I Phone: +91 9323554207

Chennai | Senate Space, W-126, 3rd Floor, 3rd Avenue, Anna Nagar,
Above Shri Gowrikrishnaa Hotel, Chennai, Tamil Nadu - 600040 I Phone: +91 9884317666

Bengaluru | Cabin 141, Regus, First Floor, Global Tech Park, 11, O'Shaughnessy Road,
Langford Town, Langford Gardens, Bengaluru, 560025 I Phone: +91 9036451161

NKN MEDIA INTERNATIONAL OFFICES

UAE | GM - **Asad Hussain Dharsi**
NKN MEDIA FZ L.L.C, - Dubai Media City Building 6
1st floor - Office 109. Phone: +971 56 386 2110

Singapore | NKN MEDIA PTE. LTD, 3 Shenton Way #07-03
Shenton House (068805). Phone: +65 9008 0571

London | NKN MEDIA UK LIMITED, 25 Tarry way, Boughton,
Northampton, England, NN28GP. Phone: + 44 7424 491361

Sri Lanka | NKN MEDIA (PVT) LTD, Paramount Tower,
Level 02-05, No:192 9th lane, Nawala Road, Kotte. Phone: +971 522193009

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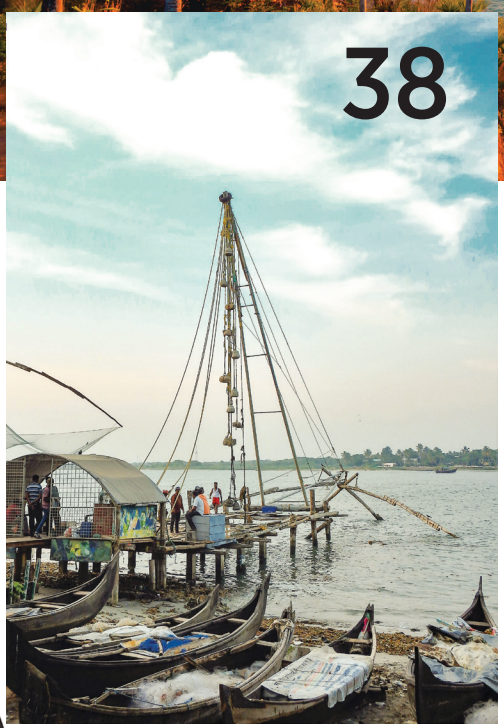

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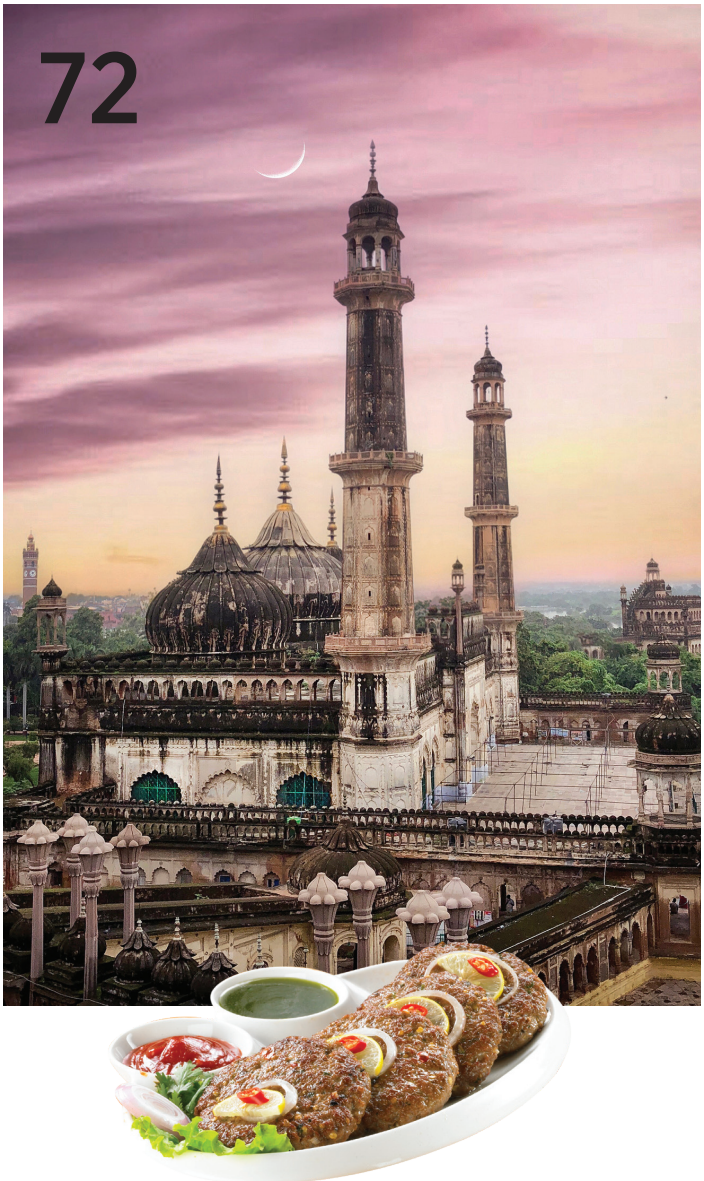

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A MORE REFINED APPROACH TO EVERYDAY WELLNESS

Wellness isn't just about treating illness anymore. It's the small stuff — eating a bit better, taking care of your skin, staying active, keeping stress in check, and reaching for products that actually support how you want to live.

That's the idea behind SKIA — a new premium destination bringing medicines, personal care and wellness under one roof.

Walk into a SKIA store and you'll find more than a shelf of products. There's premium personal care and skincare, everyday wellness essentials, nutrition, and a carefully chosen range of healthcare solutions — all picked with the modern consumer in mind. The goal is simple: help people find things that actually fit into their day, not just add to it.

SKIA also stocks quality generic medicines alongside its premium wellness range, so customers get an affordable option without compromising on quality. That combination is what makes it more than a pharmacy — it's a place that looks past prescriptions toward prevention, self-care and everyday health.

The store experience matters just as much. SKIA is designed to feel contemporary and welcoming, not clinical. Whether you're there to pick up a prescription, find a skincare essential, or just browse for healthier alternatives, the idea is to make that visit feel easier — and a little more personal.

Because wellness was never about getting everything right. It's about showing up for the small choices, again and again.

SKIA brings those choices together in one place, where good healthcare and premium wellness meet — and everyday care starts to feel a bit more considered.

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RAISING THE BAR FOR BRANDED RESIDENCES

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LUXURY TAKES FLIGHT

BNW Developments' Robb Report recognition highlights Ras Al Khaimah's growing prominence on the global luxury real estate stage and the evolution of branded residences.

The UAE's luxury real estate story has reached a new cruising altitude.

BNW Developments has been named **Best Branded Residences Developer of the Year 2026** in Robb Report Monaco & Côte d'Azur's prestigious **Best of the Best** selection. The honour places the UAE-grown company among the names shaping contemporary global luxury and celebrates a journey that began with the confidence to recognise Ras Al Khaimah's potential before it became one of the region's most closely watched destinations.

Today, BNW is **Ras Al Khaimah's largest private developer**, with a Gross Development Value exceeding **AED 32 billion**. Its portfolio spans Al Marjan Island, Marjan Beach and RAK Central, destinations helping propel the emirate's next chapter in waterfront, hospitality-led and mixed-use living. helping propel the emirate's next chapter in waterfront, hospitality-led and mixed-use living.

IHCL | Tonino Lamborghini | fashiontv | Radisson BLU | WYNDHAM HOTELS & RESORTS

The award also recognises BNW's distinctive approach to branded residences: creating homes that carry more than a celebrated name. Through collaborations with **Taj Group of Hotels, Tonino Lamborghini, FashionTV, Wyndham and Radisson Blu**, the developer brings together global brand heritage, design intelligence and experiences conceived to hold meaning and value well beyond handover.

For Indian travellers and investors, the story lands especially close to home. BNW may be headquartered in the UAE, but its connections with India run deep. From its collaboration with Taj to the use of select Indian materials, manufacturing capabilities and craftsmanship across its developments, the company is giving Indian excellence a prominent address on the global luxury map.

With **13 developments already launched** and an ambition to create approximately **ten thousand luxurious residences over the next four years**, BNW is not simply collecting accolades; it is setting its course for the long haul.

Robb Report's recognition is a milestone, but it also feels like a departure gate to a bigger portfolio, bolder destinations and a new standard of branded living taking flight from the UAE.

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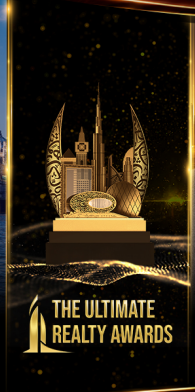

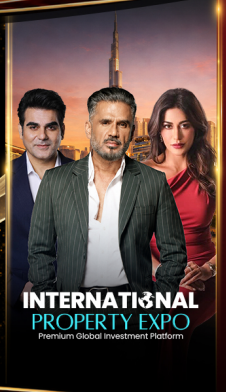

The journey continues.

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TOP 5 EVENTS IN NOVEMBER

1 Diwali – Festival of Lights

Diwali, the Festival of Lights, will be celebrated across India on **8 November 2026**, bringing families and friends together. Cities such as Ayodhya and Varanasi offer distinctive experiences, from illuminated sites and decorated markets to traditional food and cultural celebrations. For travellers, Diwali provides an opportunity to experience India's diverse regional traditions against a spectacular backdrop of light and colour.

2 Chhath Puja

Chhath Puja is one of **India's most distinctive sun-worship festivals,** celebrated with deep devotion particularly across Bihar and eastern Uttar Pradesh. Devotees gather at riverbanks and specially decorated ghats to offer prayers to the setting and rising Sun, accompanied by traditional songs and community celebrations. The sight of devotees standing in the water with offerings as the sun rises or sets creates a deeply spiritual atmosphere.

3 Guns N' Roses – India Tour

American rock band Guns N' Roses is scheduled to perform at NICE Grounds in **Bengaluru on 14 November**, followed by a show at Khanapara Veterinary Ground in **Guwahati on 17 November**. Led by Axl Rose, Slash and Duff McKagan, the legendary group is expected to bring its collection of globally recognised rock anthems to Indian audiences. The Guwahati concert is particularly significant as it expands the band's India tour to the Northeast, giving the region's music-loving audience an opportunity to experience one of rock's most iconic live acts.

4 Loy Krathong Festival

Thailand's historic city of Sukhothai will host the Loy Krathong, Burning Candles and Playing with Fire Festival from 15 to 24 November 2026. **Held at Sukhothai Historical Park**, the celebration brings the ancient ruins to life through illuminated surroundings, cultural performances and traditional festivities. One of Thailand's most visually striking celebrations, Loy Krathong is associated with floating decorated offerings on water as an expression of gratitude and renewal.

5 Anyma – ÆDEN

Italian electronic music artist and producer Anyma will make his India debut with his acclaimed **ÆDEN audiovisual show on 21 November 2026**. The performance is scheduled to take place at Mumbai's Mahalaxmi Racecourse, bringing together electronic music, immersive visuals and large-scale production. Anyma, the solo project of Matteo Milleri, has become internationally recognised for combining electronic music with futuristic visual storytelling and technology-driven stage experiences.

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WHAT'S TRENDING

ECHOES OF INDIA ON A PLATE

Goonj brings India's culinary memories to life through a new 75-seater Indian bar and restaurant in Bengaluru, presenting lesser-seen Indian recipes, time-honoured cooking techniques, and a contemporary cocktail programme. Developed by Chef Pratik Sharma, the concept takes inspiration from food, traditions, and cultural experiences that continue to echo across generations. Its Daastaan-e-Zaika menu features dishes such as overnight-cooked *Dal Bukhara, Bhutte Ka Kees Chaat, Kashmiri Nadru Yakhni*, and *Paneer Jalebi* with fried ice cream. Meanwhile, the cocktail menu further explores Indian ingredients through two expressions, nostalgia and colour.

What: New Restaurant Launch

Where: 100 Feet Road, Indiranagar, Bengaluru

SAVOUR A SOUTH INDIAN RITUAL

This International Coffee Day, **Hosa** invites guests to embrace the depth and traditions of South India's filter-coffee culture through the Hosa Filter Coffee Club. The experience centres on freshly-ground coffee blended with chicory and brewed into a rich decoction, before being paired with boiling milk and served in the traditional dabara tumbler. The tableside preparation allows guests to taste the aroma, texture, and warmth of freshly-prepared filter coffee. The experience promises both the comfort of classic *kaapi* and varied expressions of South India's coffee culture, inviting you to enjoy the ritual at your own pace.

