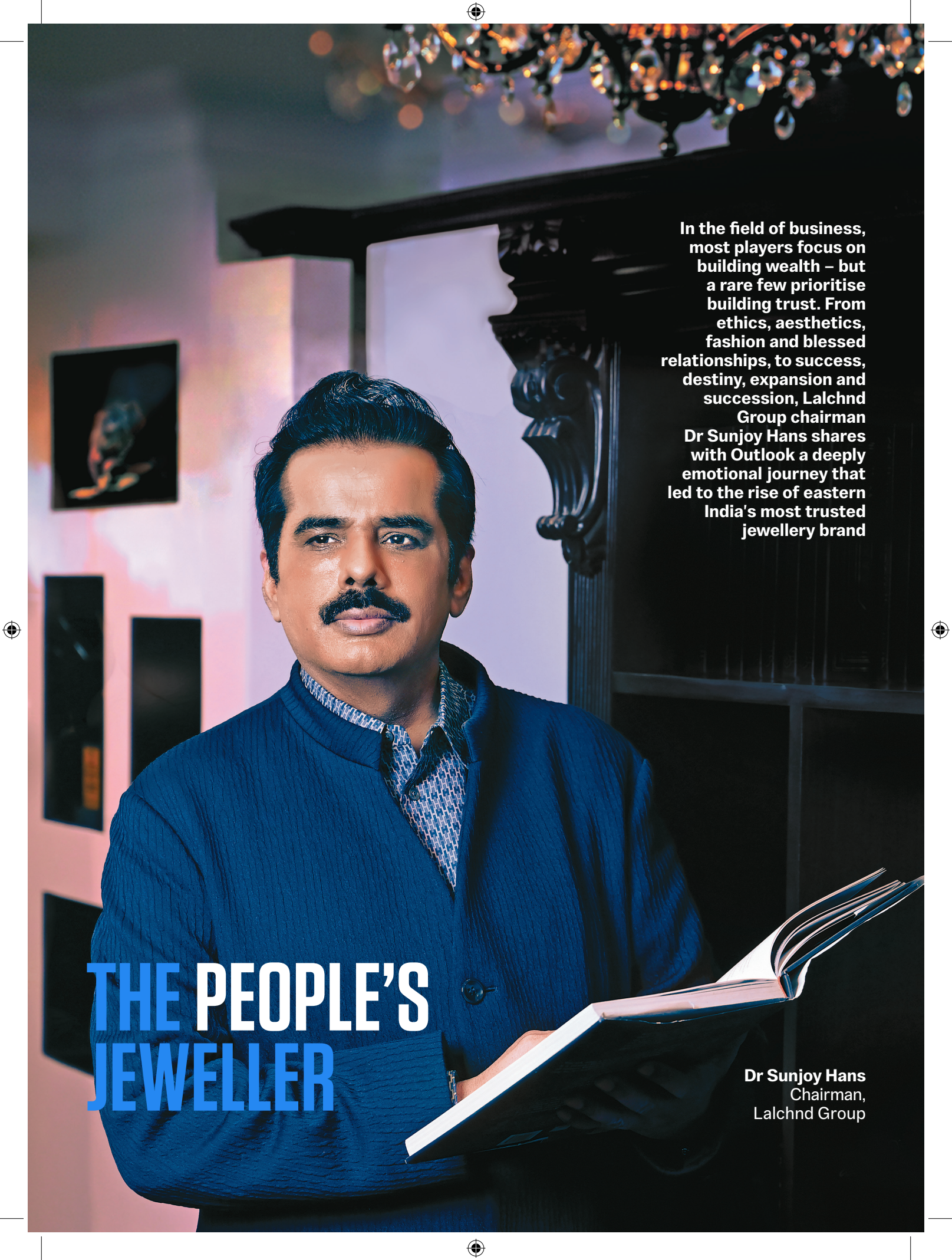


A portrait of Dr. Sunjoy Hans, a man with a mustache, wearing a blue textured jacket over a patterned shirt. He is holding an open book. The background features a dark wooden structure and a chandelier.

