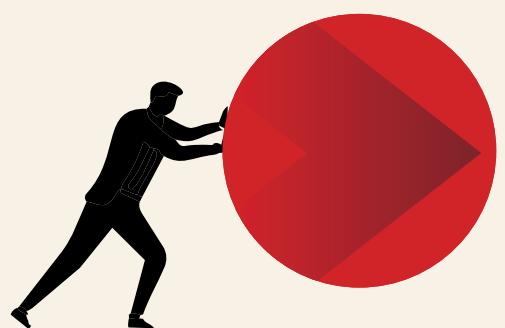




IIT Delhi transformed **THEM.**



They transformed **THE WORLD.**

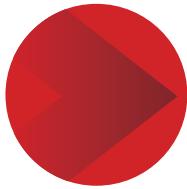
AN IIT DELHI ALUMNI IMPACT REPORT

JAN 2026



IIT Delhi transformed
THEM.
They transformed
THE WORLD.

AN IIT DELHI ALUMNI IMPACT REPORT



CONTENTS

**Message from
the Director**

7

**Message from
the Dean
Alumni Relations**

9

Preamble

11

**Chapter 1: IIT Delhi: A
Transformation into
National Leadership**

13

**Chapter 2: IIT Alumni
at a Glance**

25





45

Chapter 3: Where Knowledge Becomes Nation-Building—IIT Delhi Alumni in Action

- 49 **3.1** Corporate Leadership: Scale, Stewardship, and Global Impact
- 71 **3.2** Entrepreneurship and Alumni Impact
- 109 **3.3** Public Service and the Architecture of the Indian State
- 131 **3.4** Academia & Research, Building Knowledge Systems, Institutions, and Future Generations
- 159 **3.5** Guardians of Capability - Engineering India's Defence Readiness
- 177 **3.6** Politics and Public Policy: Shaping Frameworks of Collective Choice
- 187 **3.7** From Engineering to Empathy: IIT Delhi Alumni in NGOs and Philanthropy
- 201 **3.8** Cultural, Media and Literary Influence of IIT Delhi Alumni



211

Chapter 4: Shaping the Future: IIT Delhi's Continuing Transformation



216

Synthesizers



218

Visionaries Disclaimer and Scope



MESSAGE

from

THE DIRECTOR

IIT Delhi

On the occasion of the Institute's Foundation Day on 27 January, I have great pleasure in presenting the Alumni impact document. Since our establishment in 1961, IIT Delhi has made a difference in the lives of students who have worked hard, competed and secured admission at the Institute. Our students have come from across the country, representing diverse economic backgrounds and speaking many languages.

For many, IIT Delhi was their first step into higher education as first-generation learners. During their time here, experiences in classrooms and laboratories, examinations, assignments and projects, peer interactions in hostels, cultural and sports activities, and participation in student clubs have helped them discover their passions and transform into confident individuals ready to make their mark in society. Much has been said and written about the transformative IIT Delhi years. Indeed, there is even a popular Bollywood movie that in its own way represents the trials, tribulations and joys of the IIT Delhi years.

The Institute's emphasis on rigour, quality and a steadfast commitment to fundamentals and values is deeply imprinted in the ethos of our alumni, shaped by their formative years at IIT Delhi. The reputation and brand of IIT Delhi have been built through achievements and success of more than 65,000 alumni. On this Foundation Day, we felt it would be appropriate to document and quantify the role our alumni have played in nation-building and in contributing to India and the world.

Our alumni make us proud—whether it is through pioneering ideas, successful unicorns or start-ups or leading corporates across the private and public sectors, or as administrators in government, as leaders in academia and research, in the defence forces, or on the social, cultural or religious sphere. While it is difficult to capture this impact in its entirety, this document marks a beginning. We hope it serves as a celebration of the success of our illustrious alumni and can also help us understand our role in society and work towards IIT Delhi's vision of being the pride of all Indians.

Prof. Rangan Banerjee

MESSAGE

from

THE DEAN (Alumni Relations)

IIT Delhi

The alumni of IIT Delhi represent one of the Institute's greatest strengths. Their accomplishments, leadership, and continued engagement form an integral part of our institutional identity and global reputation.

As Dean of alumni relations, it is both an honour and a privilege to engage with a community of alumni who have consistently created value across sectors and societies. The impact documented in this report reflects not only professional success, but also a deep commitment to responsible leadership, innovation, and public good. Observing these journeys brings immense satisfaction to the IIT Delhi community, reaffirming the long-term influence of the education imparted here.

This Alumni Impact Report has been conceived as a formal recognition of the contributions of our alumni and the role they play in shaping the Institute's legacy. It highlights stories of excellence, perseverance, and purpose—outcomes that any academic institution aspires to nurture. I hope that through this report, our students, faculty and the general community will be made aware of the contributions of our alumni.

We remain deeply grateful to our alumni for their sustained association with IIT Delhi through mentorship, collaboration, and support. Their continued involvement strengthens the Institute's mission and inspires current students to pursue excellence with integrity. Together, we look forward to building an enduring legacy of impact, leadership, and societal contribution.

Prof. Nilanjan Senroy

Preamble

Reading the Institute Through Its Alumni

Institutions are often assessed by their infrastructure, rankings, or reputation. This report proposes a different lens: to understand an institution through the lives it shapes, the values it transmits, and the social outcomes its alumni generate over time. In this spirit, the story of IIT Delhi is narrated here—not as a chronicle of organisational greatness, but as an evolving relationship between the institute and the individuals it has nurtured.

Chapter 1 invites the reader to view IIT Delhi as an enabling ecosystem. Laboratories, departments, hostels, mentorship structures, peer cultures, and institutional freedoms form the quiet scaffolding within which students evolve. These support systems are not designed to enforce conformity, but to nurture diverse forms of leadership, inquiry, and responsibility. The Institute's influence, therefore, is most meaningfully expressed not through its own voice, but through the trajectories of its alumni.

Chapter 2 offers a glance—deliberately broad and illustrative—at the scale and spread of alumni impact across sectors. It highlights how IIT Delhi alumni have intervened in public service, policy, defence, academia, enterprise, social action, and culture. These glimpses are not intended to be exhaustive; rather, they reveal patterns of transformation shaped by professional rigour, moral commitment, and emotional sensitivity.

Chapter 3 moves deeper. Across eight detailed sections, it traces the stories, institutions, and long arcs of change behind these impacts. Together, they reveal how individual journeys—enabled by an institutional culture—translate into transformations at the community, national, and global levels.

Chapter 4 looks ahead. It outlines the course of action IIT Delhi intends to pursue in an evolving landscape—aligning itself more closely with the needs of society, government, markets, and the nation. It positions the Institute as a continuously transforming knowledge institution, inviting alumni, students, faculty, and partners to participate as co-creators in this shared future.

This exercise is undertaken at a significant juncture. It is both reflection and direction-setting. As India and the world confront complex transitions—technological, social, ecological, and ethical—this self-evaluation enables the Institute to understand how its past choices have shaped outcomes—and how its future actions might inspire deeper alumni engagement, guide younger generations, and strengthen its public purpose.

Ultimately, this report is not a closing statement, but an invitation—to reflect, to recalibrate, and to continue shaping futures through people.



IIT DELHI: A Transformation into National Leadership

IIT DELHI IN NUMBERS

A National Leadership Engine

At IIT Delhi, scale is not the story—commitment is. Behind these figures lies the cumulative contribution of alumni who translate institutional capacity into sustained national and global impact. As the Institute grows and adapts to changing times, this journey of transformation does not conclude—it will continue. Six decades of growth have transformed IIT Delhi into one of India's most powerful human-capital institutions.

Academic Scale

Total number of IIT Delhi
Alumni worldwide

65,000+

16

Total number
of academic
Departments

15 Degrees Being awarded
currently

Total number of
Programmes (B.Tech, M.Tech,
MSc, PhD, MBA, Design, etc.)

11 centres

6 schools

22 centres of
excellence

Total number of
Centres / Schools

8,038

Total number of
PhD degrees awarded
since inception

24,808

Total number of
Undergraduate graduates
(B.Tech, Dual Degree, etc.)

32,152

Total number of
Postgraduate graduates
(M.Tech, MSc, MBA, M.Des, etc.)

Faculty & Staff Strength



676

Total number of
Teaching Faculty



560

Total number of
Non-Teaching Staff

Research & Knowledge Infrastructure



400+

labs

140+

Teaching Labs

Total number of **Laboratories**



37

Total number of
Libraries

194,497

Total number of
Books / Volumes
across all libraries



Student Life & Campus Facilities

Total number of **Students accommodated in hostels**

9,000+

16

Total number of **Hostels**

2

Total number of **Sports and cultural facilities (optional)**

Campus & Physical Infrastructure

320
acres

Total Land Area of IIT Delhi campus

60,000
sq. metres (plinth area)

Built-up Area added

15+
academic Building

Total No. of buildings

107
active MOUs

Total number of MoUs / Partnerships with foreign universities

National & Leadership Engagement

Total number of **Presidents of India** who have visited or addressed IIT Delhi

8

Total number of **Prime Ministers of India** who have visited or addressed IIT Delhi

5

Alumni Scale

Number of **countries** where alumni are present

96



96

International MOUs

41+ countries

Countries of Foreign Students

150 (as in 2024)

Sponsored Research Projects

136

Foreign Students

1,505+

Total Patents Facilitated

Extension Campus Sonepat (Haryana) – 50 acres

International Campus Abu Dhabi (fully operational)

IIT Delhi: Where India's Leadership Factory Was Built

India did not build IIT Delhi merely to educate engineers.

It built the Institute to create leaders for a young nation finding its place in the world.

When IIT Delhi rose on the open land of Hauz Khas in the early 1960s, it carried a burden larger than bricks and classrooms. It was entrusted with shaping minds that would design India's industries, manage its public institutions, power its scientific laboratories, and carry its ideas across the globe. Every batch that passed through its gates added not just graduates, but new agents of national capability.

Across six decades, IIT Delhi has produced thousands of individuals who went on to become innovators, administrators, entrepreneurs,

scientists, policy thinkers, social leaders, and cultural contributors. Their journeys differ, but their roots are shared—forged in a campus that demanded intellectual rigour, encouraged independent thought, and instilled responsibility far beyond the syllabus.

This Alumni Impact Volume is not a record of what IIT Delhi built.

It is a reflection of what IIT Delhi set in motion—through the people it shaped.

For alumni, these formative years became the foundation upon which they later shaped industries, institutions, and communities, carrying forward the values first internalised on campus.

65,000+

Over its long academic journey, IIT Delhi has produced 65,000+ alumni, contributing globally across sectors.



From 11 Graduates to 2,600+ Leaders a Year



In 1966, IIT Delhi awarded degrees to just over a hundred students.

By 2024, it graduated **more than two and a half thousand**.

The above mentioned growth is not merely numerical—it represents the steady expansion of India's leadership base. Every graduating class carries thousands of future decision-makers, innovators, researchers, administrators, and entrepreneurs, multiplying the Institute's influence far beyond the campus.

What began as a small cohort of pioneers has grown into a vast, global network of alumni. With

each passing year, IIT Delhi sends more trained minds into the world—individuals capable of building companies, leading public institutions, advancing science, and shaping policy.

The alumni story of IIT Delhi is therefore not static.