Where: Hosa Restaurant & Bar, One Horizon Centre, Golf Course Road, Gurugram

When: International Coffee Day (1 Oct onwards)

VINTAGE ACADEMIA BACK IN STYLE

Littlebox presents its latest Fall/Plaid Collection, drawing inspiration from old libraries, book-lined streets, heritage architecture, and collegiate wardrobes. Curated around a palette of brown, beige, olive, and burgundy, the collection places plaid at the centre across shirts, skirts, dresses, and separates. Structured silhouettes and layered styling lend a polished yet versatile touch to the pieces, designed to move between everyday dressing, workspaces, coffee runs, and city evenings. Rather than recreating, Littlebox interprets its style through familiar references such as tailored silhouettes, checked skirts, and layered looks, translating global fashion influences into pieces that feel relevant to young Indian women.

What: Fall/Plaid Collection

Available on: www.instagram.com/littlebox.india

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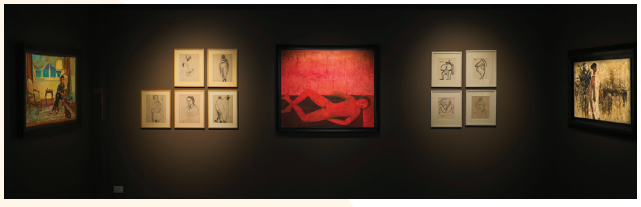
MODERNISM IN THE SPOTLIGHT

Thapar Gallery presents **Many Modernisms: Figuring the New Artistic India**, bringing together works by significant names in 20th-century Indian modernism, including Jamini Roy, Amrita Sher-Gil, K.K. Hebbar, M.F. Husain, F.N. Souza, Ram Kumar and Bhupen Khakhar. The exhibition explores Indian modernism as a diverse and evolving set of artistic practices shaped by different histories, experiences, and perspectives. Moving between village and metropolis, tradition and international modernism, the works engage with landscape, mythology, faith, the human body, labour, and everyday life. The exhibition also explores ideas of memory, displacement, and interior worlds through varied approaches to surface, line, and sculptural form.

Where: Thapar Gallery, The One, Kapashera Estate, Rajokri Crossing, NH-8, New Delhi

When: On view till 15 October 2026



JOURNEY ALONG THE HOOGHLY

Antara River Cruises introduces **Nauka Vilas**, a one-suite wooden yacht designed to make river travel a wholly private experience. Sailing from and to Kolkata, the bespoke vessel features a single Luxury Suite with a king bed, ensuite three-fixture bathroom, walk-in closet, and private sun deck that opens into an outdoor lounge. The inaugural A Romantic Bespoke Journey on the Hooghly is an all-inclusive three-night, four-day passage tracing the river's history through Tribeni, Bandel, Chandannagar, Serampore and Kolkata. Excursions, meals, beverages and transfers are included, while itineraries can be customised according to guest requirements.

What: Nauka Vilas – A Romantic Bespoke Journey on the Hooghly

Price: Starting ₹1,00,000 per night

SHRI RAM RETURNS TO ITS ROOTS

Shriram Bharatiya Kala Kendra (SBKK) presents its nationally known dance drama **SHRI RAM** from 11 October to 1 November, 2026. A festive tradition spanning nearly seven decades, the production was envisioned in 1957 by the Kendra's founder, the late Smt. Sumitra Charat Ram, and is rooted in Tulsidas's Ramcharitmanas. This year, after nearly 25 years, the production returns to its traditional roots with handmade sets, newly created costumes, and a classical approach to stage and lighting design. The lyrics return to the original chaupais, while principal choreographer Shashidharan Nair and associate choreographer Rajkumar Sharma lead the restored staging.

Where: SBKK Open Air Theatre, No. 1, Copernicus Marg, Mandi House, New Delhi

When: 11 October-1 November 2026 | Daily at 6:30 PM

3 MEGA SHOWS
ACROSS 3 GOBAL CITIES
in 60 days

Recognising the need for convergence in the growing global property space, NKN Media designed exclusive IPs to bring developers and investors under one roof. Visiting three countries in 60 days, these expos turned out to be an unqualified success.

Global conglomerate NKN Media reached another milestone by successfully completing three mega property shows in New Delhi, Singapore, and London over a short span of 60 days, injecting new energy into the property ecosystem.

The international real-estate landscape is evolving rapidly as high-net-worth individuals (HNIs), NRIs, and global investors increasingly explore opportunities beyond their domestic markets. Against this backdrop, NKN Media recently completed a three-city international property initiative spanning Delhi, Singapore, and London within a focused 60-day window, creating a platform for developers to engage directly with diverse investor communities.

The initiative began with the International Property Expo in Delhi in July, moved to Singapore in August, and culminated with the Dubai Property Expo in London in September. Together, the three editions brought global developers closer to high-intent buyers across key investment hubs, reinforcing the rising demand for structured platforms that facilitate cross-border property discovery and investment.

The series also attracted significant celebrity participation, adding a strong lifestyle dimension to the investment narrative. Jacqueline Fernandez, Nargis Fakhri, Chitrangada Singh and Arbaaz Khan were associated with the Delhi edition, while Suniel Shetty, Arbaaz Khan and Chitrangada Singh were among the prominent personalities allied with the Singapore edition. Their presence reflected the growing intersection of international real estate with luxury, lifestyle, and global aspirations.

Mr. Majid Abdul Khan, CEO & Managing Director, NKN Media, said, “Each market brings its own unique set of opportunities, expectations, and investment perspectives. Our objective in rapidly deploying these platforms across three distinct international markets was to create a meaningful conduit where global property brands can engage with audiences far beyond their home borders.”

Mr. Sakeel Naviwala, VP of Events & Partnerships, NKN Media, said, “The distinct responses across Delhi, Singapore, and London reinforce the necessity of creating dedicated platforms for conversations on and around international property. Each demographic represents a diverse investor profile, and these focused environments allow us to bridge the gap between complex property opportunities and serious buyers.”

After the recent mega success, NKN Media is already gearing up for its next Indo-UAE Property Expo in Dubai on 12-13 December 2026.

CURATED NAVRATRI THALI

Comorin, an EHV International restaurant, celebrates Navratri with a specially curated vegetarian thali available across its Mumbai and Gurugram restaurants. The festive spread brings together regional Indian flavours with Comorin's contemporary approach to cooking. Highlights include *Subz Shikampuri Kebab, Kashmiri Dum Aloo, Khatte Meethe Kaddu, Suran Pepper Fry, Paneer Khurchan, Kathal & Makhana Qorma, Quinoa & Cashew Pulao* and *Kuttu Poori.* The meal concludes with Kesar Badam Milk Cake and Pear Murabba.

When: 11th–18th October 2026
Price: Mumbai: INR 1299++ | Gurugram: INR 1399++

FOR RADIANT SKIN

Forever Living Products introduces **Radiance** by Forever, a skincare range centred around pure inner leaf aloe vera and nature-inspired ingredients. Designed as a complete routine, the range includes a Facewash and Toner formulated to cleanse, soothe, balance and nourish the skin. The Facewash combines aloe vera with licorice, bamboo, apple, carrot and rose extracts, while the Toner helps restore the skin's natural pH balance and prepares the skin for subsequent skincare. The range focuses on hydration and nourishment as part of a consistent skincare regimen.

Available at: Twww.aloestoreindia.in
Price: On request

MITHAI WITH CONTEMPORARY FLAVOURS

Founded by Sonia Singh, Havneet Singh and Meerra SinghPremium, Indian *mithai* and gifting brand **AKHAND** brings traditional Indian sweets into a contemporary setting. Its varied range includes classics such as *Kaju Katli, Besan Mithai, Panjiri* and *Motichoor Ladoo,* alongside creations including *Biscoff Kalakand, Gur Badam, Brownie Fudge Burfi, Koffee Bite, Red Velvet Ladoo* and *Pecan Duet.* The brand combines traditional craftsmanship with premium ingredients, contemporary flavours and most beautiful presentation with delivery available across India.

What: Premium Indian *mithai* and gifting
Where: Stores in West Punjabi Bagh, New Delhi & Udyog Vihar, Gurugram

ISLAND CHARMS
PHUKET

TEJA LELE

From pastel-hued shophouses and Buddhist temples to lively markets and local flavours, laid-back Phuket has more going on than its beaches.

Look past the resorts, and the golden sands and turquoise waters, and you'll find Sino-Portuguese shophouses in soft tones, hilltop vistas, and a food scene that moves easily between humble street stalls and sophisticated chef's tables. The island's many sides – the old trading town, its spiritual heart, the flavourful cuisine – are proof that there's plenty to Phuket once you step away from the shore.

1 PRETTY IN PASTEL

Begin in Phuket Old Town, where colourful Sino-Portuguese shophouses line Thalang, Dibuk, and Krabi roads. Take a leisurely walk through the old quarter, and admire the ornate façades, tiled roofs, carved shutters, and brightly painted walls. Wander into Soi Romanee and explore the street art, cafés, and small stores that now occupy many of the historic buildings. The neighbourhood grew during Phuket's tin-mining boom, when Chinese and European influences came together to create the architecture seen here today.

Next stop: 15 minutes by road

2 A TEMPLE VISIT

Wat Chalong, also known as Wat Chaithararam, is the island's most important Buddhist sanctuary and a place where local residents come to pray and pay their respects. The temple complex has numerous images of golden Buddhas, colourful murals, and elaborate architectural details. Look out for the statues of Luang Por Chaem and Luang Por Chuang, two monks whose lives are closely associated with the shrine. Take your time here, and take in the rituals and the quiet rhythms of temple life.

Next stop: 15 minutes by road

3 ABOVE THE ISLAND

Head up Nakkerd Hill to the Big Buddha, officially known as Wat Kittisangharam. This landmark, located between Kata and Chalong, reopened to visitors in March 2026 after being shut down in 2024 following a landslide. From the summit, Phuket stretches out below, with Chalong Bay and the surrounding hills forming a picturesque backdrop. The site is open daily from 9 am to 6 pm, though access remains subject to conditions set by the authorities.

Next stop: 20-25 minutes by road

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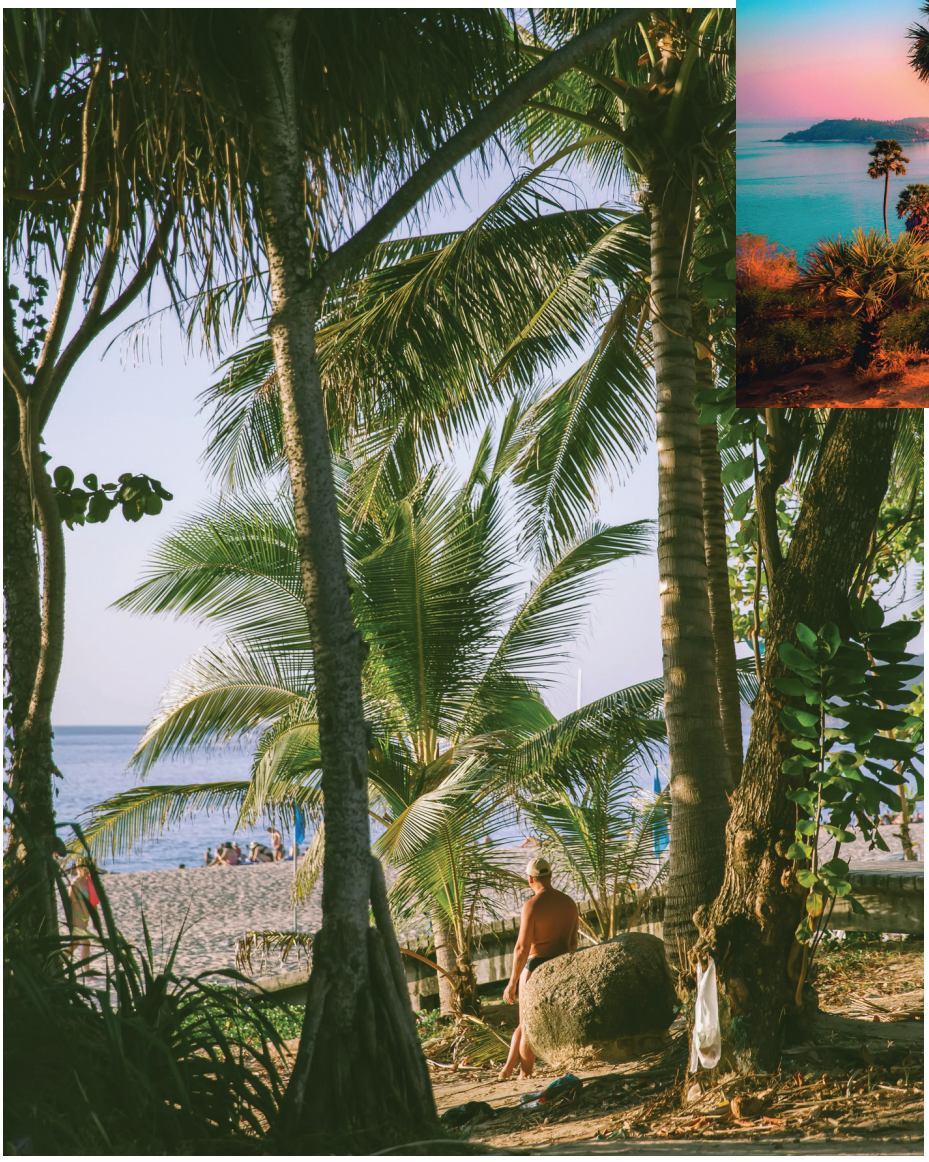


4 PAD THAI FOR LUNCH

When lunch calls, head to Karon for something wonderfully unfussy. The Pad Thai Shop is a small, modest restaurant on a back road near Karon Beach, where the speciality is exactly what the name promises. Order a plate of *pad thai*, with veggies, chicken or prawns, and watch it cook over the wok. No fancy surroundings, no fine-dining flourishes – just a generous helping of noodles and a dish that's become synonymous with Thailand.