In the field of business, most players focus on building wealth – but a rare few prioritise building trust. From ethics, aesthetics, fashion and blessed relationships, to success, destiny, expansion and succession, Lalchnd Group chairman Dr Sunjoy Hans shares with Outlook a deeply emotional journey that led to the rise of eastern India's most trusted jewellery brand

THE PEOPLE'S JEWELLER

Dr Sunjoy Hans
Chairman,
Lalchnd Group

A

s the man behind Lalchnd Jewellers, you are counted among the most influential businessmen in Odisha. You have also been a big inspiration for young entrepreneurs particularly from your home state. How does it feel to be in that position?

If my journey as an entrepreneur can help even a small fraction of the youth – at least one young person – from Odisha to dream bigger and work with integrity, I will feel blessed and privileged to be in such a position. Influence should never become ego. To me, it is a reminder that people are watching—not just your success, but your values. Also, real leadership is not like sitting on a throne and giving orders but like being a lighthouse that shows the right direction. I have always believed that power means nothing if it cannot make people comfortable, safe and valued in your presence. See, true strength is not in power, it is in kindness that does not change with power. You can't demand

respect through intimidation; you have to command it by being an inspiration. If you walk with humility, people's hearts open on their own. Experiencing this is very special, I can tell you that.

Q Many say that the main reason behind your influential status is your ability to establish a strong emotional connect with people. Almost everyone who has known you well often uses the same set of adjectives to describe you – humble, humorous, hardworking and highly dependable.

See, I just try to listen without judgement, speak with gratitude and

PEOPLE SENSE HONESTY. THEY SENSE INTENTION. IF YOU GENUINELY WISH WELL FOR OTHERS, IT WILL SHOW SOONER OR LATER

stand by people during their difficult moments — not just during their good times. I think it is important to approach relationships without ego, expectation or calculation. You should treat people – regardless of their age or social status – with the same warmth and genuineness. People sense honesty. They sense intention. If you genuinely wish well for others, it will show sooner or later; you don't have to talk about it. Thanks to the way my parents raised us, not to mention my own life experiences, I love to share people's joy and pain and never pretend to be someone I am not. Real relationships are not based on influence; they are based on humanity.

Q Even though competition in the jewellery landscape of your home state has become a lot more intense than it was even five or 10 years ago, Lalchnd Jewellers remains the No.1 jewellery brand of Odisha. How do you manage to achieve that year after year, building such incredible credibility

as you have in a high-trust industry like jewellery?

Yes, the competition today is more intense than ever, yet Lalchnd retains its position as the top jewellery brand in Odisha. Apart from God's grace, the credit for that goes to the people of my state. It is only because of their love, loyalty and trust that we are where we are. It has never been a conscious effort on my part to make Lalchnd the No.1 jewellery brand in Odisha. As regards building credibility, we invested in systems, training, and process discipline so that the customer is never shortchanged. We never chased short-cuts, never cheated our customers and never compromised on quality and purity. We chased excellence and perfection with sincerity. Also, we never treated jewellery as a transaction. Jewellery is emotion – often linked to weddings, blessings, milestones, and family pride. So, trust is everything. From the beginning, I focused on three things: purity and transparency; design and aspiration; and customer respect before profit. When a customer feels they are protected, they return for life – and they bring generations with them. You see, trust is not built by big advertising. It is built when the same customer can walk into your showroom after 10 years and say, "I know I am safe here." Besides, I have always tried my level best to ensure that the people of Odisha have access to world-class jewellery – because they deserve nothing less. And it's also true the market trusts and respects those who cannot be bought.

Q You are well-known for your pioneering and invaluable role in cleaning up the jewellery sector in Odisha and beyond. Do you think your mission is accomplished or is it still an ongoing one?

Yes, the harsh realities of the jewellery scene in Odisha during the eighties were one of the main reasons behind my decision to enter the industry. For some reason, I had a firm belief that I could make things better. You can say that I did not enter the jewellery scene to compete; I entered to clean it up. That sense of purpose drove



HUGE HONOUR: Collecting a prestigious business award earlier this year from Mohan Charan Majhi, Hon'ble Chief Minister of Odisha, in the presence of Sambad Group founder Soumya Ranjan Patnaik at Sambad Corporate Excellence Awards 2025.

everything I did back then to fight what was wrong in the state's jewellery sector. I am very proud of the way we were able to do away with some of the wrong practices in the industry during the eighties and nineties, and jewellery buyers in our state are so much better off for it today. However, it's an ongoing mission. Our fight against new forms of unethical practices and trends – where customers are lured into misleading offers and schemes – continues even today.