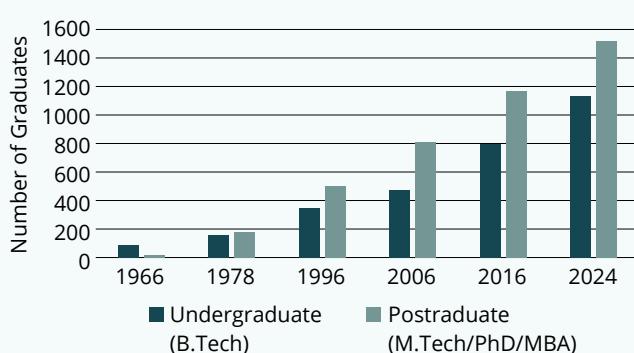
It is an ever-accelerating force.



Every year, IIT Delhi multiplies India's leadership capital.



Academic Balance: Undergrad vs. Postgrad Output (1966 — 2024)



Year	Undergraduate (B.Tech)	Postgraduate (M.Tech/PhD/MBA)
1966	90	15
1978	160	180
1996	350	500
2006	475	810
2016	794	1170
2024	1137	1519

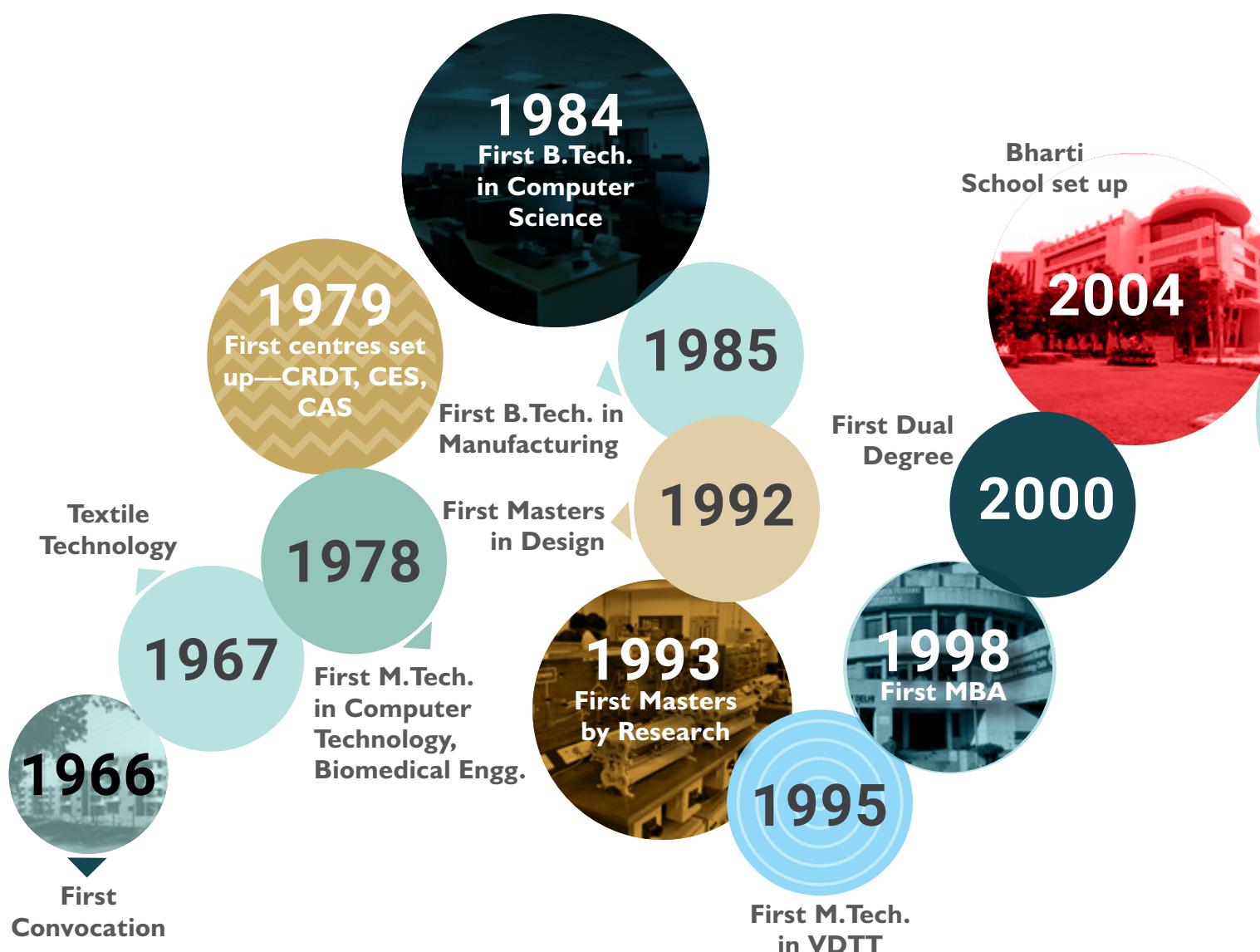
The data reveals a profound academic transformation at IIT Delhi. In 1966, the Institute functioned primarily as an undergraduate teaching institution. By the mid-1990s, postgraduate output had overtaken undergraduate numbers, marking a decisive shift toward advanced scholarship. By 2016 and 2024, postgraduate graduates outnumbered undergraduates by more than 300 students, confirming IIT Delhi's evolution into a research-driven, innovation-led university at national and global scale.

An Institute Aligned to a Nation's Destiny

India's challenges have never been static—and neither has IIT Delhi. From its earliest decades, the Institute evolved in step with the nation's priorities, ensuring that each generation of alumni entered the world prepared to address the problems India most urgently needed solved.

As energy security became critical in the 1970s, IIT Delhi established centres dedicated to solar power, bioenergy, and alternative fuels. When rural development emerged as a national

mission, it invested in appropriate technology and grassroots innovation. As electronics, computing, and telecommunications transformed the economy, the Institute moved early into computer technology, micro-electronics, and telecom management. Later, as infrastructure and urban systems grew in importance, specialised programmes in metro rail, power generation, and construction management followed.

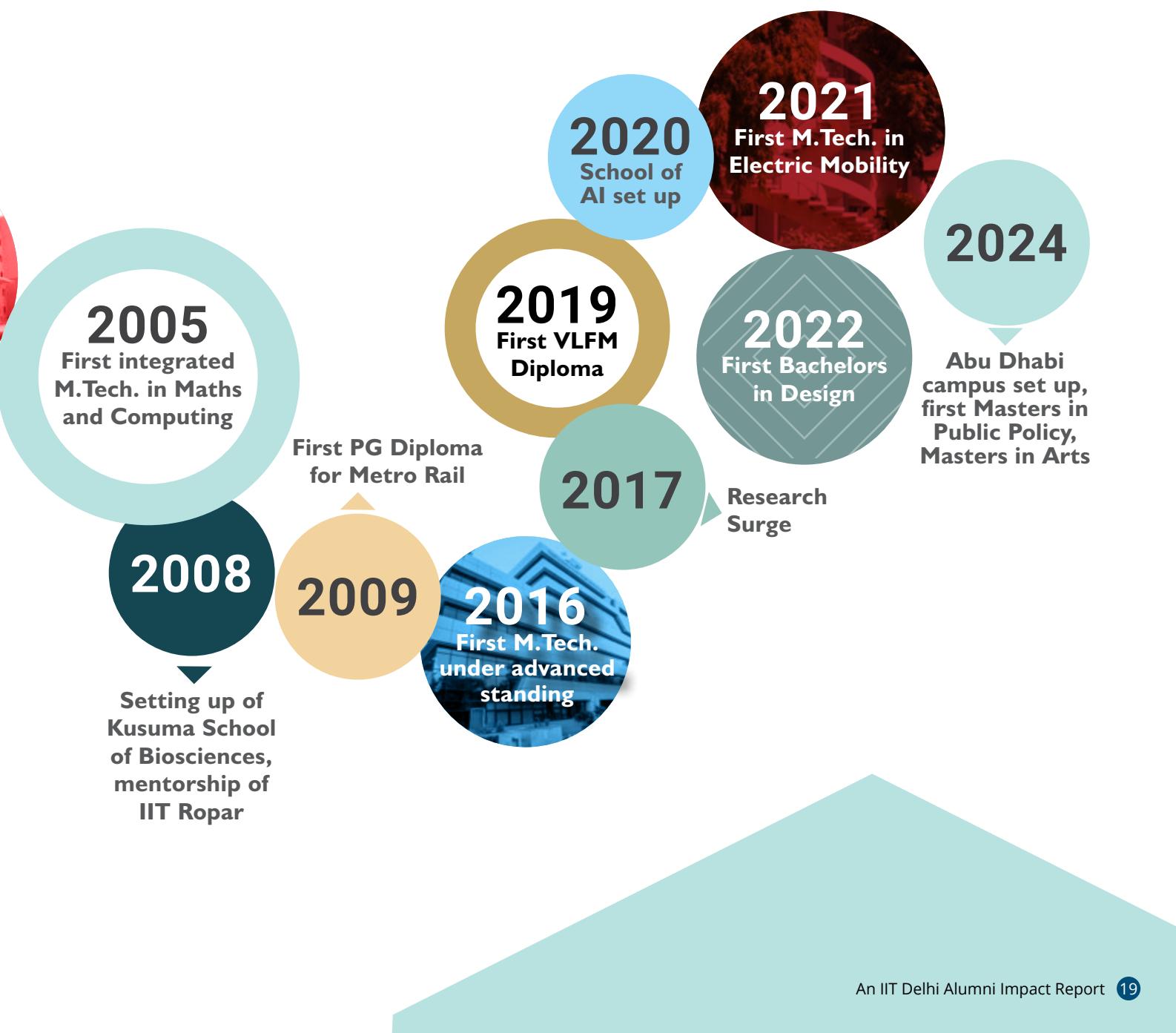


These were not academic trends—they were strategic responses.

At the same time, IIT Delhi built an interdisciplinary academic architecture. Engineering was complemented by management, design, sciences, and social inquiry—training technologists to think as system builders and institutional leaders. This structure produced alumni who could move effortlessly between laboratories and boardrooms, between technical detail and public decision-making.

As a result, IIT Delhi alumni did not simply fill jobs. They built organisations, led public enterprises, designed national systems, and shaped policy—because their education was aligned from the start with India's evolving needs.

Alumni emerging from this ecosystem learned to connect technical expertise with national priorities, a perspective they carried into leadership roles across sectors.



From Teaching Institute to Knowledge Powerhouse

Over time, IIT Delhi made a deliberate shift—from primarily teaching engineers to actively producing knowledge.

Doctoral research expanded, interdisciplinary centres matured into full-fledged departments, and new fields such as artificial intelligence, life sciences, public policy, and energy systems took root. This transformation reshaped the kind of alumni the Institute produced.