Next stop: 30-35 minutes by road

5 CHILLVA AFTER DARK

Return towards Phuket Town as evening approaches and head to Chillva Market, a lively night bazaar on Yaowarat Road. Shipping containers in vibrant colours house shops and bars, while stalls sell clothes, accessories, handmade goods, and plenty of things you probably didn't know you needed. The food section is just as tempting, with Thai snacks, grilled seafood, skewered meats, and sweets. Live music adds to the atmosphere, making this a fantastic place to observe the island's younger, more contemporary side. The market generally runs from Monday to Saturday evenings.

Next stop: 40-45 minutes by road

6 A SUNSET TO DIE FOR

For a change of pace, head south towards Promthep Cape, one of Phuket's best-known sunset viewpoints. The rocky headland looks out towards the Andaman Sea and a cluster of offshore islands. Arrive before sunset and walk towards the cape as the sky begins to change colour. If you find it too crowded, continue towards nearby Nai Harn Beach for a quieter stretch of sand and sea. Put the camera away and watch the light fade.

Next stop: 45-55 minutes by road

7 DINNER, THE THAI WAY

Cross north of Phuket to Natai for dinner at Aulis Phuket, the intimate 15-seat chef's table from Simon Rogan's culinary stable. The Michelin-starred restaurant builds its menus around seasonality and local produce, with the experience changing according to what's available. Ask for a glass of *sato*, Thailand's traditional rice wine, with the meal – Aulis sources white and red *sato* from Rai Na Rak organic farm. The white, made from an equal blend of sticky and jasmine rice, is paired with dessert, while a red, de-alcoholised version is combined with sour mango and white verjus for a non-alcoholic pairing ●

DUSSEHRA

TRIUMPH OF GOOD OVER EVIL

Dussehra, also known as Vijayadashami, is one of India's most significant festivals, celebrated with great enthusiasm across the country. Observed on the tenth day of the Hindu month of Ashwin, the festival marks the victory of good over evil, and carries different cultural and mythological meanings across regions. At its heart, Dussehra reminds us that righteousness, courage and truth ultimately prevail over arrogance, injustice and wrongdoing.

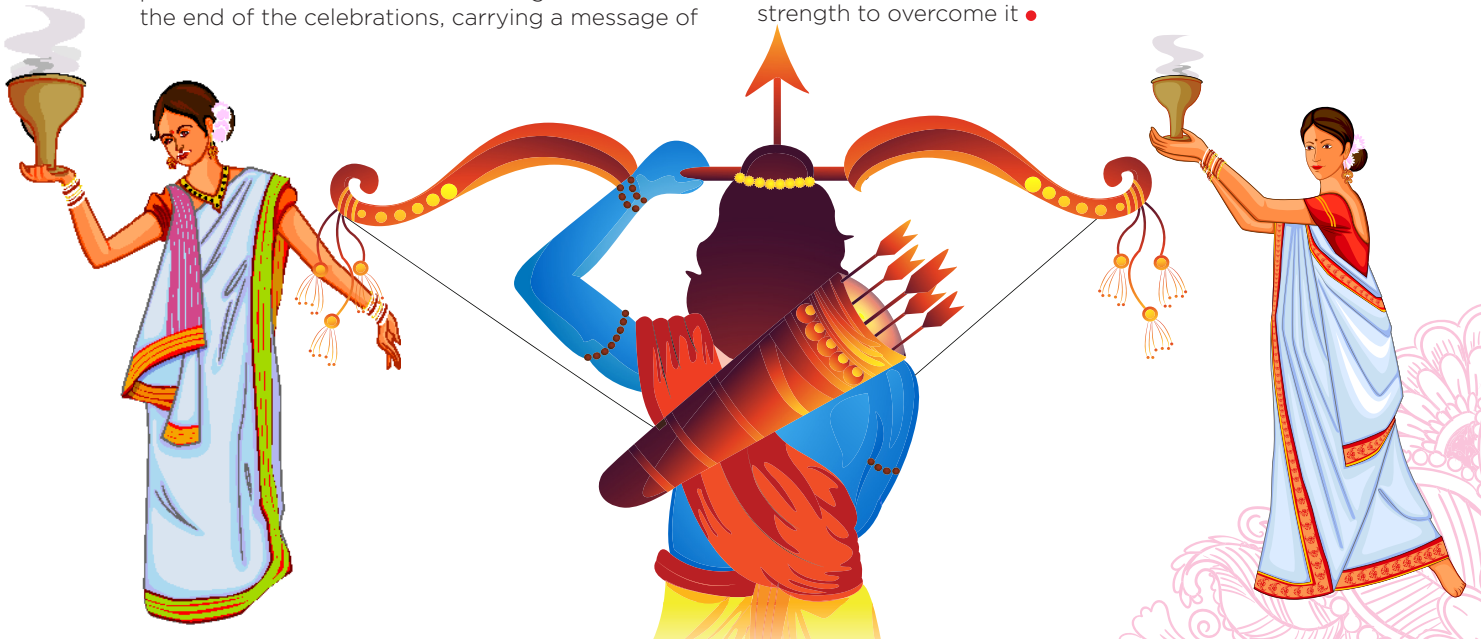
One of the most widely known traditions associated with Dussehra comes from the Ramayana. The day commemorates Lord Rama's victory over the demon king Ravana after a battle fought to rescue Sita. In many parts of North India, the festival is marked by the burning of large effigies of Ravana, along with those of his brother Kumbhakarna and son Meghnad. These public celebrations, often accompanied by Ramleela performances, bring communities together while symbolically reminding people of the consequences of pride and evil.

In eastern India, particularly West Bengal, the festival coincides with the conclusion of Durga Puja. Vijayadashami marks the day when devotees bid farewell to Goddess Durga, who is believed to have defeated the buffalo demon Mahishasura. Elaborate processions and immersions of Durga idols mark the end of the celebrations, carrying a message of the triumph of divine strength over the forces of destruction.

In Karnataka, Dussehra is observed as Mysuru Dasara, known for its grand royal traditions, illuminated palaces, and cultural programmes. Meanwhile, in Himachal Pradesh, festivities in Kullu Dussehra continue for several days. And in Maharashtra, the day is associated with customs such as exchanging leaves of the Apta tree as a symbolic gesture of prosperity and goodwill.

Beyond mythology and tradition, Dussehra holds a contemporary message that remains relevant. It encourages people to reflect on the values they choose to uphold in everyday life. The festival serves as a reminder that defeating negativity is not always about dramatic victories; it can also mean overcoming fear, dishonesty, prejudice, anger and selfishness within ourselves.

As families come together, as communities participate in cultural celebrations, and as streets light up with festive energy, Dussehra becomes more than just a religious observance. It transforms into a celebration of hope, renewal and moral courage. Its enduring message is simple yet powerful: no matter how overwhelming the darkness may appear, truth and goodness have the strength to overcome it ●



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For the brave men and women of the Indian Armed forces who are keeping the nation safe, SpiceJet offers up to 21 per cent discount on base fares. The discount is valid on bookings that are made on the SpiceJet website, mobile app or through our reservation numbers. It is also available at select airport ticketing centres. The discount is applicable on domestic flights for both one-way and return journeys. The bookings made under this fare are changeable and refundable, but are not transferable.

SENIOR CITIZENS

We care for our elders and won't let them down. That's why SpiceJet offers all senior citizens above 60 years of age up to 14 per cent discount on base fares. The discount is applicable on domestic flights for both one-way and return journeys and only on direct bookings made through SpiceJet website, mobile app and reservation centre. The bookings made under this fare are changeable and refundable, but are not transferable.

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SpiceJet Finalises Lease Agreements for 20 Aircraft Ahead of Winter Schedule

Airline to induct 15 Boeing and five Airbus aircraft between mid-October and mid-November; targets 200 daily flights for the upcoming holidays and the winter schedule

SpiceJet has finalised lease agreements with three aircraft operators for the induction of 20 aircraft, comprising 15 Boeing and five Airbus aircraft, under damp and wet lease agreements, as the airline prepares for a significant expansion of its operations during the upcoming Winter Schedule.

The aircraft are scheduled to join the fleet in phases between mid-October and mid-November, ahead of the winter travel peak beginning with the Durga Puja period. The induction will strengthen capacity across SpiceJet's domestic and international network and provide additional capacity through the winter and the following peak summer travel season.

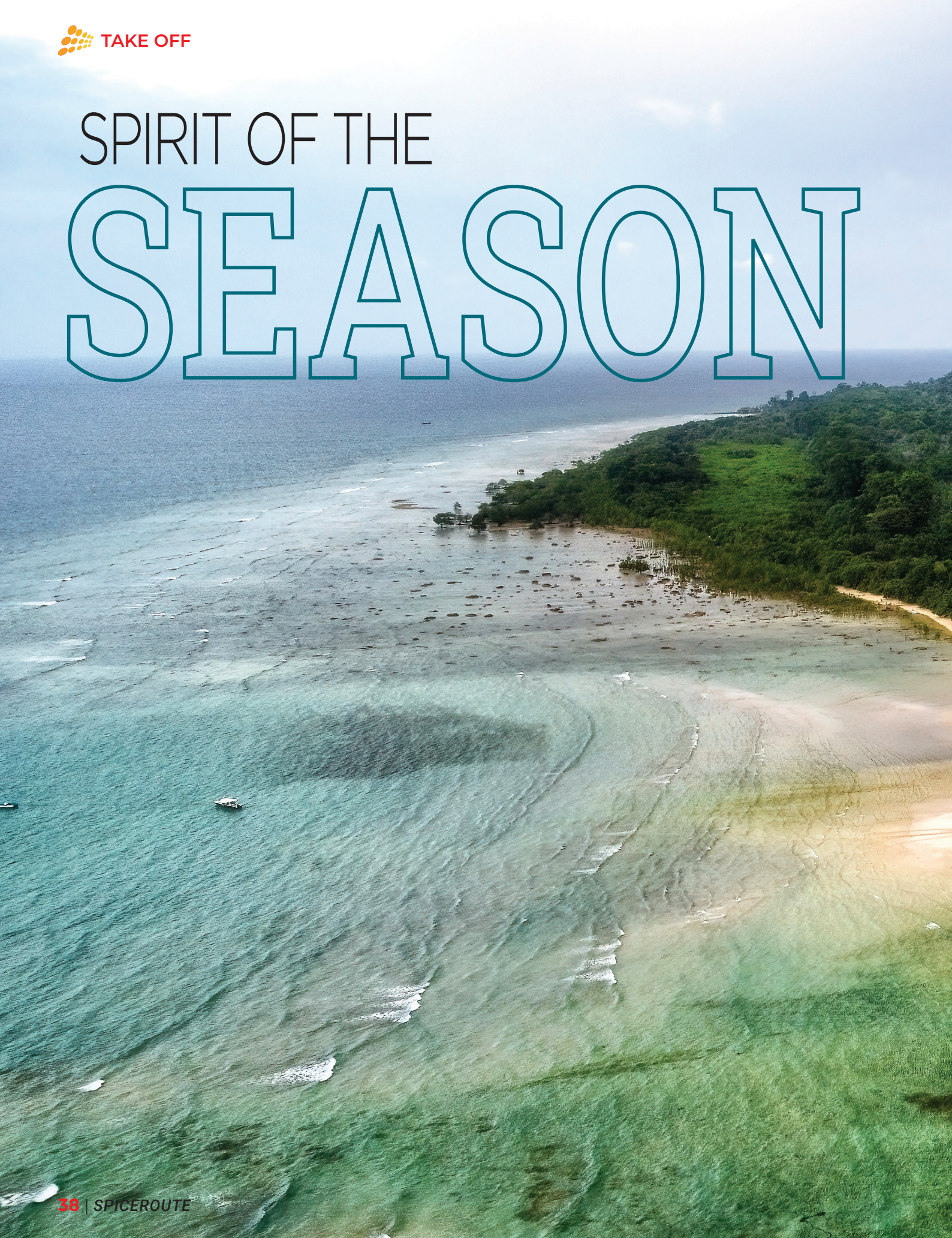
With the additional aircraft, SpiceJet plans to ramp up its operations to around 200 daily flights during the Winter Schedule, increasing frequencies on key routes and strengthening connectivity across markets where demand is expected to be strong. The additional capacity will also help bring greater stability to the market and ease pressure on airfares during periods of peak demand.