Q Lalchnd Jewellers has won more awards nationally and internationally than any other jewellery brand in eastern India. Did you aspire for such awards when you started out as an entrepreneur?

No, not really, as back in the day we did not have so many industry award events. What I aspired for was to make Lalchnd a jewellery brand that would be known for world-class

products and designs, one that the people of my state could implicitly trust and I could be personally proud of. That happened and that is the ultimate reward for me, more than any award. Having said that, I am very grateful for all the prestigious awards Lalchnd has received over the years.

Q Lalchnd showrooms are considered the benchmark among jewellery showrooms in eastern India. How hard do you need to focus on aesthetics and how important do you think it is to do so?

We are very pleased with that reputation. It was a conscious effort, as part of our bigger goal to ensure that jewellery customers from Odisha should not feel the need to go anywhere outside the state to buy the finest jewellery and designs. We don't take this recognition lightly. We focused on making the layout as customer-friendly as possible. If our customers are at the heart of everything we do, why should the aesthetics of our showroom be an exception? We believe that jewellery buying is often an emotional experience, hence a jewellery showroom must feel like a sanctuary for customers. You see, a beautiful space calms the mind and a transparent space calms the heart. We focus on both aspects in equal measure. Our showrooms reflect who we are and what our

WE BELIEVE THAT JEWELLERY BUYING IS OFTEN AN EMOTIONAL EXPERIENCE, HENCE A JEWELLERY SHOWROOM MUST FEEL LIKE A SANCTUARY FOR CUSTOMERS



TWO'S COMPANY: Anvita Hans (Director HR, Lalchnd Group) and Palak Hans Sen (COO, Lalchnd North) play a pivotal role in the enduring success of brand Lalchnd.

customers mean to us. I am so glad our customers and even our industry recognises this.

Q Yours is the first major homegrown jewellery brand to have a showroom in New Delhi, which is being managed by your daughter, Palak Hans Sen, as the head of Lalchnd Jewellers' North India operations. Word in the industry is that she is a chip off the old block – in other words, your rightful successor. What do you have to say about that?

Yes, we are proud to showcase Odisha's cultural heritage in the national capital. As for Palak, helming our North India operations with the opening of our first showroom in Delhi (at Lajpat Nagar's Central Market) was by far the biggest test of her professional career. It's been reassuring to see that she is doing a good job not only there but on other fronts as well – from driving our digital media efforts, to focusing on selecting stores for expansion, to purchasing the finest of designer jewellery, and even coordinating with auditors and consultants. She is juggling a lot of roles simultaneously and successfully. Being an MBA from a top business school in Spain, she has her own unique ways of getting things done, but she has grown up with the same values that I grew up with – so there will be obvious similarities in the way we function. Whether she is my rightful successor is something that is not up to me to talk about – that is for

our customers to decide. I think she is heading in the right direction, but I must add that a successor is chosen by integrity, not bloodline. A title can be given, but legacy must be earned.

Q We know that Anvita Hans, your better half, plays a rather important role in the sustained success of brand Lalchnd. Can you tell us more about that?

Yes, she is indispensable to the success of our enterprise. Anvita has been there right from the beginning, when I had nothing but dreams to make it on my own in the world of business. She has been with me through all the ups and downs. As much as we are known for our product quality and designs, we are praised the most for our customer service. Human resources are our most precious assets, and our longstanding strength in that area is all thanks to Anvita. Over the past 35 years, she shaped our HR culture with discipline and compassion and handled this department like no one else ever could, and that continues to be the case even today.

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WORLD

Q You are an inspiration to many, but who have been your inspiration? Is there any public figure from today who inspires you?