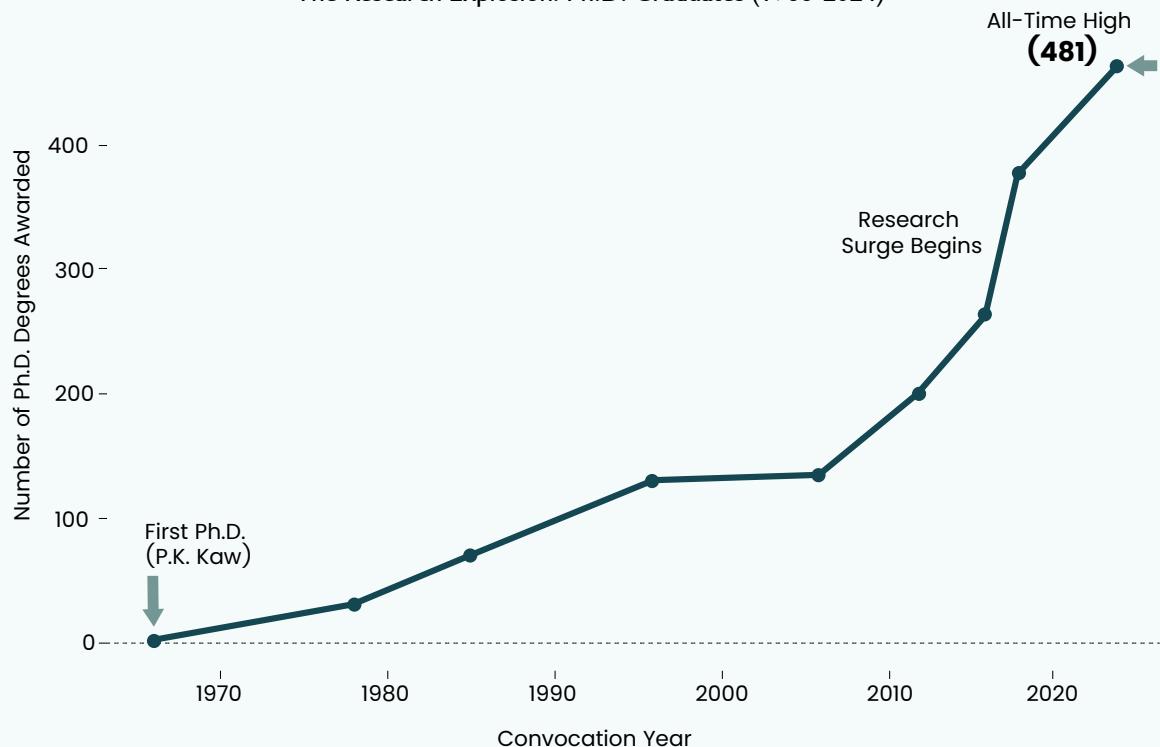
PhD scholars, research-trained graduates, and advanced degree holders began to form a growing share of each graduating batch.

These alumni went on to become **professors, principal scientists, startup founders, R&D leaders, and policy researchers**—extending IIT Delhi’s influence far beyond traditional engineering roles.

For alumni, research training became more than a qualification—it shaped a way of thinking that guided their approach to discovery, leadership, and problem-solving throughout their careers.

From classrooms to cutting-edge discovery

The Research Explosion: Ph.D. Graduates (1966-2024)



The Ph.D. curve traces IIT Delhi’s transformation from a teaching institute into a global research university. Beginning with its first doctorate in 1966, doctoral output grew steadily as research capacity was built over decades. After 2010, a sharp surge reflected major investments in national R&D, global rankings, and innovation ecosystems. By 2024, Ph.D. production reached an all-time high, signalling IIT Delhi’s central role in knowledge creation. The Institute now produces not just engineers, but also the scientists who shape India’s future.

The Spaces that Shaped Minds

At IIT Delhi, learning has always extended beyond classrooms into the spaces where students lived, studied, and experimented. Hostels became the first schools of independence, where young people from across India learned to live together, manage pressure, and support one another through demanding years.

The library opened windows to the world, training students to think deeply, question ideas, and engage with global knowledge—a relationship that does not end at graduation, as alumni continue to access its resources long after leaving campus. In the laboratories, theory met reality, as students learned discipline, precision, and problem-solving across fields, such as energy, electronics, life sciences, and materials.

Together, these spaces quietly shaped generations of alumni—cultivating curiosity, resilience, and intellectual confidence wherever they went.



The Activities that Created Leaders

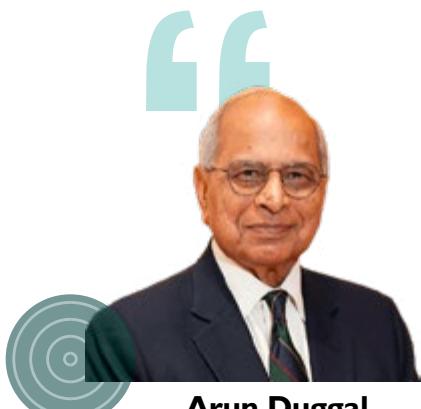
Beyond the Syllabus

Some of the most lasting lessons at IIT Delhi were learned not from textbooks, but from experience.

On sports fields and in inter-IIT competitions, students learned discipline, teamwork, and the will to compete. In cultural festivals and technical events, they discovered how to organise, negotiate, manage budgets, and lead large teams. Through clubs, debates, and creative platforms, they gained confidence in expressing ideas and engaging with diverse audiences. And through community service and national programmes, they developed empathy and a sense of responsibility toward society.

These activities created a campus culture where leadership was practiced daily. Students were trusted to run large organisations, handle failure, and learn from success. Long after graduation, alumni often recall that their ability to work with people, handle pressure, and take initiative was shaped as much by these experiences as by any academic training.

This is why IIT Delhi alumni do not merely perform tasks—they lead.



Arun Duggal
Chairman, ICRA
1967, B.Tech., Mechanical Engg

“What set IIT Delhi apart was its rich life beyond classrooms, where sports and cultural activities played a vital role. Being inclined toward sports himself, this atmosphere gave him the space and encouragement to grow both personally and professionally.”

Growing Up in the Presence of the Nation’s Leaders

IIT Delhi students did not grow up in an academic bubble. From early years to recent convocations, they have been shaped by the presence and voices of some of India’s most influential leaders—signals that knowledge carries responsibility and leadership is a public trust.

Over the decades, more than seven Presidents of India have addressed graduating classes, bringing the nation’s highest moral authority onto this campus; five Prime Ministers, including Narendra Modi, have taken the convocation stage, reinforcing the Institute’s connection to national purpose and policy. These interactions did not merely confer degrees—they communicated expectation, duty, and national service.

Eminent scientists such as Dr. Gagandeep Kang and distinguished figures like Dr. Tessy Thomas brought visions of science, innovation, and strategic capability into the student experience. Corporate leadership connections, including alumni such as Hari S Bhartia, further linked academic excellence with economic and societal leadership.

These encounters created a distinctive moral horizon on campus. Students learned that their work mattered to the nation itself—a lesson reflected in the diverse ways alumni have stepped forward in government, industry, research, and social change.

FROM CAMPUS TO A LIVING NETWORK

When a Campus Became a Global Network

When students leave IIT Delhi, they do not leave the Institute behind. This continuity reflects how alumni transform institutional bonds into lifelong networks of mentorship, collaboration, and opportunity creation.

They become part of a growing, interconnected alumni community that spans industries, countries, and generations. Alumni return as mentors, recruiters, investors, collaborators, and donors. They open doors for younger graduates, support new research and infrastructure, and

extend the Institute’s reach into government, industry, and civil society.

IIT Delhi alumni regularly return to campus as mentors and instructors in the Venture Studio, sharing first-hand startup and investing experience. Through hands-on guidance—from idea validation to investor pitching—they help students convert concepts into fundable ventures. This alumni-led studio has become a key engine for turning Delhi IITians into founders.



Jyoti Bansal
Founder, Harness
1999, B.Tech.,
Computer Science

At Harness, an AI-driven software company founded by IIT Delhi alumnus Jyoti Bansal, senior technology leadership has expanded to include other experienced engineers from the IIT Delhi alumni community—such as Prashant Verma as Head of R&D at the India Centre—demonstrating how alumni networks influence top roles in global enterprises.



Prashant Verma
Head of R&D, India Center, Harness
2000, B.Tech.,
Manufacturing Sci & Eng

Many IIT Delhi alumni have also chosen to build their careers within companies founded by fellow graduates, with significant numbers working at firms such as **Zomato, FlipKart, upGrad, and Delhivery**.

These examples represent only a small part of a much wider pattern in which alumni-led enterprises are scaled by strong, interconnected IIT Delhi talent networks



IIT Delhi Alumni Association (IITDAA): A Global Community in Action

The IIT Delhi Alumni Association (IITDAA) is one of India's oldest and most enduring alumni institutions, created to sustain and strengthen the lifelong relationship between IIT Delhi and its graduates. Established in 1966 by Prof. RN Dogra, the Institute's founding Director, it is a registered charitable society that has grown in tandem with the Institute itself.

Over the decades, IITDAA has grown into a significant global body, led and governed by distinguished former students who have built careers across industry, government, science, and public life. Its leadership reflects the same professional depth and public commitment that defines IIT Delhi alumni worldwide.

IITDAA's activities span student scholarships, endowed chairs, research centres, innovation

funding, alumni awards, mentoring programmes, healthcare and village initiatives, and startup support—making it a key contributor to both institutional development and social impact.

The Association reaches its members through national and international chapters, reunions, professional forums, digital platforms, and leadership conclaves—ensuring that alumni remain connected across generations and geographies.

All of this work is guided by IITDAA's three-part mission: to Engage, Enrich, and Empower—to engage alumni in lifelong connection, to enrich IIT Delhi and society through experience and resources, and to empower future leaders to serve India and the world.



2

IIT Delhi Alumni at a Glance

Chapter 2 marks a quiet yet powerful threshold between the story of an institution and the stories of its people. The alumni of IIT Delhi do not embody a single narrative; they form a constellation. Spread across corporate leadership, technology start-ups, public services, academia, defence, governance, politics, civil society, philanthropy, and the creative arts, they reflect a diversity of choices anchored in a shared intellectual ethic. What unites them is not uniformity of profession, but a common approach to problem-solving—rigorous, systems-oriented, and grounded in public consequence.

This chapter offers a panoramic glance at that constellation. Through snapshots of scale, spread, and sectoral presence, it reveals how decades of alumni engagement have translated into influence across multiple levels—local, national, and global.

Importantly, this overview resists hierarchy. A start-up founder and a civil servant, a defence technologist and a social sector leader, a corporate executive and a musician—each embodies a distinct expression of the same formative experience. Together, they demonstrate that impact is not confined to markets or metrics, but extends to governance, knowledge creation, public welfare, and cultural imagination.

Chapter 2 therefore functions as a bridge and a promise. What is seen here in aggregate will unfold in detail in the chapters ahead—demonstrating how IIT Delhi alumni, across generations, continue to shape institutions, influence policy, drive innovation, and engage with society in enduring ways.



Delhivery:

Building Scale Through Infrastructure-Led Capital



Delhivery did not follow the typical consumer start-up trajectory driven by rapid customer acquisition. Instead, it addressed a foundational challenge in India's digital economy—logistics infrastructure. The company attracted investment only after demonstrating operational reliability and the ability to execute at scale. Investors recognised that India's logistics constraints were systemic, and that Delhivery's strength lay in disciplined execution rather than short-term growth metrics. Subsequent funding rounds enabled the company to expand nationwide warehousing, invest in automation, and strengthen data-driven logistics systems. In this case, capital functioned as an enabler of long-term scale— supporting infrastructure creation rather than fuelling marketing-led expansion.

Kapil Bharati

Co-Founder, Delhivery

2000, B.Tech., Mechanical Engg.



CORPORATE LEADERSHIP AT A GLANCE

Through leadership roles, sectoral diversity, and presence in large institutions, IIT Delhi alumni shape how essential systems—education, finance, infrastructure, technology, and services—function for society at scale.