The five Airbus aircraft will also include the A321 variant, which offers higher seating capacity and will allow SpiceJet to deploy more seats on routes witnessing strong demand.

The fleet expansion forms part of SpiceJet's broader plan to restore capacity and build a larger operational fleet.

Debojo Maharshi, Chief Business Officer, SpiceJet, said, "We are preparing for the winter season with a clear focus on adding capacity where our passengers need it most. The 20 aircraft we are bringing in will allow us to strengthen our network, add frequencies and offer more travel options during the peak season. These aircraft will support our operations through both the winter and summer peak travel periods, while helping bring greater stability to capacity and ease pressure on airfares. Our aim is to reach around 200 daily flights this winter, while continuing to build our operations in a measured and sustainable manner."

SPIRIT OF THE SEASON



Festivals in India are about spending time with your loved ones. It is also that time of year, when the last of the monsoon gives way to mellow autumn and adds a spring to our steps. And wherever you are, you'll find the spirit is infectious – including in our five destinations for the festive season.

BINDU GOPAL RAO

PORT BLAIR

Sea, Stories & Serenity

Port Blair's past may be sombre but its present looks confidently ahead. Located in the Bay of Bengal, Sri Vijaya Puram – as the capital of the Andaman and Nicobar Islands is now known – played a crucial role in India's push for independence. The Cellular Jail here presents a grim reminder of the sacrifices made by India's freedom fighters; inside its expansive premises, you will come across old paintings and exhibits evoking the dark days. And with its tribal artefacts, tools, photographs (and more), the Anthropological Museum is dedicated to telling the story of the indigenous tribes of the islands, among them the Jarawa, Onge, and Sentinelese. That's the history. If it's rest and relaxation you're after, head to Corbyn's Cove Beach, which also has water-sports activities for the more adventurous. And nature lovers should make time for Chidiya Tapu, a haven for birdwatchers and famous for its breathtaking sunset views.

Don't miss: Evening sound-and-light show at the Cellular Jail (ticketed event)

SPICEJET OFFERS FLIGHTS TO DUBAI FROM DELHI, KOCHI AND OTHER CITIES

Right & Below
A megatall skyscraper in Dubai, the Bhurj Khalifa is the world's tallest structure at 829.8 m

An architectural and engineering marvel, Museum of The Future is a fine amalgamation of the past and the future

DUBAI

Forever Fun, For Everyone

Whether you like adventure, art, or entertainment, Dubai has it all, and continues to surprise every time. From the Burj Khalifa, the world's tallest building, to the famed Dubai Mall – with its 1,200-plus stores, ice rink, and aquarium – there is never a dull moment here. Head to the manmade island that is Palm Jumeirah for some high-end dining, or walk along the Dubai Marina, a recreational waterfront district that's home to several beach clubs. Adventure seekers must check out Deep Dive Dubai, Ski Dubai, House of Hype – and IMG Worlds of Adventure, a theme park unlike any other. Also boasting a vibrant art scene, the city is host to some fantastic (and award-winning) galleries, culture-forward hubs, and contemporary street art. And with its extraordinary diversity of cuisine offerings, Dubai is a veritable paradise for foodies.

Don't miss: Museum of the Future (book tickets in advance)

SPICEJET OFFERS FLIGHTS TO NEW DELHI FROM KOLKATA, LEH AND OTHER CITIES

Top & Right
Located at the heart of the capital city, Gurudwara Bangla Sahib with its prominent gold dome and a large holy pond, is an abode of peace

The sight of Chinese fishing nets has become synonymous with Kochi

DELHI
Capital Treat

As you unpeel Delhi's many layers, the city's myriad wonders reveal themselves. With its heady mix of Mughal architecture, street markets, high-end shopping arcades, and a buzzing restaurant scene, Delhi has plenty of aces up its sleeve. Start at the Qutub Minar, a UNESCO World Heritage Site whose medieval minaret is visible from kilometres away on a clear day. After admiring Humayun's resting place (majestic in its red sandstone) and other tombs in the complex, hop over to Sunder Nursery next door and delight in its sprawling gardens and abundant biodiversity. The Red Fort and Jama Masjid will take you back in time, while Raj Ghat and Gurudwara Bangla Sahib are oases of calm, spaces in which to pay obeisance and reflect. Besides, Delhi is also home to some incredible museums – consider a visit to the National Rail Museum, Shankar's International Dolls Museum, Museum of Illusions, or the Air Force Museum. Truly, the capital leaves you spoilt for choice.

Don't miss: A street art tour in Lodhi Colony.

KOCHI
Awakening The Senses

Lively Kochi wears its moniker of 'Queen of the Arabian Sea' with aplomb. Start your exploration at historic Fort Kochi with its Chinese fishing nets, then stop by at St. Francis Church, one of the oldest European churches in the country. The port-town's art pulse is impossible to ignore; numerous galleries dot the cityscape while the Kochi-Muziris Biennale has evolved into a much-anticipated date in the cultural calendar. Wander the spice markets of Mattancherry, discover the antique shops in Jew Town, and embrace the history of Paradesi Synagogue. Commuting in Kochi is fun too, for this is the only city in India with a water metro network. You can also sign up for a backwaters tour, which

SPICEJET OFFERS FLIGHTS TO HYDERABAD FROM MUMBAI

takes you through a web of narrow waterways, offers a peek into how the locals live along the banks – and ensures you savour the experience of a local meal.

Don't miss: Visit the Chendamangalam Handloom Village to see how the GI-tagged Kerala Kasavu sarees are woven.

Top & Above
The thriving streets around the iconic Charminar is a shopaholic's dream come true

Golconda Fort is a proud masterpiece of medieval architecture and superb engineering

HYDERABAD
Romance Without End

The City of Pearls is fast morphing into a cosmopolitan metropolis, all while managing to retain its old charm. Make your way to the old town to gaze upon the iconic Charminar – you can even climb up and get a ringside view of the marketplace that surrounds the monument (the Laad Bazaar here is well known for its lac bangles). Then there's the opulent side of Hyderabad, just waiting to indulge you: the many-roomed Salar Jung Museum, featuring one of the finest displays anywhere, and Chowmahalla Palace, with its exciting collection of vintage cars. Also worth a visit are Golconda Fort and the Qutb Shahi tombs, still impressive despite the passage of time. Take a stroll on Necklace Road and find a meditative spot at Hussain Sagar, a large manmade lake with a statue of the Buddha in its centre. And when hunger strikes, head over to vibey Banjara and Jubilee Hills, and take your pick from their amazing choice of restaurants.

Don't miss: Sign up for a chocolate tasting session at Manam Chocolates ●

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URU TALES

Sailing through Time

KETKI DAGRE

The purpose of the *Uru* may have changed but not its soul. At least, not entirely. In the shipyards of Beypore, Kerala, this dhow is still being shaped out of wood, one hand-cut piece at a time, ready to sail the seas, as it has done for centuries.

"Welcome to the biggest handicraft making workshop in Kerala!" greets Arun Kumar, my guide. Beneath a tarpaulin roof, huge pieces of timber are stacked near a hull. Workers can be seen moving around with measuring tapes, hammers and wooden implements, in perfect synchronisation. Here, there's no fancy display centre, shiny machines or production lines; only the scent of freshly cut timber and actions guided by intention.

We are visiting the workshop of Alsafina Enterprises, on the outskirts of Kozhikode, where the *uru* – Kerala's traditional sailing vessel – is crafted by hand. This is Beypore, one of the last places where this sturdy wooden boat continues to be made. The craft has been practised here for centuries, passed down through generations and linked to the historical maritime trade that connected the Malabar Coast with ports across the Arabian Sea. Today, however, the dhows leaving these yards have a very different function, most of them now commissioned as luxury leisure vessels for West Asian countries.

BUILT BY MEMORY & MEASURE

Watching an uru being assembled, it's difficult to believe that something this vast can emerge from such an intensely manual operation. Construction unfolds over several stages, each requiring workers with a specific skill. At its peak, building an uru involved a team of some 16 to 18 persons, with different craftsmen taking over at different points in the process.

Work begins with the keel, the long wooden backbone that runs along the bottom of the vessel. From the keel rise curved pieces of timber to form the skeleton. Planks are then fitted over this frame, one by one. Traditionally, it is the master carpenter who holds the knowledge of the boat's proportions. Even today, much of the knowhow remains embedded in experience rather than written instructions. Clients may specify the length they want, but the proportions and assembly are worked out by the artisans.

SPICEJET OFFERS DIRECT FLIGHTS TO KOZHIKODE FROM DUBAI

"In uru-making, the blueprint and construction process are largely guided by the knowledge and experience of the craftsmen," says Sathyan Edathodi, a chief artisan with 35 years of expertise. Construction, he adds, relies predominantly on manual labour and some indigenous carpentry tools, steering clear of heavy machinery.

There is something remarkable about seeing artisans work with wood at this scale. A plank that would appear unwieldy anywhere else is handled almost casually here. Measurements are checked repeatedly. Curves have to meet curves precisely. A small mistake can affect the shape of the entire structure.

Jishnu Sathyan, a student and proprietor who helps his father in the uru-making business, describes the method as one that leaves little room for error. "We need to follow the measures properly to make an uru. It needs error free calculation and planning. A slight error will spoil the whole project," he explains. Then, by way of qualifying, he stresses, "It is teamwork; a single person can't claim the credit."

HANDS BEHIND THE HEAVY LIFTING

That teamwork extends beyond the carpenters. The *khalasis*, traditional dockyard workers have long been indispensable to the art of uru-making. Their speciality is moving extraordinary weights using a deceptively simple arrangement of ropes, wooden rollers, pulleys, and manually operated winches. Timber can be hauled from the river to the yard using these techniques, and when the vessel is finally ready, the same knowledge is used to launch it onto the water.

The launch is almost a performance in itself. A completed *uru*, weighing several tonnes, is eased towards the Chaliyar with the help of the *khalasis* and the river's high tide. The process can take days of coordinated manual labour, drawing crowds to the riverbank. Yet the real drama is in the months – the long wait before the final moment.

Customarily, cotton was inserted into the holes before nails were driven in, while the swelling of the wood helped seal the joints. And the preferred timber was always teak, with Malabar teak enjoying a long history of trade with the Arab coast.

However, standing beside an unfinished *uru*, what stays with me is a contradiction: this vessel is being built for someone in the Gulf who may use it as a floating retreat, far from the river where it was born. Yet every curve of its wooden body carries the memory of a very different era, when Beypore's ships crossed the ocean on their way to the Arabian peninsula, carrying cargo, people, and stories ●