I am inspired by leaders who build institutions with integrity and think far beyond personal success. Ratan Tata has always stood out for his quiet dignity, ethical clarity, and long-term vision – proving that scale and compassion can coexist, and that leadership does not need noise to command respect. More than individuals, it is this value-based, steady form of leadership that inspires me. It continues to guide how I build businesses, work with people, and define success – not merely by growth or visibility, but by trust, sustainability, and legacy. Having said that, I must add that I have been blessed to meet outstanding people – those who carry power with humility. Interactions with respected leaders and senior administrators taught me something important: greatness is quiet, and discipline is invisible. I also learn and draw inspiration every day from ordinary people – staff members, craftsmen, customers – because real India lives in their integrity and sincerity.

Q Even at a time when the jewellery industry is facing headwinds thanks to President Donald Trump's tariffs and global volatility, Lalchnd Jewellers is excelling at offering customers the best value-for-money jewellery. How have you managed to achieve that?

Yes, these are challenging times for our nation, and particularly so for some sectors. No doubt, jewellery is one of them. I am glad that people are appreciating the value-for-money aspect of our products even more today. But let me be honest: We have not made any special effort on this front. Our mission has always been to offer our customers the best products they can get for their hard-earned money and we leave no stone unturned to maximise customer satisfaction, no matter what is happening in the world. That is reflected in our pricing, where we sell high volumes with the lowest margins. And it shows also in our offers, which are 100% transparent with flat

discounts, lowest making charges and no misleading promotions.

Q How would you like to see Lalchnd Jewellers develop over the next decade or two? And how about you, personally?

I would like to see Lalchnd further raise the level of trust and goodwill it enjoys among customers. I want to see stronger systems and processes being put in place to create an environment where customers, staff and partners feel proud to be associated with the Lalchnd name. And personally, I want to live with more balance – less noise, more purpose. If you keep your intentions clean, life has a beautiful way of supporting you.

Q What can you tell us about Lalchnd Jewellers' expansion plans?

See, I don't believe in expansion for the sake of expansion, and certainly not at the expense of quality or commitment to our customers. As I mentioned earlier, my daughter Palak is playing a pivotal role on the expansion front and she is also being extremely careful and meticulous about selecting new stores, locations and personnel. Lalchnd is known for its personal touch. That is precisely the reason why it remains the most trusted jewellery brand in its home state. We are all about going slow and steady. After all, we are talking about a lifelong commitment.

Q The buzz in the market is that the Lalchnd Group is going to shake up the hospitality and real estate sectors in Odisha. What about that?

Yes, we are expanding our presence in the hospitality sector with a big, unique project in the 'Twin City' area. It will be a five-star resort hotel, with state-of-the-art facilities spread over 18 acres at a very scenic location by the Mahanadi river – close to both Bhubaneswar and Cuttack. Designed by internationally acclaimed architect Sanjay Puri, it will be the first of its kind and is aimed at redefining destination weddings in eastern India. The bigger purpose of this project is to make Odisha more attractive as a tourist and business destination while showcasing her rich heritage



INSTITUTIONAL VALIDATION: Receiving an honorary doctorate at KIIT University from Dr Achyuta Samanta (Founder of KIIT and KISS, second to the right) in the presence of chief guest Justice Abdulqawi Ahmed Yusuf (Judge and former President of the International Court of Justice), Ashok Kumar Parija (Chancellor of KIIT, second to the left), Dr Saranjit Singh (Vice Chancellor of KIIT, extreme left) and Dr Subrat Kumar Acharya (Pro-Chancellor of KIIT, extreme right).

and unlimited potential. It is going to be my love letter to my home state. We are also focusing strongly on real estate, with plans to launch five-star villas soon under the Lalchnd brand.

Q You have been conferred with an honorary doctorate from the prestigious KIIT university in Odisha for your contribution to the world of business and society at large. What does such recognition mean to you?

I am extremely grateful for the honour because I see it as validation of my efforts to serve my state and country in my own little way over the past decades. Coming from such a well-known institution, with the recommendation and approval of such brilliant minds and extraordinary people, like Achyuta Samanta babu, in the presence of Justice Abdulqawi Ahmed Yusuf (then judge and former president at International Court of Justice) as chief guest, truly made this award extra-special.