Estimated
Workforce
Impact

150+ million
employees

10,197	5,932 (≈58%)	808+	2483+	200+
Total Alumni Analysed	Alumni in Very Large Enterprises (10,001+ employees)	Large Enterprises Represented	Alumni in Fortune 50 Companies	Diverse Industrial Domains

Corporate Leadership Continuum



1 in 2
alumni holds a
managerial/
advisory role

1 in 10
alumni becomes a
Founder or CEO

IIT Delhi alumni influence society not only by founding companies, but by operating within large and diverse corporate systems that shape everyday life. Across more than 200 industry domains, their work supports people of all ages, genders, and social groups—through essential products, infrastructure, and services that quietly enable education, mobility, health, communication, and livelihoods.

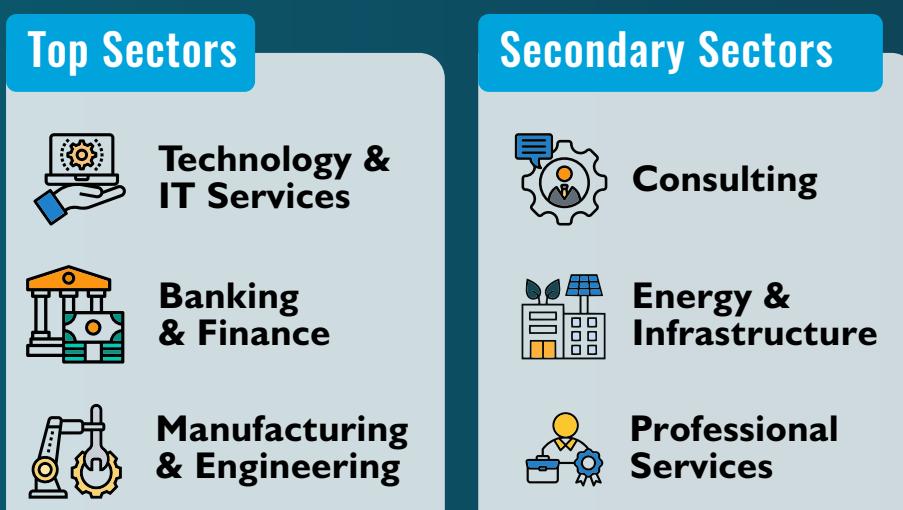
Corporate Footprint of IIT Delhi Alumni

Primary Concentration



Larger organisations amplify alumni decisions across supply chains, markets, and public-facing services.

Industries Employing Alumni



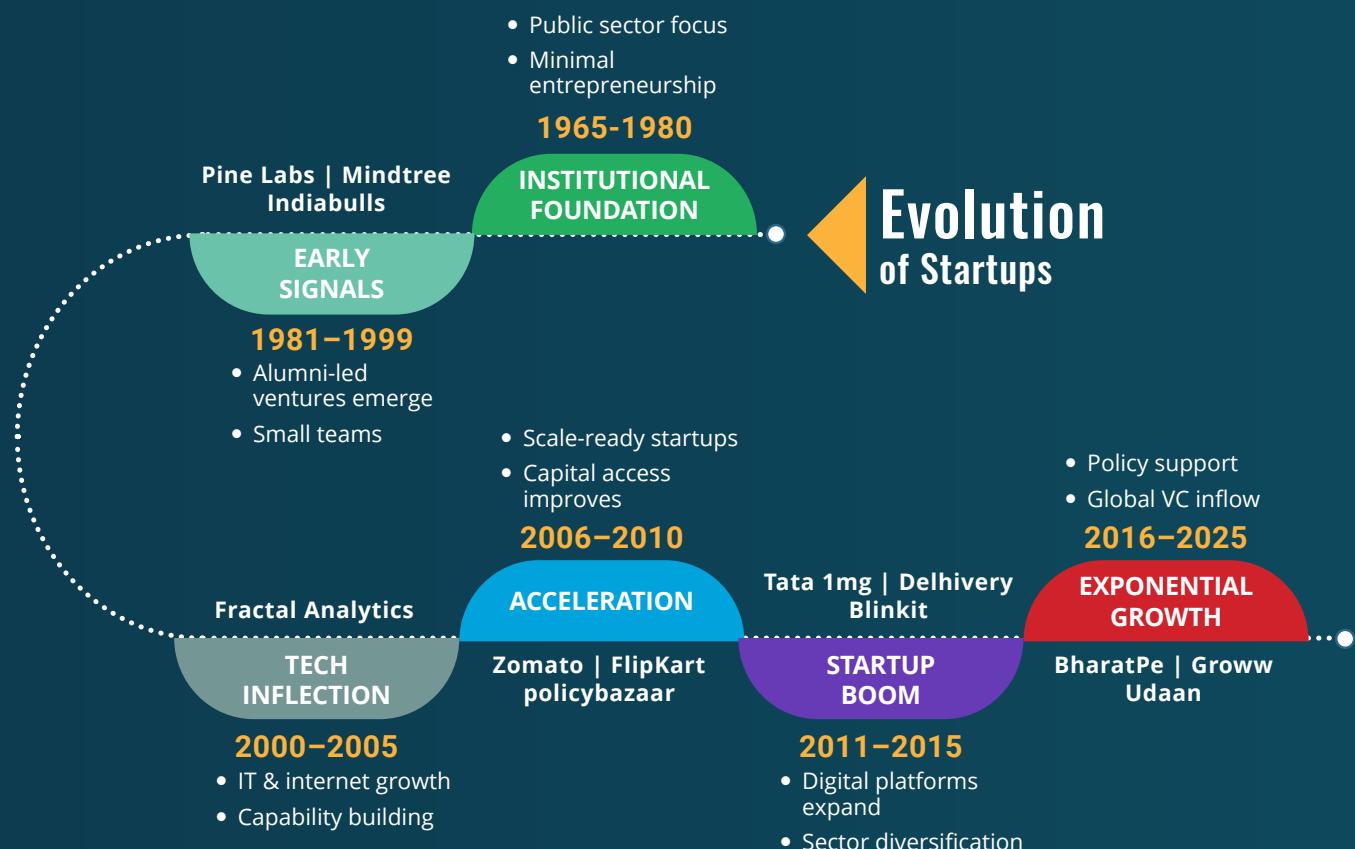
IIT Delhi's corporate impact is systemic and enduring. Alumni lead through stewardship—guiding large institutions to operate responsibly, efficiently, and ethically at scale. This strengthens trust, improves service delivery, and ensures that markets and infrastructures serve communities with fairness, accountability, and lasting social value.

STARTUPS AT A GLANCE

Across the world, educational institutions are no longer measured only by classrooms and laboratories, but by the ideas their alumni carry into the world. From Silicon Valley to Singapore, from unicorn boardrooms to factory floors, alumni-led start-ups shape economies, generate employment, and define the future.



Evolution of Startups



2000+
Alumni Founders

2600+
Startups

35+
Countries

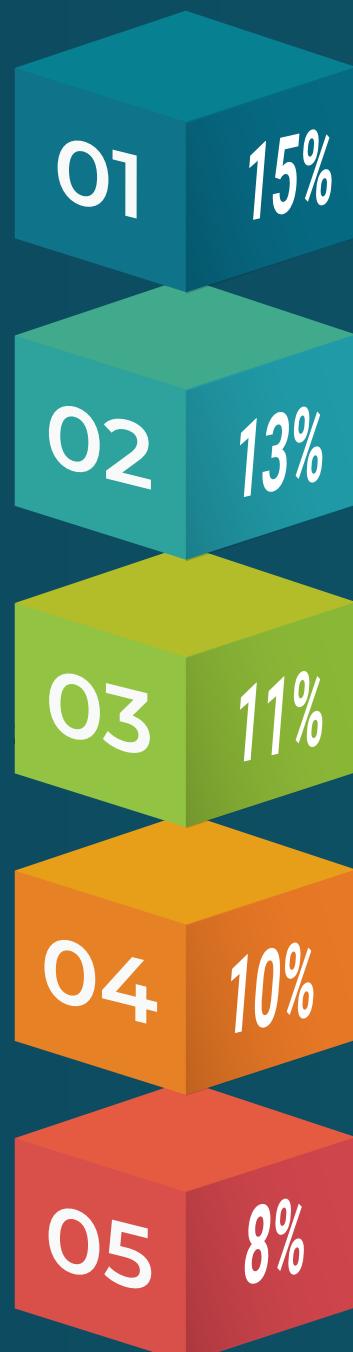
4.8
Billion
lakhs

Valuation
for
US\$178+
560+ companies

Billion

Top Five Engine Powering IIT Delhi Start-ups

Over time, alumni-founded startups have clustered around a small set of high-impact sectors that combine market size, problem complexity, and execution intensity to give back to the community.



FINTECH

Examples: PayU | Pine Labs | BharatPe | Groww | OfBusiness

Why it leads

- Platform + regulatory advantage
- Repeat capital cycles
- High revenue / employee

Impact Signal

- Fastest to scale
- Capital efficient

IT & IT SERVICES

Examples: Rubrik | Harness | Glean | Axtria | Fractal Analytics

Why it grows

- High valuation, lean teams
- Global clients (US, EU)

Impact Signal

- Global-first scale
- Valuation-led growth

EDTECH

Examples: upGrad | FIITJEE | Testbook | Classplus | LeverageEdu

Why it matters

- High valuation, lean teams
- Global clients (US, EU)

Impact Signal

- Global-first scale
- Valuation-led growth

COMMERCE / MARKETPLACES

Examples: Flipkart | Zomato | Meesho | Udaan | Snapdeal

Why it scales

- Large markets
- Network effects

Impact Signal

- Highest employment
- MSME & logistics spillover

HEALTH

Examples: Tata 1mg | HealthKart | PharmEasy | Practo | Anthem Biosciences

Why it endures

- High regulation, high trust
- Long company lifecycles

Impact Signal

- Slower birth, longer life
- Regulatory resilience

Where IIT Delhi Alumni Startups Scale

Over time, alumni-founded startups have clustered around a small set of high-impact sectors that combine market size, problem complexity, and execution intensity to give back to the community.

IIT Delhi alumni startups scale through **multiple geographic pathways**

From India-first growth to global-only ventures, alumni founders choose geographies that best support scale, capital, and markets.



India

21	Unicorns
45	Soonicorns
140	Minicorns
1	Decacorns

Global

11	Unicorns
33	Soonicorns
69	Minicorns
1	Decacorns

India + Global

3	Unicorns
2	Soonicorns
4	Minicorns
0	Decacorns

India
76.2%
2,014 companies

Global
22.3%
590 companies

India + Global
1.4%
38 companies

Most alumni startups are India-based — but global-only firms deliver outsized unicorn impact.