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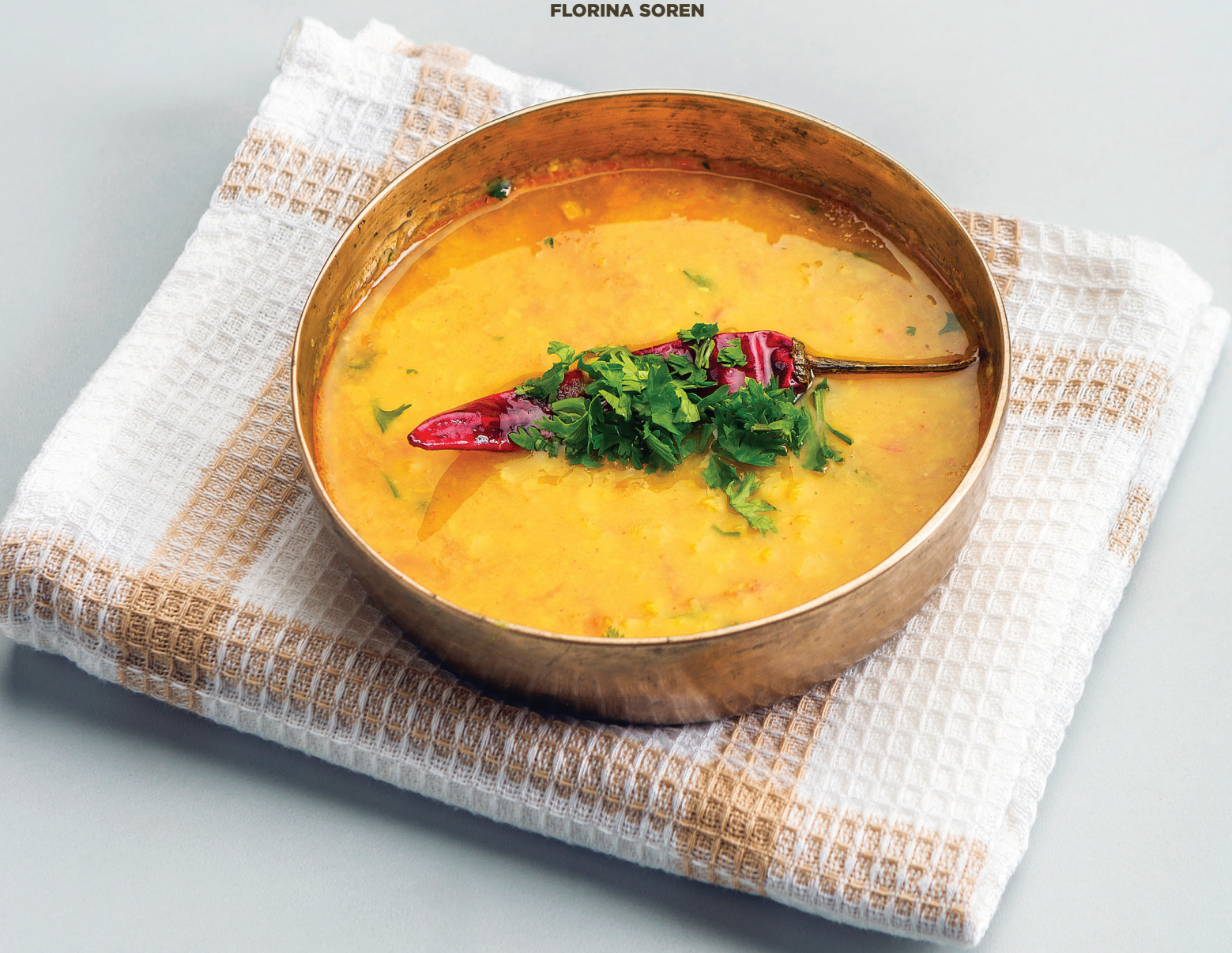
OLD FAVOURITES REINVENTED

While world flavours are finding their way to the Indian table, traditional cuisine is making a comeback like never before. Restaurants are taking their guests back in time with nostalgic gastronomic experiences, serving food that's re-imagined, innovative, and exclusively curated

FLORINA SOREN



> The warmth of the light, brass, textures, patterns, fragrance and music all come together to create a sense of another time without making the space feel like a recreation of the past.
>
> SAGAR KUMAR, SILQ

Food is what comforts your soul. Sometimes, it also brings back memories of happy times. And the promise of this is exactly what eateries across India are getting better at. More and more brands are refashioning traditional Indian cuisine and making it appealing to today's food aficionados. More than just the dishes on the menu, it is about the storytelling, about weaving the taste of the past through curated experience – complete with handcrafted crockery, a mellifluous musical backdrop, and creative settings.

PRESERVING RECIPES

A guest enters a restaurant not only to eat a great meal but to go back in time. "Innovation is not always about creating something that has never existed before; it is more about rediscovering an old technique, an old way of eating, or an old story, and giving it a place at the table all over again," says Sagar Kumar, Director, SILQ. His restaurant in the capital's upscale Malcha Marg embraces the historic Silk Road. For, beyond trade, this route was a passage through which people, cultures, ingredients, and techniques journeyed.

"We wanted to bring some of that movement back to the table. A lot of what we do comes from looking at the food and traditions that travelled these routes, particularly the art of (making) kebabs, cooking over fire, slow cooking, and the use of fragrant spices. At the heart of it, the menu is an interpretation of the Silk Road today," adds Kumar.

Satpura, Kikli

Here, the fragrant *Kesar Chandan*, the welcome drink, sets the mood and takes the story forward.

Another is Daryaganj, which has been recreating the magic of Delhi 6. The stories behind the dishes add another layer to that rediscovery. Some preparations connect back to Daryaganj's own culinary history, while others draw from the wider food culture of Old Delhi (and India). "We have taken a dish that is deeply rooted in Indian street-food culture and reinterpreted the experience through a completely different texture and presentation – there is the *24 Karat Mutton Biryani,* which gives a very familiar celebratory dish a distinctly 'gold' expression," tells Raghav Jaggi, Founder & Promoter, Daryaganj Restaurants. "The idea is not to change what makes the dish recognisable, but to give it a different visual and experiential character."

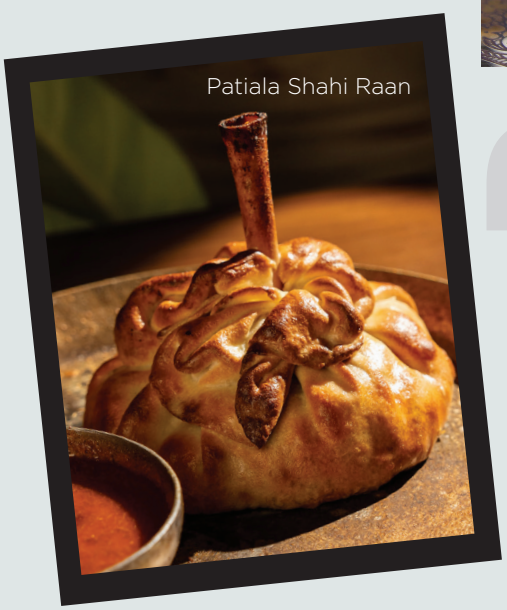
The restaurant has brought back recipes such as *Nargisi Kofta* and *Jelly Fruit Cream Custard*, old favourites and menu standouts in the 1950s. "So, there

is innovation in creating something new, but there is also something equally interesting about looking back into our own culinary history and bringing those preparations back into the conversation," Jaggi adds.

DOWN MEMORY LANE

Chef Amninder Sandhu of Kikli endeavours to stay true to culinary customs. "We start with the food and techniques that belong to Punjab, and then look at how we can make them work for the way people eat today. There is more attention to balance, seasonality, produce, and portioning, but the soul of the dish remains intact," she explains.

With dishes such as Gobhi Bharmi, the restaurant focuses on allowing the vegetable and the traditional flavours around it to take centre-stage, rather than burying them under a bed of richness. The technique and presentation may change, but the reference point is always the original dish. For instance, the *Five Senses Curries* (available in mutton and chicken) are designed to be experienced as they are eaten. The curry, slow-cooked and prepared with onions, tomatoes, and whole spices, reveals itself in stages: the gentle whistle of the cooker, the moment the lid is lifted, the aroma that follows, and finally, the first bite. Much of this process plays out in the open kitchen, making it part of the dining experience – and engaging all five senses. Then there are *Katlama, Bun Kaleji, Raan Chaap Pulao*, and *Satpura Chaat*, dishes



Patiala Shahi Raan

We look at Punjab through its many influences and its many stories. The food carries references to the old cities, royal kitchens, roadside food, home cooking and the communities that shaped the region.

CHEF AMNINDER SANDHU, KIKI

> We wanted to create a space where old-world traditions could sit comfortably with the way we live and dine today. That is why the interiors are not just decorative elements around the food. They are part of the experience.
>
> RAGHAV JAGGI, DARYGANJ RESTAURANTS

that allow patrons to encounter the diversity of Punjab's food landscape.

In most of these restaurants, the story begins even before the first dish arrives. It unfolds through the space, the fragrance, the music, the rituals – and eventually the food. It is everything that happens around the meal, and the memories of that one lunch/dinner remain with every guest for a long time.

ELEVATING THE SENSES

The food, then, is only a fraction of the experience. The decor, music, and presentation matter too. Detailing is an important part of presentation, and restaurants go all out to source every piece to fit perfectly into the story being told. Take the setting at Daryaganj Gold, which draws from Delhi's visual and culinary heritage, instead of revisiting any one neighbourhood. The restaurant builds on everything the brand is known for, while extending the experience

Dessert Platter, Daryaganj

a little further. It can seat over 150 guests, creating a space where food, atmosphere, and nostalgia come together thoughtfully. The mural wall here, for example, displays the lanes of Daryaganj from 1947, connecting it visually to the city's past. And, meanwhile, Silq entralls its guests with live classical music every evening bringing in a sense of calmness and serenity.

So, this festive season, as families reunite for that grand dinner, allow yourself to savour Indian cuisine in all its depth, deliciousness, and glory. There's no better time to do so ●

SpiceJet SUPERSTARS

Meet the achievers of the month from the SpiceJet family, who have stood out for their outstanding work.

ROHIT DOGRA

Cabin Crew Rostering (IFSD)

Experience with SpiceJet

Two decades in aviation have taught me that while aircraft connect destinations, it's the people who truly give an airline its wings. Moving from the cabin aisle – eagerly learning the ropes at 35,000 feet – to the operational nerve centre showed me the immense teamwork that drives every departure. From mentoring crew as a Check Cabin Crew to steering Base leadership roles and diving into the heartbeat of operations in Rostering, has been an amazing journey. I would like to thank everyone at SpiceJet for giving me this wonderful opportunity to grow professionally.

Internal Appreciation

A big shout-out to Rohit Dogra for keeping our day operations running smoothly amid various uncontrollable operational challenges. Crew rostering in aviation is a massive puzzle with constant changes, and his positive attitude helps steer any situation seamlessly. He is remarkably positive in his approach, and always ready to help. Thank you Rohit, for your hard work, often behind the scenes. Wishing you the best in your career ahead.

VIKAS DHINGRA

Revenue Management

Experience with SpiceJet

In my 13 years at SpiceJet, I have gained a strong understanding of the complexities of airline revenue management – from managing revenue opportunities and optimising processes to working with technology and data to support better commercial decisions. The support of leadership alongside collaboration with cross-functional teams, have played an important role in a journey that has also strengthened both my professional and leadership capabilities. The organisation believes in supporting talent and I really appreciate my teammates and seniors for being there for each other.

Internal Appreciation

Vikas's strong understanding of revenue management allows him to connect commercial objectives with operational realities and technology capabilities. He takes ownership of challenges, works closely with cross-functional stakeholders, and focuses on creating solutions that are aligned to business requirements. Vikas has consistently sought to look beyond day-to-day revenue management and contribute to the organisation's broader business objectives.

Photo by **Afsar Ahmad**
(Delhi - Darbhanga)

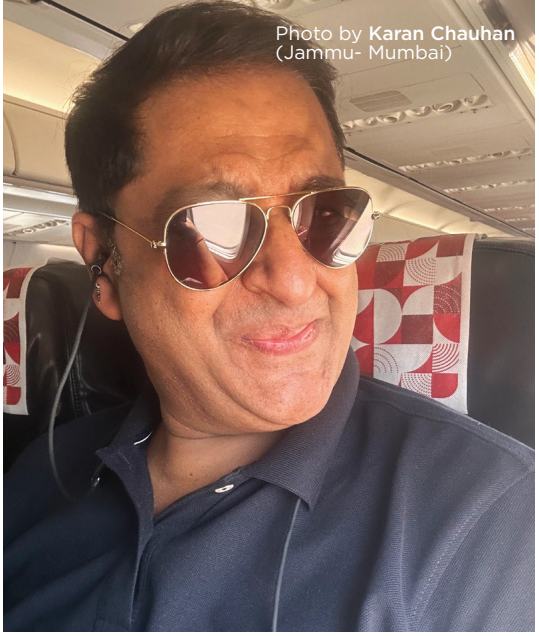


Photo by **Karan Chauhan**
(Jammu- Mumbai)

Photo by **Rashid Hussain**
(Mumbai - Patna)

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(Pune - Delhi)

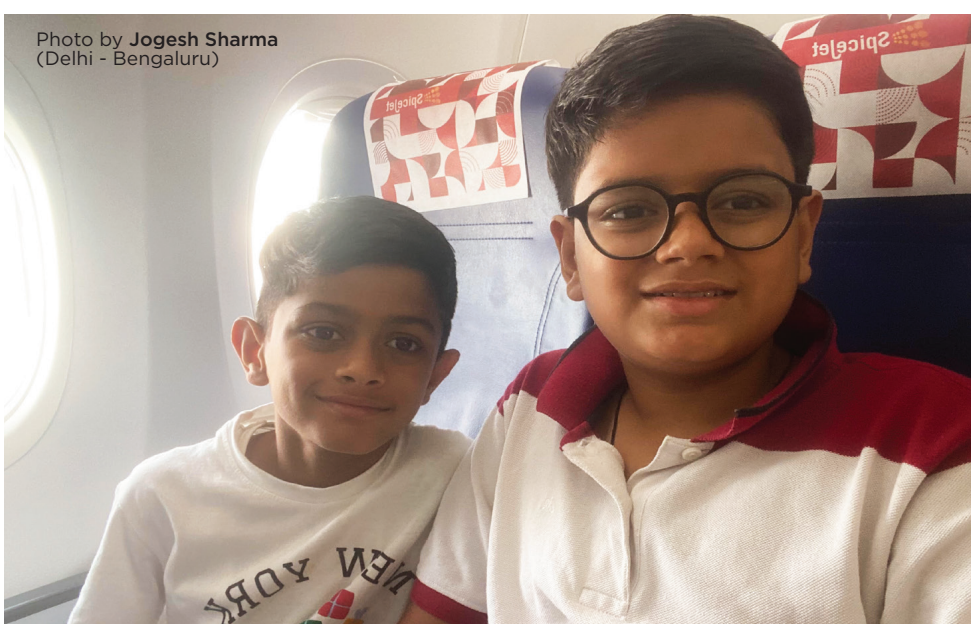


Photo by **Jogesh Sharma**
(Delhi - Bengaluru)

TAKING SAROD BEYOND *traditional space*

For brothers Amaan and Ayaan Ali Bangash, the sarod is both legacy and a living language. Trained by their father, sarod virtuoso Ustad Amjad Ali Khan, they have taken its timeless sound into rock, electronic music, and global collaborations.