Q Did you ever expect to get them? And now that you have them, do they motivate you to achieve more or even do even more for society?

To be perfectly honest, no. I had never expected such recognition as I had no idea something like that could actually happen. I mean, I knew of public figures receiving honorary

doctorates from universities worldwide, but I had never imagined myself being considered for such awards. Sometimes life springs some pleasant surprises – things you never saw happening even in your wildest imagination. These things definitely motivate you to work even harder and contribute more to the world around you.

Q People who know you well say that you are an extremely spiritual person, and the way you do business is also driven by spiritual principles. Is that true?

No matter what your goals and ambitions in life may be, I think it is important to have a spiritual core so that you don't lose yourself while chasing them. Also, life by nature is unpredictable. So, I think it is imperative to have a spiritual foundation. It's this very foundation that anchors you, keeps you centred when facing tough times and challenging circumstances.

Q What is your philosophy on the power of manifestation and hard work in achieving one's dreams? What is more important?

People often confuse manifestation with magic. There is a very fine line between manifestation and delusion – that line is called action. Manifestation is not about sitting in your room wishing for miracles. It is about believing



ANOTHER MILESTONE: Accepting a prestigious award from Pravati Parida, Hon'ble Deputy Chief Minister of Odisha, and Jagi Mangat Panda, Managing Director of OTV, at Business Odisha Awards 2024.

something is possible and then taking the steps that align with that belief. I always tell youngsters to dream big and visualize boldly, but I also remind them that manifestation without action is like imagination without direction. The universe moves with you, not for you. You cannot expect success to walk towards you while you stand still. You must walk towards it with discipline, sincerity and effort. Dreaming gives direction, but action determines destiny.

Q Who or what is your spiritual anchor in life? How does having one help you?

My spiritual foundation was based on the values that my parents brought me and my siblings up with. And as I got older, I was fortunate to find someone who became my spiritual guide for life: My Bhagwan ji. In a world full of noise, people love the one who brings peace to them. My Bhagwan ji teaches that when the mind surrenders at the feet of the Divine, stress dissolves on its own. Life and work become burdens only when the ego claims ownership of results. Perform your duty as worship, leave the fruits to God, and even the most demanding business life transforms into a path of inner peace and spiritual growth.

Q What is your definition of true success? Has it changed – or, let's say, evolved – over the years?

I think happiness is success. Being happy in life, just by being yourself and doing what you want to do, is being successful. That's

because no amount of wealth, no money number, will give you that sense of success. A peaceful person is the richest person in the world. I am telling you from experience. When I was young, the walls of my room had pictures of cars and watches I wanted. Once I bought the Rolex I wanted, I started wishing for a different Rolex model. Once I had that, I wanted an Audemars Piguet, then a Richard Mille and then a customised Richard Mille. There is no end to it. First, you want to travel business class, then you go first class, then charter a flight, and then you want a private jet, right? If you link success with material goals and possessions, you will never be happy. There will always be someone else who has got more than you and you will think he or she is successful and you are not. I have always found my wife Anita to be extremely successful because she does what she enjoys and enjoys what she does. I also resonate deeply with

PEOPLE OFTEN ASK ME WHY I DON'T JOIN POLITICS. MY ANSWER IS VERY CLEAR: POLITICS DEMANDS TOTAL COMMITMENT. AND I WOULD NEVER ENTER A FIELD WHERE I CANNOT GIVE 100% OF MYSELF

what Jim Carrey (Hollywood actor) said, because it reflects a truth I have lived. Ambition is important – it builds nations, institutions, and legacies. But ambition alone cannot build inner peace. Success gives you reach, not rootedness. It gives you options, not answers. Over time, I have understood that wealth and recognition are not destinations; they are responsibilities. When the applause fades, what sustains you is not what the world sees, but the values you stand on, the lives you touch, and the peace you carry within. That is where real success begins – and where it must finally rest.

Q How important a role has faith played in your journey?

Faith gives stability when life is uncertain. I believe the supreme grace of Lord Jagannath and Sai Baba has protected me and guided me through difficult turns. See, faith cannot replace effort, but it gives you the strength to continue your effort when results are delayed.