IIT DELHI ALUMNI IN PUBLIC SERVICE

ENGINEERING GOVERNANCE FOR SOCIAL GOOD

Public Service Footprint of IIT Delhi Alumni

670+ alumni serving across India's public institutions

268

(40%)

IAS

Core governance & coordination

106

(16%)

IPS, IRS, IFS

security, taxation, diplomacy

45

(6%)

Technical Professional Services

254

(38%)

Other Government Officers

PSUs, Regulators Scientific Institutions & Missions

Impact on Communities

- Districts | States | National Policy
- Health | Education | Welfare | Infrastructure

Citizen Impact

- Faster service delivery
- Expanded healthcare & insurance
- Transparent, accountable governance

Administrative & Development Governance (IAS)

Fiscal Governance & Economic Integrity (IRS)

What They Did

- Tax administration & compliance
- Financial systems reform
- Budgeting & Revenue mobilisation

Citizen Impact

- Fairer taxation
- Stronger public finances
- Better-funded social programmes

What They Did

- Aadhaar | DigiLocker | DBT | GST systems
- Data-driven administration, e-governance

Citizen Impact

- Reduced leakages
- Direct benefit transfers
- Anytime, anywhere access to services

Digital Governance & Public Platforms

Diplomacy & Global Engagement & Energy Cooperation (IFS)

What They Did

- International diplomacy
- Trade, energy & strategic cooperation
- Strategic representation

Citizen Impact

- Stronger global partnerships
- Energy security
- Economic & strategic stability

What They Did

- Law enforcement reform
- Disaster response leadership
- Tech-enabled policing

Citizen Impact

- Safer communities
- Faster disaster rescue & relief
- Stronger public trust in institutions

Internal Security & Disaster Response (IPS)

Environment, Energy, Infrastructure & Science (Technical & PSU Roles)

What They Did

- Power grids | renewables | clean energy
- Defence R&D | climate resilience
- Infrastructure & urban systems

Citizen Impact

- Reliable electricity
- Cleaner energy
- National security & climate preparedness

HOW IMPACT HAPPENS

Policy design

laws, schemes, frameworks

Institution building

systems that last decades

Execution at scale

millions reached, daily

Safeguarding the state

security, finance, integrity

Global representation

India's voice & interests abroad

IIT Delhi alumni in public service operate where governance meets everyday life.

They design systems, safeguard institutions, manage crises, build infrastructure, and represent India globally — ensuring that public policy delivers real, measurable social good.



IMPACT AT A GLANCE: KNOWLEDGE, INSTITUTIONS, AND COMMUNITIES

Academic impact unfolds over decades—through teaching, research, and institution-building. IIT Delhi alumni in academia operate across India and the world's most selective universities, shaping knowledge systems, mentoring generations of students, and advancing research that directly informs policy, technology, health, climate resilience, and societal well-being.

IIT Delhi Alumni in Academic & Research Roles



North America, Europe,
UK, Asia-Pacific, and India

57%
alumni faculty in
QS Top-100
universities

60%
of QS Top-100
alumni faculty
are in **Top-25**
universities

100
Alumni
Scientist

21,800+
publications

107,000+
citations globally

According to Stanford- Elsevier Top 2% Scientists

IIT Delhi alumni are embedded at the highest tiers of global academia, not at the margins.

WHERE THEY SERVE IN IIT

Academic Institutions Strengthened by IIT Delhi Alumni

313
(60%)
Other IITs

441
Total alumni
faculty

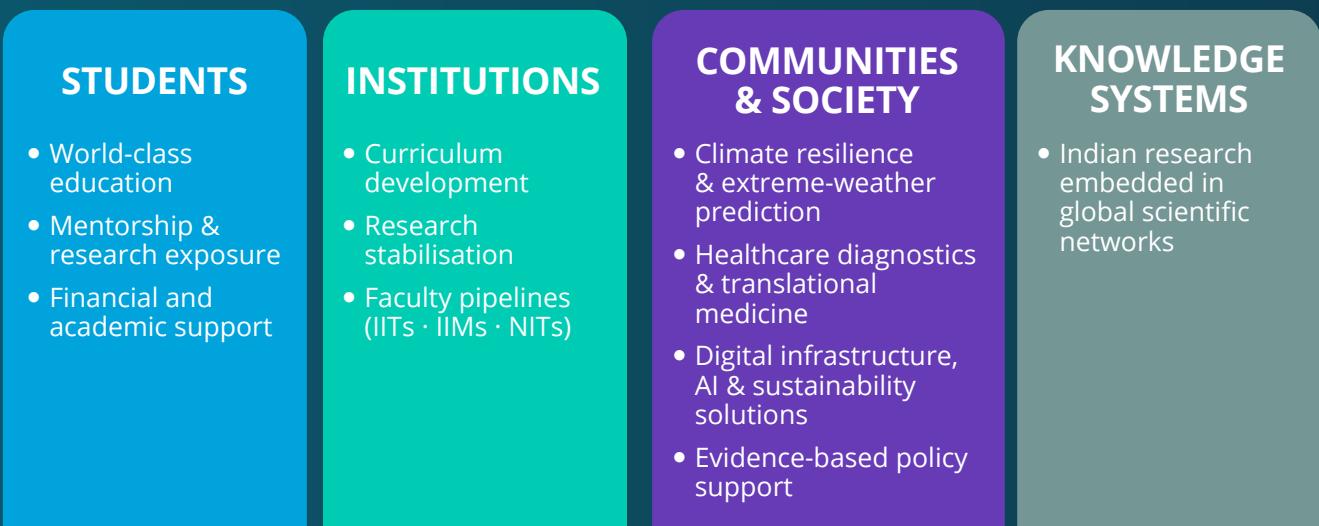
128
(40%)
Faculty across
IIT Delhi

Sustaining **teaching excellence, doctoral training, and research continuity** across the IIT system.

Roles Played by Alumni



How Academic Work Translates into Societal Impact



Faculty Placement Over Time

- Early waves: 1970s-80s
- Senior academic leadership today
- Strong acceleration post-2000 with global STEM expansion

PhD Capacity Building

- **70–75** PhDs/year (1966–1999)
- **200+** annually after 2000
- **~530** PhDs in 2025

Academic impact compounds slowly—but lasts the longest.

Through teaching, research, and institution-building, IIT Delhi alumni convert knowledge into long-term public good—strengthening universities, advancing science, and shaping solutions that benefit communities, nations, and future generations.

IMPACT AT A GLANCE: ENGINEERING INDIA'S NATIONAL SECURITY

It is a matter of national honour that IIT Delhi has worked closely with India's armed forces for decades, strengthening defence preparedness through education, research, and system design. Alumni contributions span training, indigenous technology development, and long-term stewardship of platforms that safeguard India's sovereignty.

IIT Delhi Alumni in Defence & Strategic Capability Roles

Presence across

Indian Navy | Army | Air Force | DRDO | Ministry of Defence

736
Naval officers

trained through the
Naval Construction
Wing (NCW)

53%
alumni engagement
through **NCW**
(naval architecture &
shipbuilding)

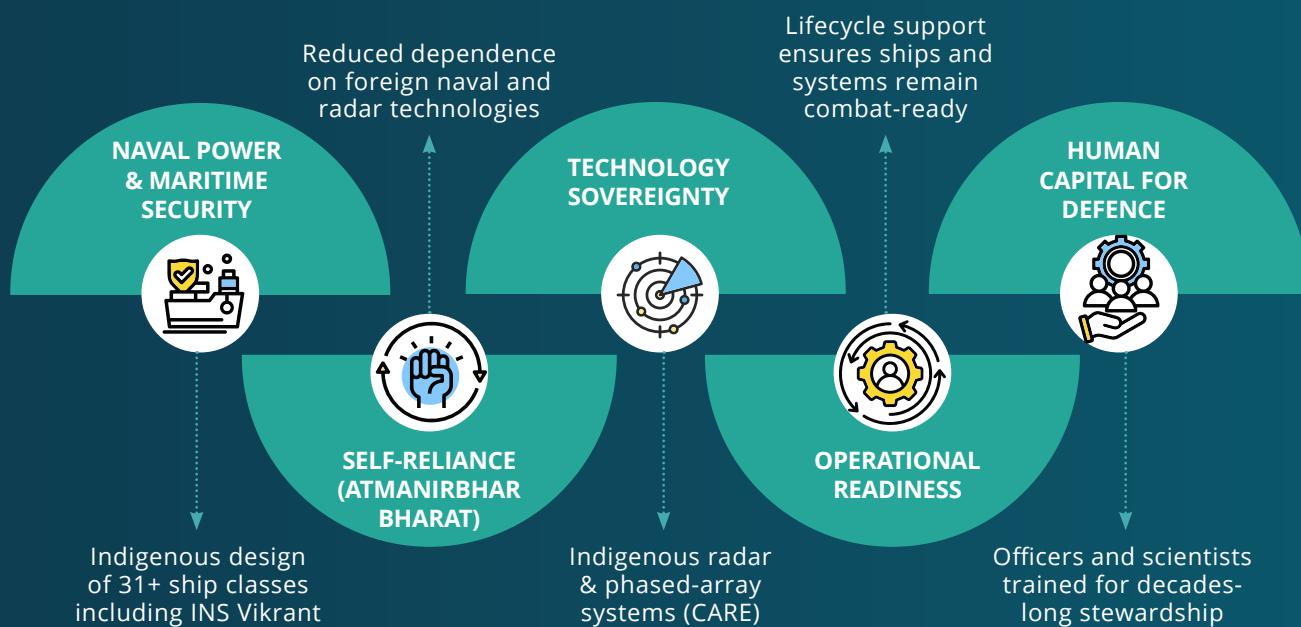
44%
alumni engagement
through **CARE / CAP** programmes

3%
DRDO & MoDs
(Policy / Governance)

50+ years of
continuous
defence-linked
training &
research

IIT Delhi's defence impact is systemic, sustained, and mission-critical.

How Defence Work Translates into National Security



FLAGSHIP DEFENCE OUTCOMES



Naval Construction Wing (NCW)

- **736 officers** trained (1977–2025)
- **Consistent output** across decades
- **Peak growth post-2005** with indigenous shipbuilding



Indigenous Warship Design

- **Yard craft · Corvettes · Frigates · Destroyers**
- Aircraft Carrier **INS Vikrant (2022)**
- **50+ years of sustained platform:** design & support



CARE – Defence Electronics & Radar

- Indigenous radar & phased array technologies
- Mentioned in **Dr. A.P.J. Abdul Kalam's Wings of Fire**
- Alumni in senior technical & acquisition roles

Much of India's defence strength is unseen—embedded in ships, systems, and decisions made over decades. IIT Delhi alumni contribute quietly yet decisively, transforming engineering knowledge into enduring national security.

IMPACT AT A GLANCE: POLITICS & PUBLIC POLICY

Politics and public policy shape how societies allocate resources, define priorities, and respond to long-term challenges. While IIT Delhi alumni are fewer in electoral politics, their contributions in policy design, advisory roles, and governance reform demonstrate how engineering thinking can influence public life with depth, rigour, and long-term impact.