PALLAVI SINGH

What does reinventing tradition mean to you?

Amaan: Though we have pushed the boundaries of classical music, we have never diluted the form of the raga or the way it should be played or presented. I believe in the quote, "freedom within discipline". Reinventing tradition means that whatever has been taught to us and absorbed over the years from our father, our Ustad, and other legends we have listened to, we have to make the music easier for today's generation to connect with. We have to get out of our comfort zone and bring the music into their comfort zone.

What draws you to experimentation?

Amaan: This is the need of the hour. Ayaan and I were born in the late 1970s and early 1980s, because of which we connected with the music around us while we were growing up. We grew up listening to artists like Bryan Adams, Elton John, Michael Bolton, and also to

Ustad Amjad Ali Khan with wife Subhalakshmi Khan

trance music. So, we were brought up in a very different musical time zone. Obviously, you adapt to that space and you keep going with it. And we have had the opportunity to play with artists like Yungblud, Joe Walsh of the Eagles, and the great Derek Trucks, and also to perform with various symphonies.

What did your Grammy-winning project mean to you?

Amaan: It is all about gratitude and humanity. It is about giving yourself to the universe, to the Gods and the angels around us, and simply trying to make the world a better place for all of us. It was a unique and simple album, talking about love, forgiveness, peace, thank-yous and sorrys – I guess that's why it connected.

As goodwill ambassadors for WWF India, you have also used music to

We grew up listening to artists like Bryan Adams, Elton John, Michael Bolton, and also to trance music. So, we were brought up in a very different musical time zone.

celebrate India's tigers. Can music inspire greater sensitivity towards nature?

Amaan: Absolutely. My brother and I wanted to do something for the big cats because India has such a variety of them, and this album is inspired by the regions where the jungles are – with Maand in Rajasthan, Bihu in Assam, and Bhatiali in the Sundarbans. Music has a strong relationship with – and a very strong impact on – wildlife and nature. It can also be therapeutic, and connected to health, mental health, and wellness.

In an age of instant entertainment and constant noise, what can meditative music offer today's listener?

Amaan: Meditative music is very important for good health, well-being, and direction. When you reach out to any God, from any religion, it is often through music. You sing to get God's attention. Personally speaking, I feel music is God's own language.

How are you and Amaan bringing new dimensions to the sarod while staying rooted in tradition?

Ayaan: We have always tried to reach out to a new audience through our music. We have taken the sarod to new platforms and genres where it had not been earlier. My father already made the instrument 'peak' in all its expressions, so the journey beyond that was always very challenging, but by God's grace, one has been able to take his message of unity, peace, and compassion forward through our own musical projects. Today, we feel that we are custodians of a tradition that celebrates humanity and unity.

What did the collaborations with Yungblud and Gorillaz teach you about taking the sarod beyond its traditional space?

Ayaan: Collaborations have always been something very close to my heart, so to work with artists like Yungblud and Gorillaz is giving a very deeper message of celebrating music beyond cultures and borders. The sarod doesn't need to lose its identity to enter new musical spaces. In fact, its identity is what makes it interesting. The most important lesson has been to remain rooted while being open. Tradition gives you the foundation, but curiosity gives you the freedom to experiment. The sarod has travelled through

Pandit Vijaykumar, Pandit Narayanan, and their team delivering a masterful chant for the album 'Chants for Unity'

> The sarod doesn't need to lose its identity to enter new musical spaces. In fact, its identity is what makes it interesting.

generations, and I believe it can continue to evolve without losing the soul and spirit of where it comes from.

Your upcoming album continues your exploration of the sarod. What new musical territory does it take you into?

Ayaan: Chants for Unity is an offering of music, prayer, and hope, reminding us that beneath the differences of language, culture, belief, and identity, we are all connected by the same human spirit. At its heart is a simple belief: chants can heal the soul. Sound can reach places within us that words cannot, creating harmony within the individual and between one human being and another. The album brings together the meditative depth of the sarod with the timeless power of sacred chants, shlokas, stotras, and kirtans. It also marks the vocal debut of our mother, Subhalakshmi Khan ●

Rapid Fire

Ayaan Ali Bangash

Grammy in one word
A blessing

Sarod in three words
My happy place!

A raga you return to often
Malkauns

One sound that instantly soothes you
Sound of the tanpura

Ayaan beyond music
A family man

Amaan Ali Bangash

Sarod in three words
All my father's doing

Your most memorable collaboration
Joe Walsh, in California, with my brother and father

Rock or classical?
Rock

A musician who inspires you (apart from your father)
Elvis Presley and Ustad Zakir Hussain

One thing you cannot travel without
A cell phone

A STORY BEHIND Every Mask

Handcrafted, colourful wooden masks depicting a motley cast of characters, enacting stories of demons and gods, are at the heart of Perni Zagor, Goa's only (and now vanishing) mask-dance drama.

MINI RIBEIRO

Directorate of Art and Culture Government of Goa, Dr Pandurang Phaldesai and Mr. Shivanand

The cane *petaro* (basket) hasn't been opened for a year. It sits in the corner of a Goan home in Fatorpa, half-forgotten, until the lid is lifted on the day of the performance. Inside, a carved wooden mask stares back, its eyes wide and painted gold, its expression frozen somewhere between fury and grace. Every so often, on festival days, the mask would transform into a god but despite being in this family for generations, it is rarely used nowadays.

There is Waghro (tiger), Pavno (bird), and many others from an older world of nature, fertility, and spirits, each bringing to life the folklore in Perni Zagor. These masks, safeguarded in a handful of houses in Goa, are treated less

like objects and more like ancestors. Preserved, revered, and treasured.

ROOTED TO THE LAND

"Performed by the Perni community, Perni Zagor is an important celebration, where the village deity is invoked for the well-being of villagers by keeping a night vigil," informs Dr. Pandurang R. Phaldesai, an eminent cultural historian and folklorist based out of Goa.

Before an enactment, the Perni Zagor troupe, usually comprising of hereditary performing families, places the petaro – with its prized masks – near a shrine in the temple compound, to seek community approval. Villagers, meanwhile, shower rice, coconuts, and oil as offerings from the temple committee.

As dusk settles over the village and the drums begin their steady rhythm, one by one masked characters emerge into the flickering light, each carrying a story, a personality, and a role in a ritual.

The night opens with an invocation. Venerated figures like Ganapati and Sharda (goddess of learning) appear first, blessing the gathering and sanctifying the space. Their presence sets a spiritual tone before the scene gently shifts to stories drawn from the playful world of Krishna, engulfing the arena with music, warmth, and laughter. As the hours pass, masks portraying mischievous spirits, wandering characters, and a matari – the sharp-tongued old woman – exchange banter with the crowd, evoking much mirth.

Then the mood changes. The drums grow louder. Shadows lengthen. From the darkness loom demons with masks, fierce expressions, and commanding movements. Their arrival electrifies the atmosphere. What began as celebration metamorphoses into an epic drama. And underlying it all is one message: that divine forces eventually confront and overcome the demons, triumphing over evil.

Between these dramatic moments are the vibrant interludes, which include a spirited horse dance celebrating rural life, its energetic movements echoing the community's agrarian roots. And by the time dawn breaks and the final drumbeats fade, the audience has travelled through a night of devotion, humour, suspense, and wonder.

THE MASKS' MANY FACES

"Our family masks are 200 years old, with characters like Shri Krishna, Sharda, Peacock, and Tiger," says Anand Vaghurmekar, one of the descendants of the performing families of Ponda taluka.

Originally carved by the Chari (carpenter) community in each village inhabited by the Perni, the masks had to be comfortable enough to be worn all night by the actors. Thus, the wood used to craft these was soft; amply forgiving to yield to a blade without splintering, enduring enough to hold the most refined and lifelike expression shaped by the carpenter. Slowly, over days, a brow appeared, then a nose. And finally, the particular tilt of a mouth that decided whether this demon looks wicked or truly terrifying. After the carving, the mask is painted in deep reds, blacks, and ochres.

The soft wood of the shivan tree, shares Phaldesai, allowed the masks to be easily hewn, and gave them a certain lightness. "This enabled performers to hold on to the masks during their long acts. All masks had the same characters – demons, gods, animals, deities – but the styles and names differed from family to family," he adds. And after every performance, the masks would be stored carefully, set aside until the next time.

FADING LEGACY

These masks are still preserved at Vaghurmekar's Ganesh Sadan in Vaghurme, the origin village of Perni Zagor, in Ponda taluka. "Each mask is irreplaceable. No two families carve the same face. A goddess might wear serenity in one home and quiet ferocity in another. To hold one of these masks, then, is to hold onto a family legacy and their interpretation of storytelling," Vaghurmekar explains.

Unfortunately, this age-old dance drama faces an uncertain future owing to a decline in the number of trained artistes, and a lack of patronage and interest. "Today, only five families possess a set," reveals Vaghurmekar. And so the masks in the *petaro* patiently await their turn ●

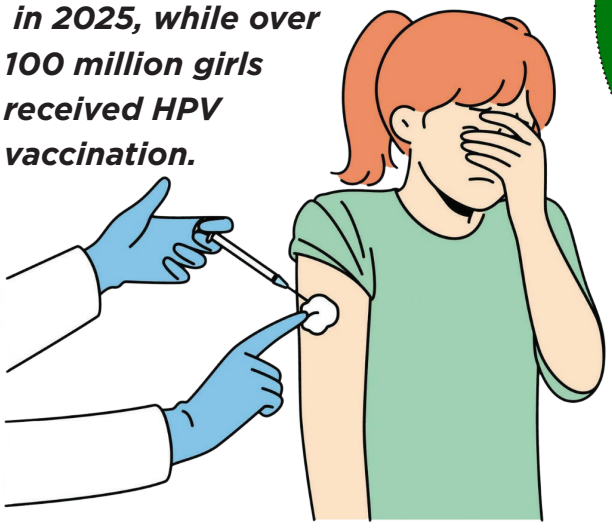
International day of the Girl Child

Observed every year on 11 October, the International Day of the Girl Child highlights girls' rights, challenges and opportunities while calling for greater investment in their education, health and well being. The United Nations officially designated the day in 2011 through Resolution 66/170.

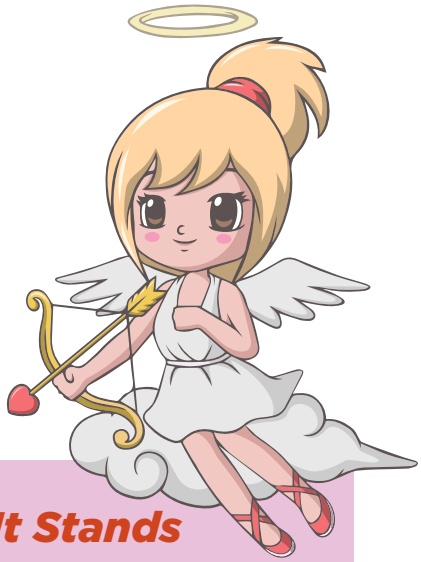
Around **650 million** women and girls alive today were married during childhood, according to UNICEF's 2026 estimates.

133 million girls are currently out of school worldwide, ***and it is reported that nearly 4 in 10 adolescent girls*** and young women do not complete upper-secondary education.

UNICEF reports that more than 275 million girls received nutrition support through its programmes in 2025, while over 100 million girls received HPV vaccination.



In 2025, **86 million** girls were supported to access education, while **17 million** participated in skills-building programmes through **UNICEF**-supported initiatives.



Why the Day Matters

The observance is not only about recognising the challenges girls face but also about recognising their leadership and potential. From education and climate action to technology and community leadership, girls are increasingly shaping solutions to global challenges. ***The 2026 theme is "End child marriage and invest in girls' rights!",*** emphasising the need to protect childhood, expand opportunities and ensure girls can make informed choices about their futures.