Q If you had to identify the biggest reason behind your success as an entrepreneur, what would that be?

I think it will have to come down to a few things. Discipline, a clearly defined mission and vision, and a genuine desire to serve people to the best of your ability. Also, to be successful, you have to let go of many things – the biggest two being ego and arrogance. Their presence destroys clarity, relationships and growth. Success comes only when you choose to be humble in your behaviour, honest in your intentions and focused in your actions. Of course, you also must be committed to keeping up with the times. In my case, that meant staying up-to-date with fashion, trends and customer expectations.

Q What would you like your legacy to be in the world of business? And how would you like to be remembered in general?

In short, my biggest contribution has been in the space of ethical awakening. I am thankful to God for helping Lalchnd positively contribute to the jewellery industry in Odisha and supporting the economy and people of my home state. I am also grateful to Him for letting Lalchnd

stand tall as a legit example of the belief that shortcuts may build money, but values build legacies. Some build buildings. Some build empires. I prefer to build trust. Now, for how I would like to be remembered, I honestly don't care much about it. If I must articulate it, I would like to be remembered as someone who upheld ethics, served Odisha sincerely and built trust, not just showrooms. What matters to me is that my conscience is clear and I am not bothered about what anyone says or thinks of me at any point in time. I have no expectations and I have learnt that accepting and embracing everything that life throws at you is the best way to live happily.

Q As a top jeweller, how invested are you in the world of fashion? Is fashion awareness a necessity for success in the jewellery business? If not, why? And if yes, how so?

I am not a fashionista per se, but I do keep an eye on this world because fashion and jewellery are strongly connected worlds. Jewellery, after all, has always been a critical part of fashion and culture. Do you have to be a fashion guru to be a successful jeweller? No. But is awareness about what's in and out of fashion an important part of being a good jeweller? Yes.

Q The Lalchnd Jewellers brand is known to have the widest customer base, both in terms of age group and financial background, in Odisha. How did you manage to achieve that?

We cater for customers of all age groups, from 9 to 90. That is where fashion awareness again comes into the picture. We know what the teenagers and the younger lot are into at any given point in time. That helps us create products that they can instantly relate to. Also, we were the first to democratise jewellery

in Odisha. We did not want our jewellery to remain exclusive to the rich or upper middle class when the vast majority of our people are lower middle class or poor. Making good quality jewellery affordable to the people of Odisha was an important part of our mission and vision, right from the beginning.

Q What factors contributed the most to Lalchnd becoming Odisha's most trusted brand and sustaining that reputation without fail for over three decades?

See, from the early days itself, we had focused on raising consumer awareness about wrong practices in the jewellery industry. People



realised early on that we were on their side. We did not just talk about what's wrong, we also showed what was the right thing to do and led by example. Lalchnd was the first jeweller in Odisha to retail BIS-Hallmarked gold jewellery. We did it at a time when there was not even a single BIS Hallmarking centre in Odisha. We also pioneered a fair gold exchange system, thanks to which customers were no longer shortchanged while exchanging their gold jewellery. Over the past

37 years, we have also prioritised customer satisfaction at our showrooms.

Q In view of your popularity in Odisha and the regime change there after a long time, there is a buzz in certain circles that you will join politics.

Yes, I am aware of that, and I understand the speculation. Many people have approached me over the years to join politics. I respect them, and I am grateful for their invitation. But I always politely decline. My understanding is very clear: politics demands total commitment. And I would never enter a field where I cannot give 100% of myself. I believe service without complete commitment is not service. Everyone must choose the path where they can contribute with purity and honesty. My work is my service. I feel I can contribute more by

building institutions, generating employment, supporting craft and enterprise, and strengthening Odisha's brand through business.

Q At a time when some big-time national players have been vying for a bigger share of the jewellery market in Odisha by expanding their presence and product lineup here, Lalchnd showrooms still boast the most eclectic jewellery collection, by far the widest variety of jewellery designs, in Odisha. How do you manage that?