IIT Delhi Alumni in Politics & Public Policy

1

Represented constitutional executive leadership and Union-level ministerial

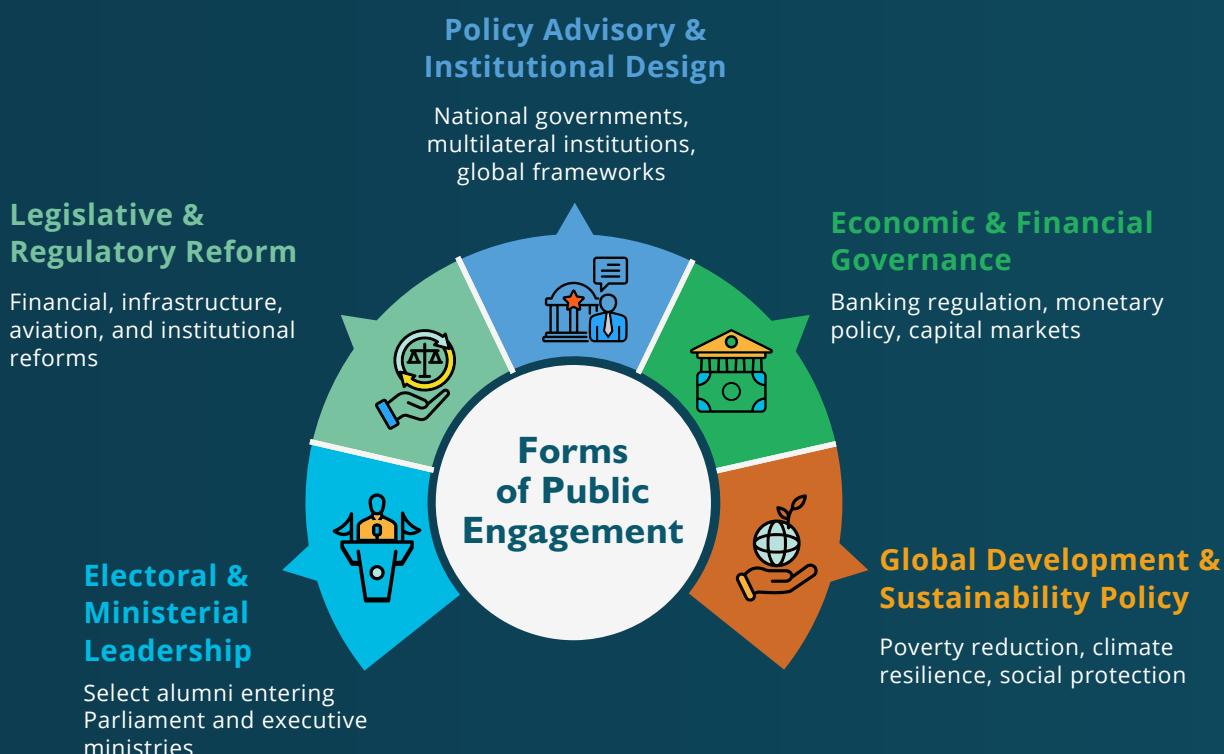
38

alumni actively engaged in public policy and governance roles

Engagement concentrated at **mid-to-senior and senior leadership levels**

Electoral politics remains **selective**, but policy influence is **systemic**

Impact here is not about numbers, but about where decisions are shaped.



Exemplars of Impact (Quiet but Decisive)

UNION MINISTER OF STATE (FINANCE & CIVIL AVIATION)

Key Contributions

- Insolvency & Bankruptcy Code
- PM Mudra Yojana, NIIF, India Aspiration Fund
- UDAN regional connectivity, DigiYatra, Digital Sky

Impact: Scalable reforms affecting millions of citizens

FORMER RBI GOVERNOR · IMF CHIEF ECONOMIST

Key Contributions

- Inflation targeting
- Banking reform & financial stability

Impact: Strengthened macroeconomic resilience

Policy Impact on Society

Collective Outcomes Enabled

1 Expanded access to development finance

2 Stronger public sector institutions

3 Improved infrastructure planning & service delivery

4 Enhanced climate resilience integration

5 Better health, nutrition, and education outcomes

6 Data-driven decision-making in governance

7 Alignment with global frameworks (SDGs)

Engineering minds have traditionally shaped systems more than slogans. While political participation among IIT Delhi alumni remains limited today, their growing presence in policy design suggests that, if not now, future generations may engage more deeply in democratic leadership.

IMPACT AT A GLANCE: ENGINEERING FOR SOCIAL GOOD

For IIT Delhi alumni, social impact has rarely been episodic charity. It has been an extension of responsibility—applying systems thinking, institutional design, and long-term commitment to education, health, livelihoods, climate resilience, and community development across India and globally.

5+
million
lives impacted
across education,
livelihoods, health,
and development

1.5+
million
people reached
through multi-sector
programmes

152,000+
people supported
through relief &
rehabilitation

400,000+

global beneficiaries
via humanitarian engineering
initiatives

The recorded footprint is large—yet still underrepresents the true scale of alumni philanthropy.

Domains Where Alumni-Led NGOs Operate



Consolidated Community Impact

Water Security & Climate Resilience



93.43

crore litres
of rainwater
harvested

59,841

people with
year-round safe
drinking water

89

villages covered
by scientific
groundwater
studies

Agriculture & Livelihoods



7,850

farmers
supported
across 15,350
hectares

35%

average
income
increase

22–50%

productivity
gains

Environment & Ecology



4+

lakh trees
planted

1,084

orchards developed,
reducing groundwater
use by 72%

Alumni-led interventions translate engineering logic into everyday resilience

Beyond NGOs

- Support to IITs through
Endowment funds | Scholarships & professorships | Academic chairs & infrastructure
- Significant alumni philanthropy remains informal and undocumented
- Many alumni contribute quietly, prioritising impact over visibility

Visible institutions and unseen generosity together define IIT Delhi's social footprint. Through NGOs, philanthropy, and sustained support to education and communities, alumni continue to extend engineering values into long-term public good—often quietly, always meaningfully.



CULTURAL, MEDIA AND LITERARY INFLUENCE AT A GLANCE

Cultural Participation and Creative Influence

Arts and culture shape how societies remember, imagine, and express themselves. While IIT Delhi is best known for technical excellence, its alumni have also contributed meaningfully to India's cultural, literary, media, and creative landscape—often influencing audiences far beyond institutional boundaries.

Cultural engagement among IIT Delhi alumni has not emerged as a dominant career pathway, but as a powerful parallel stream of influence. Alumni participation spans literature, cinema, journalism, digital media, music, visual arts, and spiritual discourse, reflecting how technical education can coexist with imagination, expression, and narrative leadership.

Beyond the written and visual word lies a deeper cultural presence. Alumni contributions in music,

art, and spiritual philosophy demonstrate influence that is emotional as much as intellectual—reaching across regions, languages, and national boundaries, and shaping values, ethics, and inner life.

Importantly, this influence is not limited to professional creators. The IIT Delhi campus itself serves as a formative cultural space, where exposure to art, debate, and performance builds confidence and expressive capacity. Though small in number, alumni engaged in culture and media have created outsized impact—enriching public discourse and inspiring communities. As new voices emerge, this influence will continue to grow.

Conclusion

Alumni Impact Across Sectors

Across public service, governance, defence, academia, enterprise, social impact, policy, and culture, IIT Delhi alumni have made landmark contributions that extend far beyond individual success. These contributions have shaped institutions, strengthened national capabilities, influenced global knowledge systems, and improved lives—both within India and across the world.

Wherever IIT Delhi alumni have gone, there has been an implicit expectation: to apply rigour, responsibility, and systems thinking to complex challenges. This expectation has been carried forward by successive generations, building on foundations laid by earlier alumni who

demonstrated that technical excellence can translate into public value, institutional leadership, and social progress.

What emerges from this chapter is not a catalogue of achievements, but a pattern of engagement—quiet yet consequential, diverse yet coherent. Alumni contributions span multiple sectors and geographies, often unseen but deeply embedded in outcomes that matter to communities, economies, and nations.

Together, these glimpses reflect a living legacy. As new generations step forward, informed by the paths forged before them, the influence of IIT Delhi alumni will expand—shaping futures with competence, conscience, and commitment.



भारतीय प्रौद्योगिकी संस्थान दिल्ली
Indian Institute of Technology Delhi

54वाँ दीप्ति अवकाश

12 अगस्त 2023





3

**WHERE KNOWLEDGE
BECOMES NATION-
BUILDING**
IIT Delhi Alumni in Action

IIT ALUMNI IMPACT

Entrepreneurship & Startup



Corporate Leaders



Public Services & Governance



Academic & Research



Defence





IIT Delhi's alumni impact cannot be understood through a single metric, profession, or success story. It must be seen as a system of influence —one of multiple transformations. What emerges is a cascade of leadership that flows from classrooms and laboratories into the core structures of national and global life.

This chapter explores the arenas in which IIT Delhi alumni exert consequential influence: governance, industry, entrepreneurship, knowledge creation, politics and policy, social development, defence and culture. Together, these domains form a prism through which we can see how institutional change is transformed into human capability, and how human capability becomes public value. The sections that follow do not simply document where alumni work; they illuminate how IIT Delhi's evolving educational ethos is translated into leadership, institution-building, and measurable, sustained societal impact.



3.1

Corporate Leadership: Scale, Stewardship, and Global Impact

Corporate leadership is one of the most influential arenas through which technical expertise translates into large-scale societal impact. Beyond employment generation and economic growth, corporate leaders shape technological trajectories, institutional practices, governance norms, and global value chains. Their decisions influence innovation ecosystems, sustainability transitions, workforce futures, and the ethical deployment of emerging technologies.

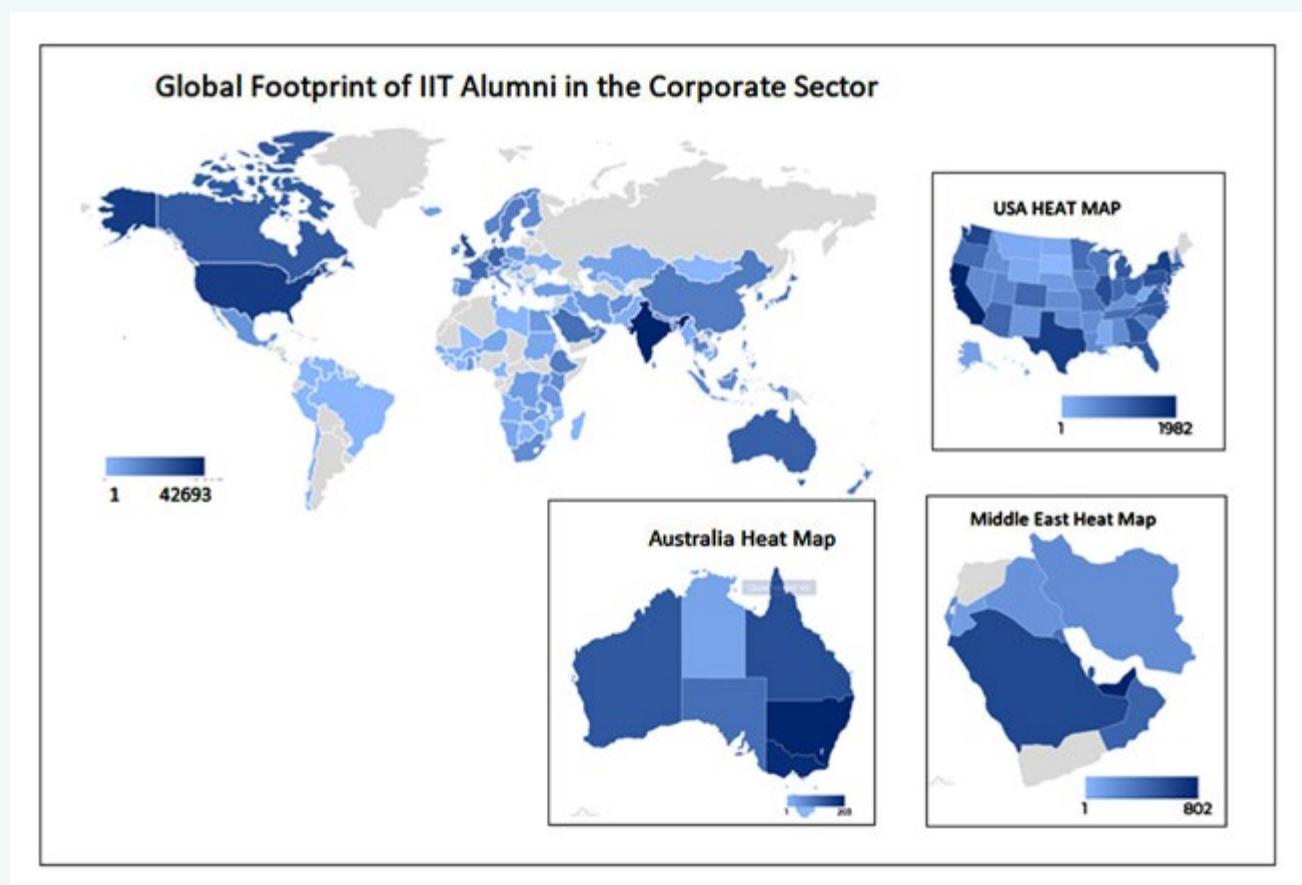
For IIT Delhi alumni, corporate leadership is not confined to executive titles alone. It spans a continuum from early technical roles within large enterprises to mid-level execution leadership, senior enterprise decision-making, and ultimately board-level governance and institutional stewardship. Across this trajectory,

alumni contribute in multidimensional ways: driving productivity, enabling global integration, advancing responsible innovation, and increasingly engaging with social, environmental, and policy-linked outcomes.