India: Where It Stands

India's Beti Bachao Beti Padhao (BBBP) programme, launched in January 2015, focuses on preventing gender-biased sex selection, ensuring protection of girls, promoting their education and encouraging behavioural change towards the girl child.

- Sex Ratio at Birth (SRB) in India increased from **918 girls per 1,000 boys in 2014-15 to 929 in 2025-26** (provisional), according to the Ministry of Health and Family Welfare's HMIS data.
- The Gross Enrolment Ratio of girls at the secondary school level increased from **75.51% in 2014-15 to 83.4% in 2025-26,** according to Ministry of Education's UDISE data.
- The government's 2026 assessment notes that NFHS-5 recorded **1,020 females per 1,000 males in India, compared with 943 females per 1,000 males in Census 2011.**
- Under BBBP-linked efforts, the Kanya Shiksha Pravesh Utsav initiative helped re-enrol more than **100,000 out-of-school girls, supporting their return to education.**

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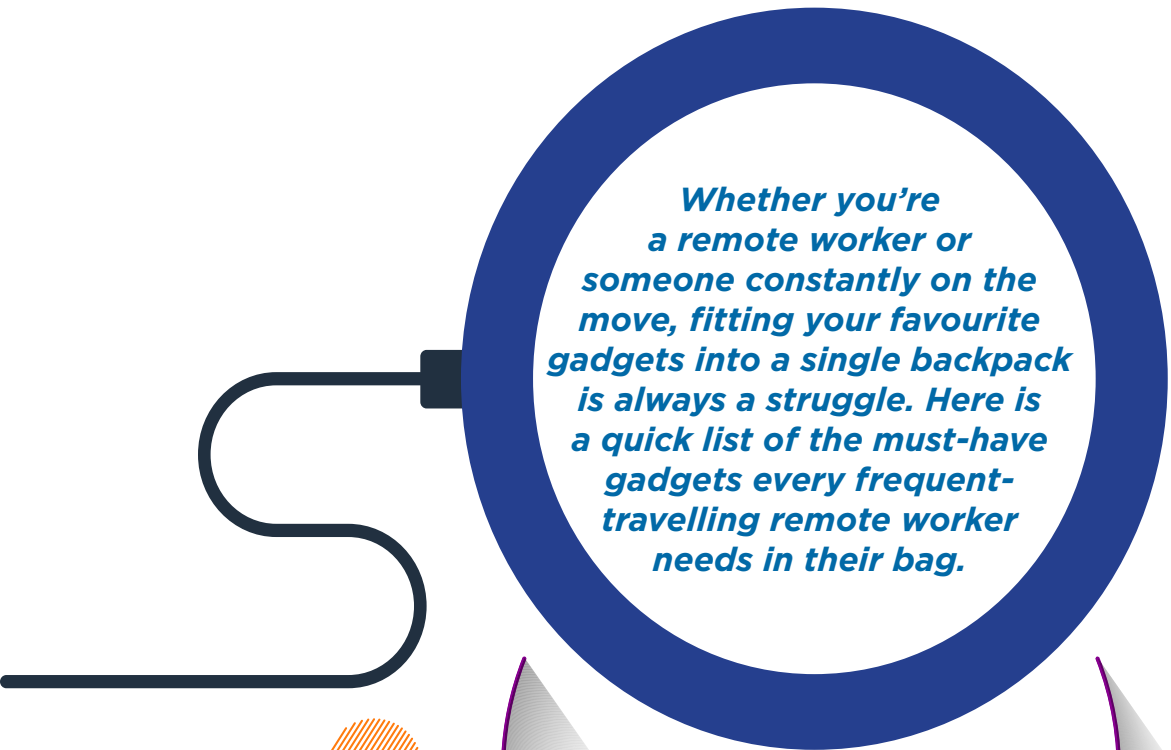

Whether you're a remote worker or someone constantly on the move, fitting your favourite gadgets into a single backpack is always a struggle. Here is a quick list of the must-have gadgets every frequent-travelling remote worker needs in their bag.

ASUS ZENSCREEN MB169CK

PRICE: ₹ 12.599

A portable display can transform almost any device into a far more capable mobile workstation, and the ASUS ZenScreen MB169CK is designed precisely for that role. Weighing around 800g. At 15.6 inches and roughly 780g, the USB-C-powered ASUS ZenScreen MB169CK slips into a laptop bag as easily as a notebook and unlocks multitasking that turns a tray table into a functional workstation.

It features a 15.6-inch Full HD IPS panel with a 1920×1080 resolution, 60Hz refresh rate and a 250-nit brightness rating. It can connect to your laptop, mobile, tablet or a portable gaming console through two USB-C ports with DisplayPort Alt Mode and a mini-HDMI port.

LOGITECH MX ANYWHERE 3S

PRICE: ₹ 9,225

The SanDisk Extreme Fit drive is an A trackpad works, but for extended work sessions, a proper mouse still is the best, and the MX Anywhere 3s is built exactly for people who don't want to be tied to a desk. Its precision can be adjusted from 200 to 8,000 DPI, while the MagSpeed electromagnetic scroll wheel makes it easy to move through long documents, webpages and spreadsheets. This compact mouse can be used on almost any surface including glass, and connects seamlessly across multiple devices via Bluetooth.

. The MX Anywhere 3s not only has a considerably long battery life of around 70 days but also charges quickly enough that a one-minute top-up before a meeting is genuinely enough to get through the day.

XIAOMI POWER BANK 20,000 165W

PRICE: ₹ 5,499

No one wants a situation where your gadgets run out of power while travelling. Carrying multiple charges and cables is yet another issue when you're in space saving mode. It offers a 20,000mAh capacity, maximum output of 165W, 120W single-port charging and 90W fast self-charging. It also includes USB-C PD 3.0 and PPS support, a digital display and multiple protection layers.

It also comes with an integrated USB-C cable, further reducing the cable clutter from your travel bag. At 486g, it is not an ultra-light power bank, but the capacity and output make it suitable for charging a laptop, phone, tablet and accessories during long journeys or power interruptions.

SENNHEISER MOMENTUM 5

PRICE: ₹ 39,990

The Sennheiser Momentum 5 Wireless headphones feature hybrid adaptive active noise cancellation, eight microphones, transparency mode, beamforming for calls and Bluetooth 5.4 with support for advanced audio codecs.

These headphones are designed for both concentration and communication and offer strong active noise cancellation along with genuinely long battery life, so a long-haul flight doesn't leave you rationing playback time. The headphones weigh approximately 290g and include user-replaceable batteries, which can improve their long-term practicality.

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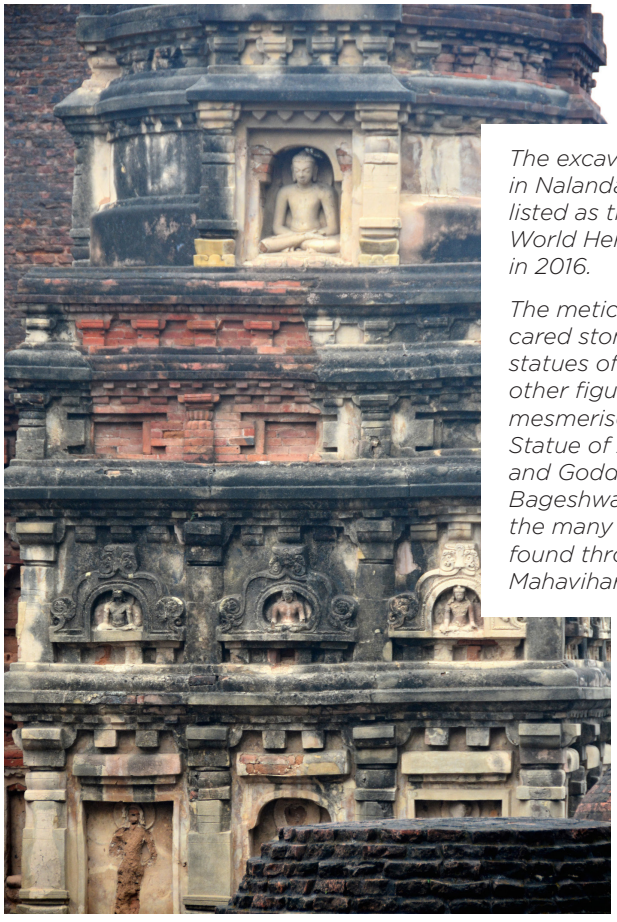
Land of Ancient Wisdom

Nalanda

Spread over an area of 23 hectares, the archaeological site of Nalanda Mahavihara (University) dates back to the 5th Century. In brick red colour, the widespread complex has *stupas, chaityas, viharas* and *shrines.* One of the earliest institutions that nurtured intellectual exchange, Nalanda is a powerful symbol of India's glorious academic and spiritual legacy.

The historical development of the site testifies to the development of Buddhism into a religion and the flourishing of monastic and educational traditions.

A sacred place of enlightenment and knowledge, Nalanda was one of the world's first international residential universities. It was here that the Buddhist philosophies flourished and many from around the world came to gain knowledge.



The excavated ruins in Nalanda have been listed as the UNESCO World Heritage Sites in 2016.

The meticulolously cared stone art statues of Buddha and other figurines still mesmerise visitors. Statue of Avalokiteswar and Goddess Bageshwari are among the many statues found throughout the Mahavihara.

A popular Buddhist sites, pilgrims from around the world visit Nalanda.

Staircases form an integeral part of the university complex. Visitors can easily climb up and get a glimpse of the widespread complex in all its beauty. The multi-level structure adds an stunning character to the landscape.

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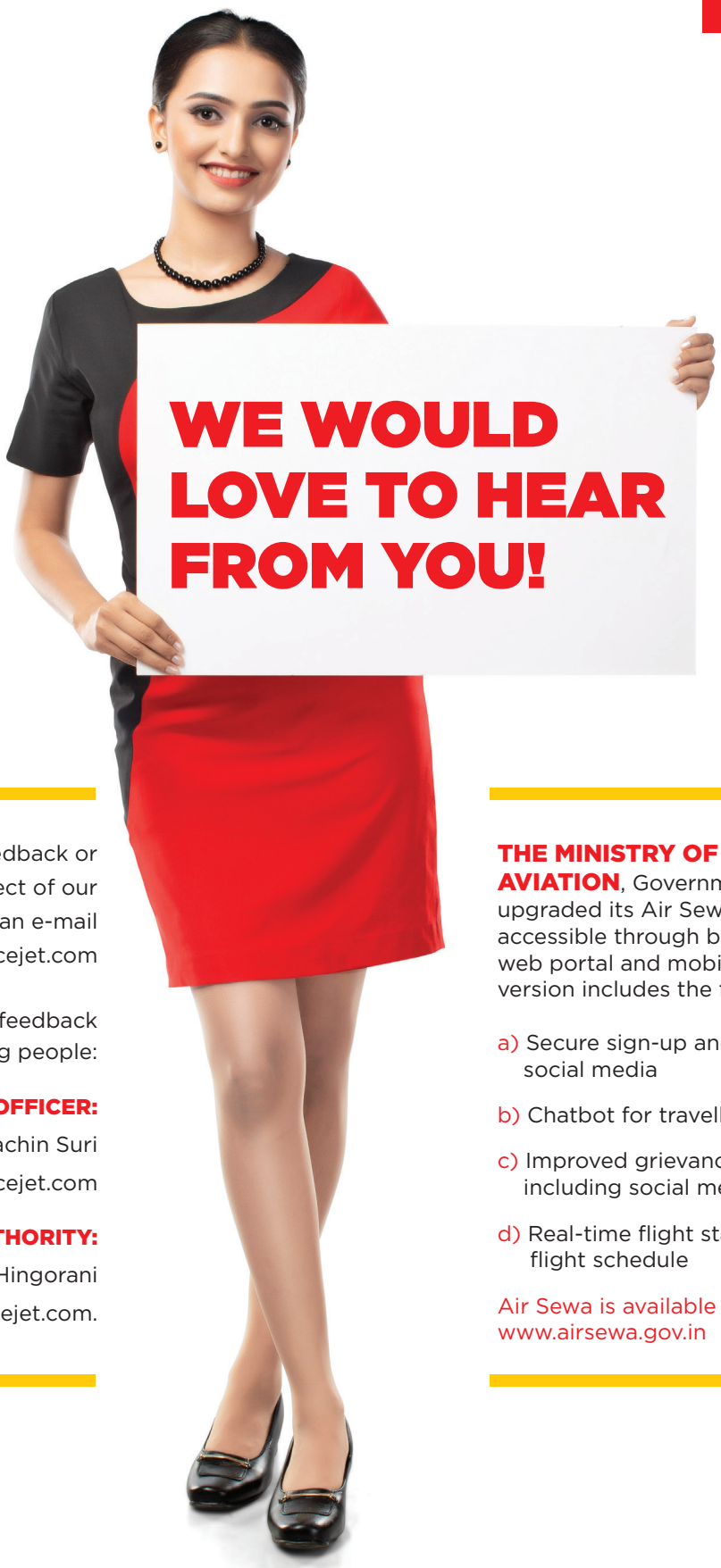