This again goes back to the early days. When I entered the business, it was a time when the people of Odisha had very little exposure to the range of jewellery designs that were available outside the state, especially in the big cities. They always had to choose from the rather limited range of traditional jewellery offered by the few established jewellers of those times, because they did not know any better. And those who did would have to travel outside the state to buy jewellery of their choice. I had been attending many trade fairs across the country, so I soon learnt what Odisha was missing. I resolved to change that for good. Therefore, even today, you see Lalchnd

MEMORABLE EXPERIENCES & CHERISHED RELATIONSHIPS

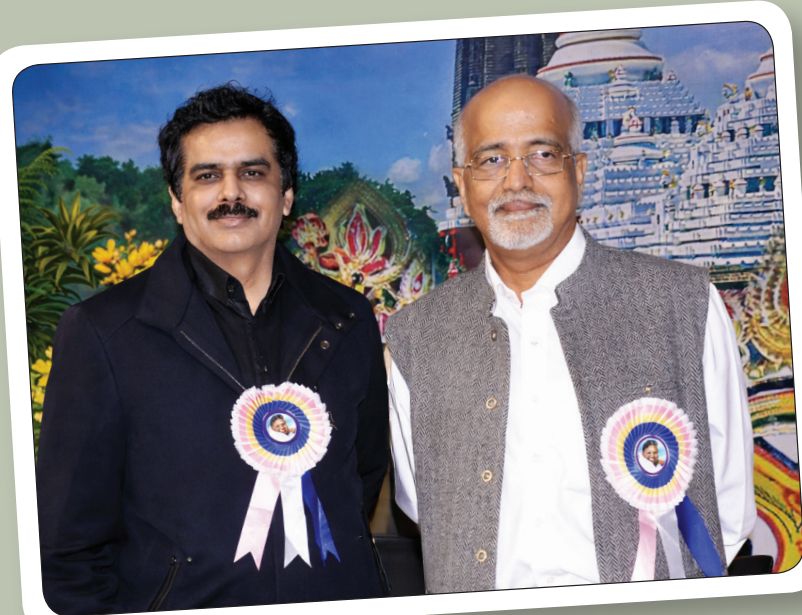
Q Given that you have had such an eventful life, what do you consider your most treasured experience and your most valued relationship?

While I was very unfortunate to lose both my parents too soon in life, I have been extremely fortunate to have my family members by my side, along with a few special relationships and cherished experiences that have kept me going.

I must mention Satyananda Mishra ji (formerly Chief Information Commissioner of India and Secretary of the Department of Personnel and Training), who has been like an elder brother and a guiding light. His wisdom has helped me navigate through so many challenges in life. Also, thanks to him, Mata Amritanandamayi (Amma) visited my home in Bhubaneswar and blessed my family. Words cannot describe the gratitude I feel for this. They say blood is thicker than water, but I believe some relationships – a few blessed ones – surpass everything else. Whatever I am today is partly because of Satyananda Sir's selfless and supportive nature and the way he always stood by me. Just his presence in my life inspires me.

I have very similar feelings for another couple – Mrs and Mr P.K. Mishra (currently Principal Secretary to Prime Minister of India). A few years ago, Palak and I got an opportunity to meet them at their official residence in New Delhi for the first time. I was nervous like a student meeting his school principal. But when we reached their place, Madam gave us a warm welcome

and over again, realising just how kind he was. Coming back to my first meeting, we spoke for hours and I learnt so much just from his soft-spokenness. When we were about to leave, my heartfelt response to



GUIDING STAR: With Mr Satyananda Mishra (former Chief Information Commissioner of India)

and almost immediately put me at ease when she revealed that she had visited my father's shop many times. I felt as if Father was watching all this from above. When Sir arrived from his office just 10 minutes later, he apologised for the delay. I immediately remembered how graceful and humble he was, despite being such a senior and accomplished bureaucrat. A decade ago, when Sir did not even know me too well, he had responded to my invitation to my daughter's wedding by sending his blessings for Palak in a note where he also explained that he would not be able to make it to the wedding reception as he was out of station. Back then I could not manage to meet him in person so I had left the invitation with his PA. But when I received his note, I could not believe it and kept reading it over

their magnanimity was to touch their feet. Even as I did so, Sir placed his hand on my head. That blessing was priceless.