Studying corporate leadership therefore provides insight into how technical education, organisational scale, and long-term institutional trust intersect. It highlights how alumni navigate complexity across geographies and sectors, how leadership responsibilities evolve with experience, and how influence extends beyond firms into broader societal systems. This section examines these patterns systematically, positioning corporate leadership as a critical pillar of IIT Delhi's global alumni impact.

● IIT Delhi Alumni and the Corporate World: Setting the Context

The corporate sector has long served as a central arena of engagement for IIT Delhi alumni. Even before the expansion of India's start-up ecosystem or the diversification of alumni roles into public service, IIT Delhi graduates were deeply embedded in large corporate organisations in India and globally, contributing to enterprises that operate at scale and across geographies.



The global footprint of IIT Delhi alumni reflects active participation in corporate ecosystems across North America, Europe, East and Southeast Asia, Australia, the Middle East, and Africa, alongside a strong and continuing presence in India. This dispersion spans multiple industries and role types. Alumni are represented in technology-driven firms, traditional manufacturing and infrastructure companies, financial institutions, consulting organisations,

and energy enterprises. The map included here is intended to illustrate the breadth of this presence rather than suggest concentration or dominance in any specific region. The dataset remains India-centric, with a substantial segment in United States and a smaller but significant presence in the UK, Canada, and the UAE. Overall patterns in the data are shaped primarily by India, with the United States emerging as the secondary driver.

Structural Concentrations Observed:

There are three major concentrations—



This section focuses on the corporate presence. It does not treat corporations as a single, uniform category. Instead, it looks at a wide spectrum of organisational contexts: large multinational companies, Indian conglomerates, global technology firms, financial institutions,

energy companies, and professional services organisations. Across these diverse settings, IIT Delhi alumni have contributed not only as technical specialists but also as managers, senior executives, board members, and institutional leaders.

From Global Presence to System-Scale Impact

IIT Delhi alumni are globally present across diverse sectors and geographies. Yet presence alone does not explain impact. Impact is shaped by the scale of systems within which alumni operate and the depth of their institutional integration. To understand this dimension, an analysis of company size and employer clustering was undertaken across the alumni dataset.

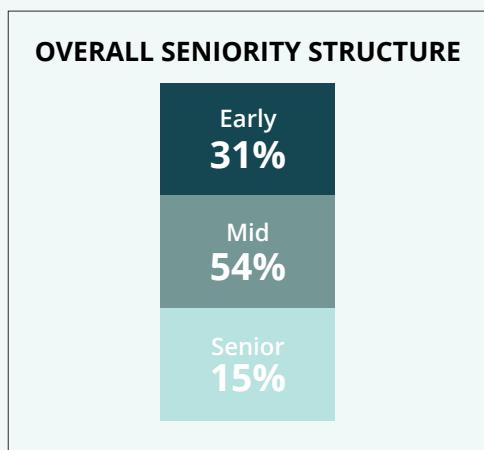
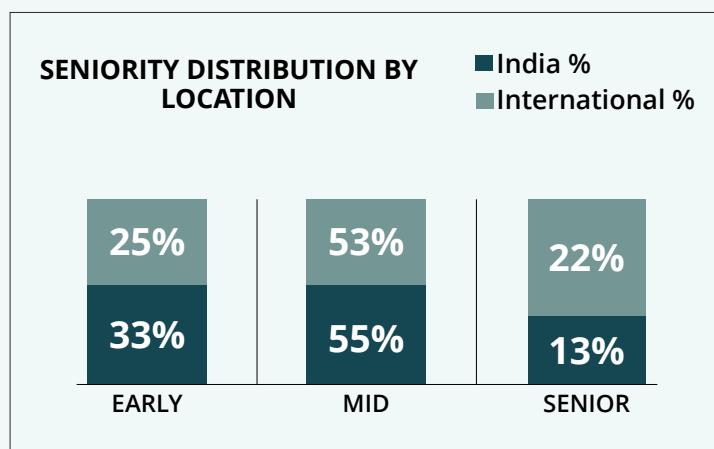
Of the 10,197 alumni analysed, 5,932 (approximately 58 per cent) are employed in very large organisations with more than 10,001 employees. These alumni are scattered across 808 major global enterprises spanning technology, finance, manufacturing, energy, infrastructure, and services. Importantly, alumni presence is not concentrated within a small set of firms. While the top 65 per cent comprising 20 employers account for about 35 per cent of alumni in very large enterprises, the remaining 65 per cent are spread across nearly 800 organisations—demonstrating both institutional depth and breadth.

Using conservative assumptions for average employee strength across company-size bands, these organisations collectively employ more than 150 million people worldwide. This figure does not suggest direct managerial control; rather, it highlights system exposure and institutional embedding. Alumni operate within environments where decisions, execution, compliance, product delivery, and service reliability influence vast populations—including employees, customers, vendors, and communities.

The significance of this finding lies in how corporate impact is exercised. Much of it is distributed rather than overtly visible, residing in roles that translate strategy into execution, sustain operational continuity, and uphold system integrity at scale. Taken together, the data reveals that IIT Delhi's corporate impact is not episodic or individual, but cumulative—embedded within large organisational systems—forming a durable foundation for sustained influence.

● IIT Delhi Alumni: Leadership and Workforce Presence Across Geographies

IIT Delhi alumni contribute to organisations across India and international markets at multiple levels of seniority, spanning early-career roles, experienced mid-level positions, and senior leadership responsibilities.



The early-level roles include engineers, developers, designers, analysts, and executives, forming the execution and entry layer. Mid-level roles comprise experienced professionals, managers, senior engineers, and functional leads who anchor operations. Senior-level roles encompass founders, CXOs, directors, vice

presidents, and board members responsible for strategic leadership and governance across corporate ecosystems. Examining the distribution of early, mid, and senior roles across sectors provides insight into how experience and leadership are positioned within different industry contexts.



Vishal Garg

Senior Risk Leader, Barclays
1999, B.Tech., Mechanical
Engineering

Vishal Garg is a senior risk leader at Barclays, overseeing global market risk data quality and controls, across regions. His work strengthens regulatory compliance, data governance, and real-time risk decision-making in complex banking environments. By driving BCBS 239 compliance, automating risk reporting, and enhancing cross-regional data integrity, he has advanced institutional transparency, reduced operational risk, and reinforced Barclays' capacity to manage large-scale financial exposure within evolving global regulatory frameworks.

Ashwin Ram is a Distinguished Engineer and Senior Director of AI at Google, where he collaborates with the Office of the CTO and global enterprise leaders to reimagine business models through advanced artificial intelligence. With a career spanning academia, industry, and entrepreneurship, he brings deep expertise in human-centered computing, interactive AI, and machine learning. Previously, he led major AI initiatives at Amazon, including Alexa AI and the Alexa Prize, helping shape conversational systems used by millions worldwide. Through his research, talks, and public engagements, Ashwin has advanced natural language interaction, making AI more intuitive, accessible, and embedded in everyday life—demonstrating how applied AI leadership can influence both technology and society at scale.



Ashwin Ram

Distinguished Engineer & Senior
Director, AI, Google
1982, B. Tech., Electrical Engineering

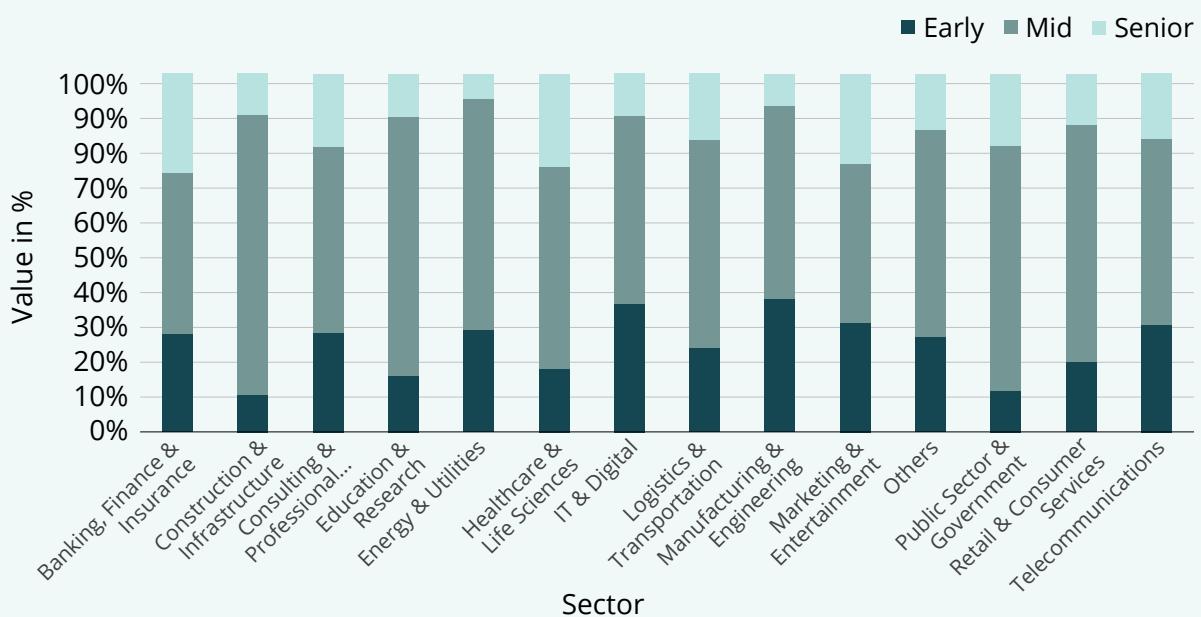
Whether steering complex global financial systems or driving India's digital and retail transformation, IIT Delhi alumni contribute decisively to corporate performance and societal outcomes across diverse contexts. They are the Leaders without borders.

Leadership Depth Across Corporate Sectors

As corporate careers evolve, leadership impact is shaped not only by entry into organisations, but also by the deepening of responsibility

across sectors and over time. This distribution highlights how IIT Delhi alumni are positioned within corporate hierarchies revealing patterns of execution, managerial depth, and senior decision-making across industries. Examining early-, mid-, and senior-level roles together helps illuminate how sectoral contexts shape leadership intensity and the pathways through which organisational trust is built.