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THE MINISTRY OF CIVIL AVIATION, Government of India, has upgraded its Air Sewa portal, which is accessible through both interactive web portal and mobile app. The new version includes the following features:

a) Secure sign-up and log-in with social media

b) Chatbot for travellers' support

c) Improved grievance management, including social media grievance

d) Real-time flight status and detailed flight schedule

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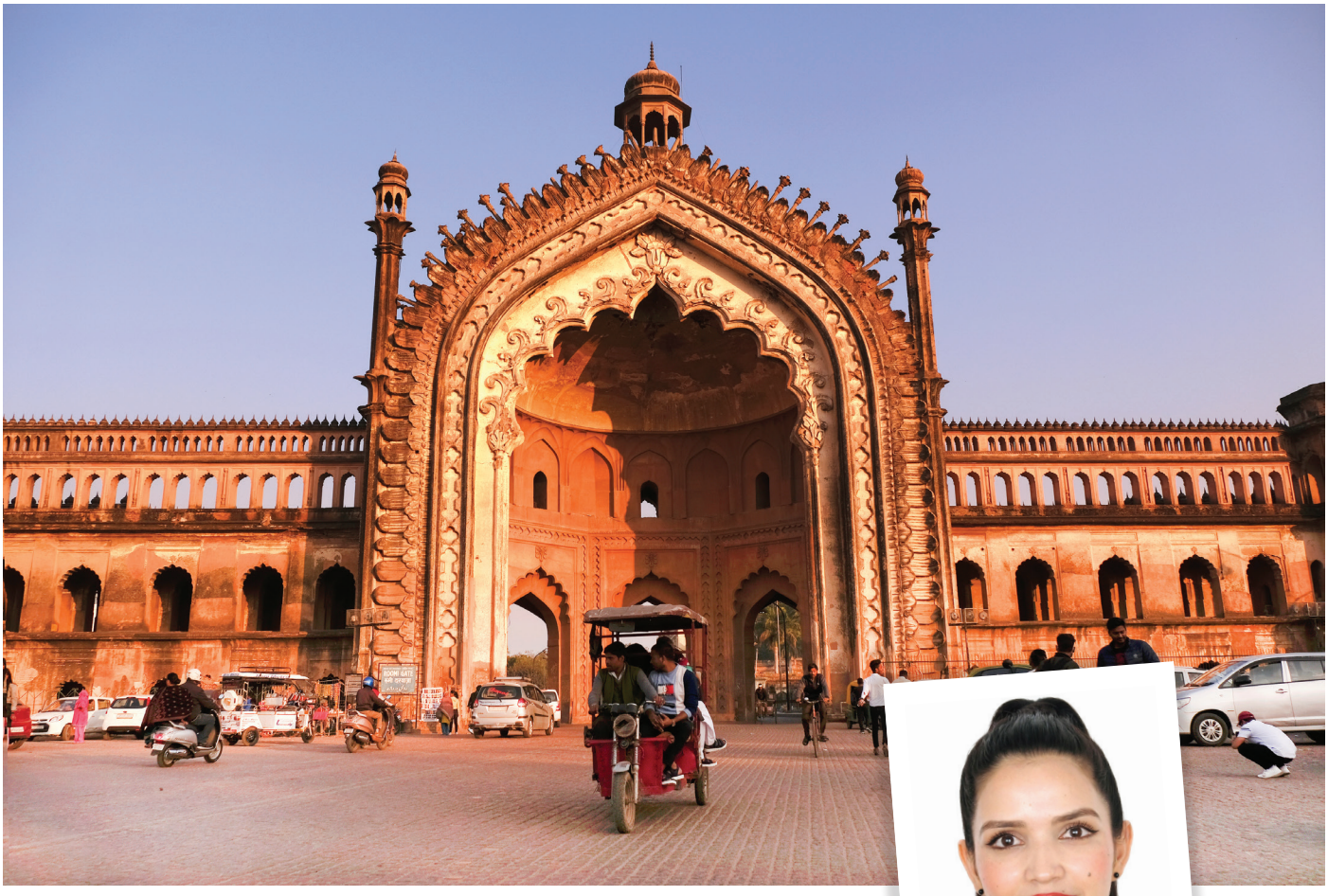

My Town

In our series, we travel to various Indian destinations with a SpiceJet family member. This time, Pooja takes us around her home, Lucknow.

MS. DEEKSHA SINGH
CREW

Where is your hometown, and what makes it so special?

"Pehle aap." Two simple words, and somehow an entire city is contained in them. Grace in conversation. Generosity at the table. History in the streets. My hometown Lucknow, the City of Nawabs, is special for its tehzeeb – the grace, warmth, and old-world courtesy that still finds its way into everyday conversation. People still say "pehle aap", and "janab", not as a performance but as a small instinct to make space for another person. That spirit is a legacy of Awadh, of generous hospitality, poetry, Kathak, and the patient craft of chikankari. You notice it in the language, in the way guests are received, and in the unhurried pleasure of sitting together over chai. Come once, and you will take back warmth.

The one thing that keeps on bringing you back again and again...

Lucknow's soul is what brings me back. The comfort of home, evening chai in Hazratganj, and that unmistakable feeling that the city welcomes you back like family. No hurry, no need to prove anything – just belonging.

Which is the perfect hangout spot in Lucknow?

If you fancy a quiet evening, head to the Gomti riverfront around sunset. You'll find that a kulhad of chai alongside makes the view even better.

Name one restaurant you would recommend to a visitor, and a can't-miss delicacy on the menu...

Come hungry. Because in Lucknow, food is another language of hospitality.

For an authentic taste of the city, *Tunday Kababi* in Aminabad is a classic. This establishment's Galouti Kebab is celebrated for its almost melt-in-the-mouth texture and elaborate blend of spices. Pair it with the distinctive Ulte Tawe ka Paratha and you have one of the city's signature bites. Dastarkhwan is another icon, the place to go when it's a fuller meal – an Awadhi treat – you're after. For chaat, head to Royal Cafe. Here, the layered and crunchy Basket Chaat is not only a Lucknow favourite but a snack whose fame has crossed borders. And if you're visiting the city in the winter, you simply must taste the airy and soul-satisfying Malai Makkhan.

What is the best season to visit Lucknow and why?

Between October and March, when the weather is pleasant and perfect for sightseeing. It is also when Lucknow's winter food traditions come into their own (including the much-loved Malai Makkhan).

Which must-visit places would you recommend back home?

Walk without a strict itinerary, for the pleasure is in the details. Embrace the city slowly; the best Lucknow plans leave room for wandering, for here's a place that doesn't just show you its heritage, it makes you feel it. So, take a stroll through Hazratganj, for shopping, chaat, and old-world charm. Then there are the classics, the landmarks that have brought Lucknow architectural renown: Bara Imambara (famous for its maze, Bhool Bhulaiya), Chhota Imambara, and Rumi Darwaza. Beyond the impressive testaments to the Muslim imagination are the spaces that give Lucknow its character, among them Aminabad, the bustling and atmospheric marketplace on the old side of town, the Gomti riverfront, and Ambedkar Park. Still, more than any checklist of monuments, what you leave Lucknow with is the sense that history can still be lived, hospitality can still be instinctive, and a city can make a stranger feel at home.

Suggest a few places for a day trip nearby...

The laid-back town of Dewa Sharif is well-known for the shrine of Haji Waris Ali Shah, a Sufi saint; Dewa (as it is also referred to) is approximately 30 kms from Lucknow, and makes for a pleasant day out. For nature lovers and birders, Nawabganj Bird Sanctuary promises serene vibes and an abundance of avian species (especially during winters, when the migrants arrive); it's around 45 kms from Lucknow. Further out (135 kms, approx.) is Ayodhya, Lord Ram's birthplace and home of the Ram Mandir, and a city soaked in spirituality and history.●

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make an initial public offering of its Equity Shares and has filed the DRHP dated September 30, 2025, with SEBI and the Stock Exchanges on September 30, 2025. The DRHP is available website of the Company at www.pridehotel.com and on the websites of the Book Running Lead Managers ("BRLMs"), i.e. Motilal Oswal Investment Advisors Limited and JM Financial details relating to such risk, see 'Risk Factors' on page 41 of the DRHP filed with SEBI and the Stock Exchanges. Potential investors should not rely on the DRHP filed with SEBI and the investment decision. The Equity Shares offered in the Offer have not been have not been and will not be registered under the United States Securities Act of 1933, as amended (the "U.S. the U.S. Securities Act and applicable U.S. state securities laws. Accordingly, the Equity Shares are being offered and sold outside of the United States in "offshore transactions" in

PREDICTIONS
October 2026

Dr. Prem Kumar Sharma

(Astrologer, Palmist, Numerologist, Vaastu Consultant & 3-Time Limca Book of Records Holder)

email: psharma@premastrologer.com | **web:** www.premastrologer.com

ARIES

Domestic concerns may call for added patience, so address disagreements with composure and restraint. Career advancement could unfold slowly, with significant outcomes taking longer than anticipated. A journey may provide a refreshing change of surroundings. Sustained academic effort can yield satisfactory achievement.

Lucky Number: 2

Lucky Colour: Green

TAURUS

Workplace developments could earn recognition, introduce greater responsibility, or present a useful opening. Thoughtful management of expenses keeps finances comfortable. Sound physical condition helps sustain an energetic routine. Unfinished duties may also move ahead smoothly, producing gratifying outcomes.

Lucky Number: 1

Lucky Colour: Red

GEMINI

A healthy lifestyle keeps you active, alert, and equipped to handle a demanding schedule. Professional growth may need patience before substantial gains become evident. Travel arrangements could encounter delays, making adaptability essential. Networking and individual pursuits may deliver worthwhile accomplishments.

Lucky Number: 18

Lucky Colour: Grey

CANCER

Monetary strain could intensify, making it wise to curb avoidable expenditure and steer clear of risky commitments. Vocational affairs advance at a measured pace, demanding persistence. Travel may create valuable openings, while promising memorable experiences. Well-being improves assuring sufficient recovery.

Lucky Number: 3

Lucky Colour: Brown

LEO

Money prospects look promising, and disciplined decision-making can further consolidate your position. Professional endeavours may attract appreciation or open the door to a beneficial opportunity. Home life occasionally calls for compromise when expectations differ. Social obligations should stay manageable through practical handling.

Lucky Number: 17

Lucky Colour: Yellow

VIRGO

Career takes centre-stage, offering excellent scope for elevation or success in a key assignment. Monetary stability allows plans to be pursued with greater assurance. Health deserves closer attention, as tiredness or neglected habits could affect productivity. Personal ambitions and unresolved concerns could make way for notable accomplishments.

Lucky Number: 9

Lucky Colour: Cream

LIBRA

Financial prudence becomes essential as unforeseen expenses might unsettle your budget. Professional growth may be limited, demanding perseverance before tangible progress emerges. Consistent habits contribute to physical wellness, while travel schedules might need a few minor modifications. Property decisions deserve careful assessment rather than haste.

Lucky Number: 18

Lucky Colour: Orange

SCORPIO

Professional life enters a dynamic phase, increasing visibility and creating chances to display leadership abilities. Available resources should prove adequate for planned obligations. Family equations need diplomacy to prevent needless friction. Romance may inspire a significant commitment. Property negotiations or documentation might face complications.

Lucky Number: 11

Lucky Colour: Pink

SAGITTARIUS

Excellent economic prospects may enhance savings, earnings, or overall security. Robust health enables efficient handling of everyday responsibilities. Workplace progress could be gradual, making perseverance particularly valuable. Romance might disappoint if expectations become excessive or communication turns careless.

Lucky Number: 9

Lucky Colour: Golden

CAPRICORN

Strong health gives you the stamina to approach a productive period energetically. Travel promises a rejuvenating break or an enriching experience. Career circumstances stay constructive, with disciplined endeavour aiding upward movement. Finances appear average, making careful evaluation advisable before substantial purchases.

Lucky Number: 58

Lucky Colour: White

AQUARIUS

Romance stands out this month. Financial circumstances look healthy enough to back significant plans. Career prospects also gain traction through steady endeavour. Household responsibilities might need adjustment but should stay under control. Well-being deserves extra care, particularly if irregular habits persist. Trips appear enjoyable and worthwhile.

Lucky Number: 17

Lucky Colour: Saffron

PISCES

Career ambitions receive a powerful boost, and a major assignment may showcase your abilities before influential people. Romance feels enriching. Health may suffer from an inconsistent routine, making proper sleep and recuperation essential. Avoid making hasty choices concerning a property purchase or renovation.

Lucky Number: 22

Lucky Colour: Beige

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