The next time I saw Sir was at his office. He was kind enough to invite me there soon after I had candidly expressed my desire to meet him there as a once-in-a-lifetime experience. However, I had no idea what I was in for. Because that day, when I was on my way to his office room, I passed through Ajit Doval ji's room and even saw the Prime Minister's room. I don't remember being more nervous in my life. Anyway, after reaching Mishra Sir's room, I had the good fortune of meeting Shaktikanta Das ji (former RBI governor and currently Principal Secretary-2 to PM). When Shaktikanta ji told me that he had visited my father's store as a young

man, I felt again as if Father was nearby listening to it all and blessing me. Overwhelmed with the entire experience, I soon requested Mishra Sir to take his leave. He seemed surprised but he probably understood what was going within me. Later, after I was back in my car, I sent a message to Madam, saying: "I will never again dare to enter Sir's office ... I was too nervous!" And she laughed.

At that moment, I also remember thinking to myself: "Who says powerful people are arrogant? Here is the most powerful bureaucrat of the country, yet how humble, graceful and grounded he is!" While I never visited Sir's office after that, I feel extremely lucky and truly blessed to have met and spent time with both of them many times over the past years. Madam is more than a sister to me. Her affection, guidance, and quiet strength have always felt like family – warm, protective, and deeply reassuring. I have been blessed to receive from her not just care, but wisdom and grace that only an elder in the family can offer.

When I began my journey four decades ago, a dear friend had warned me: "Never reveal your well-wishers ... people may try to spoil your relationships."

But the people I have mentioned here are not mere well-wishers – they are family to me, and they touched my life in ways the world can never understand. These relationships are sacred to me. They were not built through business, but through blessings, respect and destiny. Some bonds are so pure that they are immune to negativity. Relationships built on authenticity never break – because they are connected soul to soul, not role to role.



MOVING WITH THE TIMES: Collecting an award from Odisha Deputy Chief Minister Kanak Vardhan Singh Deo and Cabinet Minister Suresh Pujari at the Sambad CEO Conclave 2025.

showrooms having the most eclectic collection of jewellery designs in eastern India.

Q With so many accomplishments, what are you most proud about as a businessman and what are you most proud about as a human being?

As a businessman I am most proud of two things: One, I never compromised on my values to be successful. And two, the trust that my customers have placed in me over the past 37 years. As a human being I am most proud of two things: One, being there for my near and dear ones, including my friends, whenever they have genuinely needed me or my help. And two, the vice versa. After all, the greatest luxury is not money; it is being loved genuinely by people who owe you nothing.

Q On the professional and personal fronts, what are the things that you regret the most in life? What hurts you the most?

Success may look glamorous from outside, but it demands sacrifice. There were phases when I could not give enough time to my parents, family, or even to myself. That regret stays. Professionally, I regret nothing. However, on the personal front, I regret not spending as much time with my parents as I would have wanted to. I got so busy with work that I did not realise how temporary and unpredictable life can be. They have passed away and there's nothing I can do about it now. The other pain is misunderstanding. People judge without knowing the full

story. But over time, I learnt a calm truth: your work must speak louder than people's opinions.

Q Do you make friends easily?

Friendship is a word that I take very seriously. I only have a handful of friends in my life. The rest are acquaintances and I can make acquaintances easily – you have to be able to do that if you want to be a good businessman. I was a socialite once, but now I quite like living the quiet life. I don't want to meet anyone new and am happier than ever with my few old friends.

Q You are known to help people discreetly. Why?

Because Bhagwan ji taught me that if you help someone, let God be the witness – not the world. Also, I help people not to boost my public image but solely because it gives me happiness and peace. When the reason is personal, there is no reason to go public about it.

Q In conclusion, what message would you like to convey to our readers and all those looking up to you for inspiration?

Follow your dreams with all your heart, but don't lose your mind along the way. There is no hurdle that a clear mind and a clear conscience cannot overcome. Also, as my Bhagwan ji says, "Do your duty with devotion, not expectation. When action becomes worship, karma no longer binds—it liberates."