Sector-wise Distribution of Early, Mid, and Senior Roles (%)

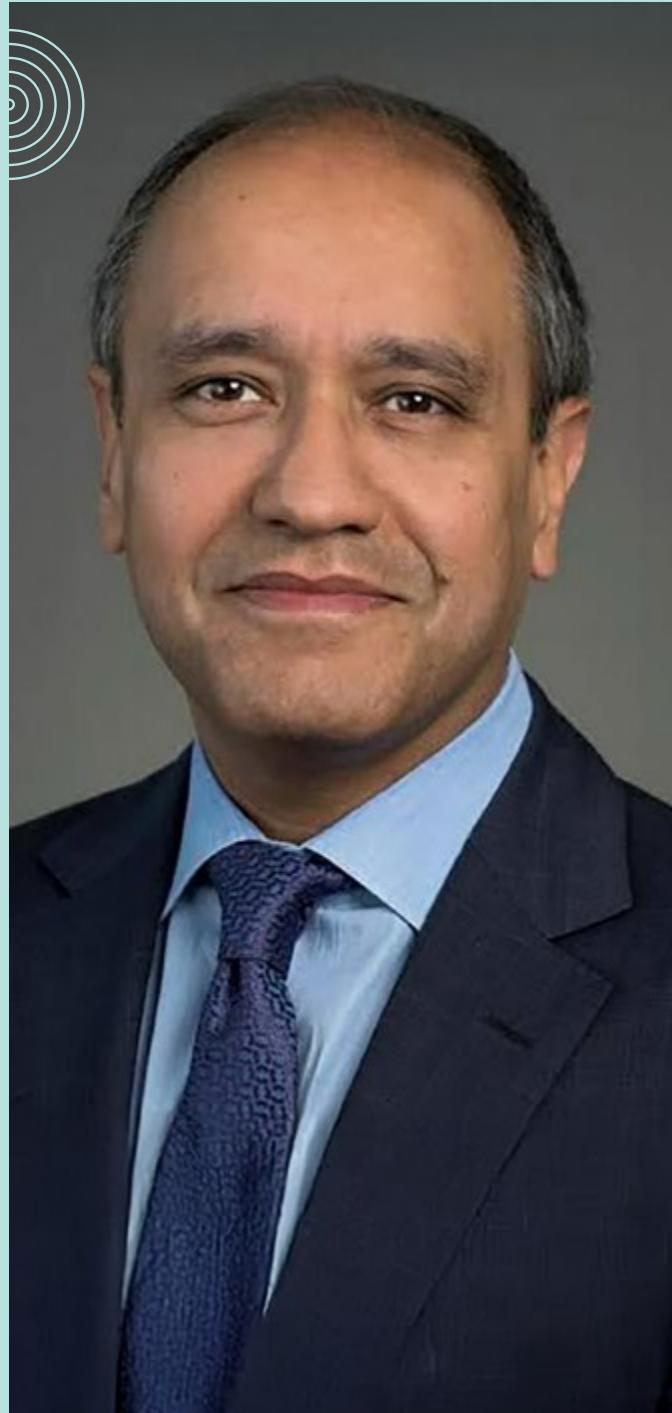


Key Findings

● **Mid-level roles dominate across all sectors, forming the operational backbone. Starting from Senior -Level, should to be another observation point.**

● **Early-level roles are most prominent in technology- and execution-driven sectors, underscoring stronger entry-level absorption and robust talent pipelines.**

● **One in ten alumni have become founders or CEOs of companies, while one in two occupies a managerial or advisory position.**



Lakhbir Singh Lamba exemplifies the confidence global institutions place in IIT Delhi alumni to lead complex enterprises. In 2025, he was appointed President, CEO, and Director of Regional Management Corp. with the Board affirming his ability to drive growth and transformation. "We believe Lakhbir's consistent success at PNC, his focus on innovation, and his impressive skillset developed within the consumer financial services space make him the ideal fit to continue our current growth strategy and lead Regional moving forward," stated Carlos Palomares, Chair of the Board of Regional Management.

Across career stages and sectors, IIT Delhi alumni are entrusted with responsibility because they consistently deliver outcomes within complex corporate systems. At every level, they meet institutional expectations with capability, credibility, and sustained performance.

Lakhbir Singh Lamba

President, CEO, and Director, Regional Management Corp
1995, B.Tech., Mechanical Engineering

Entry into Corporates — Learning at Scale

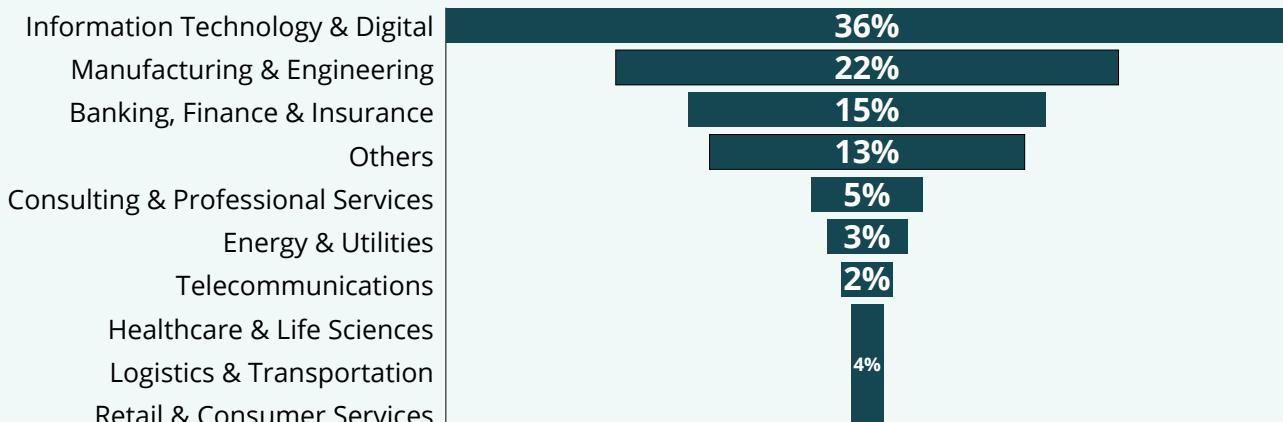
For a significant share of IIT Delhi alumni, the corporate sector represents the first major arena of professional learning after graduation. Entry into large and complex organisations exposes young graduates to real-world systems—technology platforms serving millions, manufacturing operations at national scale, regulated financial institutions, and global supply chains. These early corporate roles are not merely jobs, but structured learning environments where technical ability is tested against scale, coordination, and accountability.

At this stage, alumni work closely with experienced professionals and senior leaders, learning how decisions are made, teams are managed, and performance is delivered within

organisational constraints. Early responsibilities often centre on execution and problem-solving, yet they also provide invaluable exposure to leadership practices, cross-functional collaboration, and institutional processes that are difficult to replicate in smaller settings.

Based on available data on IIT Delhi alumni employed in the corporate sector, the chart below illustrates the sector-wise distribution of early-career roles. The distribution highlights the sectors in which alumni most frequently begin their professional journeys and underscores the relative significance of technology-driven, engineering-intensive, and analytically oriented industries in shaping formative learning experiences.

Early-Career Corporate Roles



Key Insights

Nearly 60 per cent of early-career alumni enter technology and core engineering sectors, underscoring IIT Delhi's strong technical orientation.

- **Direct early entry into finance (15 per cent)** highlights the growing role of analytics and technology in shaping 13 per cent modern financial services.
- **The 'Others' segment (13 per cent)** reflects early experimentation across emerging and niche industries, rather than a single alternative career track.
- **Consulting and infrastructure-linked sectors** attract smaller yet stable early-career cohorts, reflecting selective placement rather than mass recruitment.

● Placements as a Platform for Early Leadership Formation

For a large proportion of IIT Delhi alumni, entry into the corporate sector is enabled through the Institute's structured campus placement process—a critical institutional platform that connects students with leading organisations in India and abroad. In the ongoing 2025-26 placement cycle, IIT Delhi students had secured 1,275 job offers by December 2025, with more than 1,140 students placed at this stage. A significant feature of the current cycle is the rise in pre-placement offers (PPOs), which crossed 300 offers, marking an increase of approximately 33 per cent over the previous year. These figures underscore the scale and effectiveness of IIT Delhi's placement ecosystem in facilitating early professional entry.

Placements are not merely employment outcomes; they represent the first structured phase of professional leadership development. Early-career alumni enter large organisations, work under experienced leaders, assume defined responsibilities, and operate within complex systems—learning execution, coordination, and institutional decision-making.

Recent trends indicate stronger domestic absorption, with Indian and India-based multinational firms offering a growing share of early roles. This reflects a maturing corporate ecosystem that enables challenging entry-level responsibilities, creating a reinforcing cycle between organisational needs and the leadership development of IIT Delhi alumni.



Maathangi Anirudh

Associate, Boston Consulting Group
2025, B.Tech., Mechanical Engineering



Maathangi Anirudh, exemplifies the early emergence of leadership potential within the corporate ecosystem. Her selection by Boston Consulting Group reflects institutional confidence in her analytical ability, problem-solving skills, and readiness to operate in complex environments. Beginning with an internship and progressing to a full-time role, she now contributes to strategic decision-making across diverse sectors such as energy, cybersecurity, and insurance.



Yash Agarwal

Member, Software Engineering Team, Optiver
2025, B.Tech., Electrical Engineering



Yash Agarwal exemplifies how deep technical training can translate into leadership roles within the most demanding global environments. His pre-placement offer from Optiver, following an international internship in Amsterdam, reflects exceptional confidence in his ability to operate beyond disciplinary boundaries. Working on production-grade trading and risk systems for live options markets, he engages with performance-critical, latency-sensitive technologies where precision and accountability are paramount.

The cited examples reflect trajectory, not just numbers. As graduates step into consulting, technology, and high-stakes systems, they assume diverse roles that demand early responsibility and adaptability. With placement avenues steadily expanding, these formative engagements establish the foundation for sustained alumni impact—where early trust matures into long-term contribution across organisations, markets, and the communities.

Mid-Level Leadership: The Execution Backbone

As IIT Delhi alumni progress within corporate organizations, many assume mid-level leadership roles that are central to day-to-day execution. These positions include project managers, product leads, functional managers, and programme heads who operate between senior leadership and frontline teams. While less visible than CXO roles, this layer is indispensable to organisational stability and performance.

Mid-level leaders translate strategy into execution. They coordinate across functions, manage teams and resources, and ensure delivery within complex operational and regulatory environments. In large corporations,

this responsibility often involves overseeing geographically distributed teams, integrating diverse systems, and maintaining process discipline at scale.

Sectoral patterns reveal a significant IIT alumni presence in mid-level roles across technology, IT services, finance, energy, and engineering-driven industries. At this stage, leadership depends less on authority and more on problem ownership, coordination, and reliability. Sustained performance in these roles builds institutional trust and often determines progression into senior leadership and cultivation of long-term functional expertise.



Siddhartha Das serves as a Senior Leader in the Corporate Strategy function of TAFE, where he supports strategy execution within India's agriculture and manufacturing ecosystem. His role focuses on translating strategic priorities into operational actions, coordinating across teams and ensuring that plans deliver measurable outcomes.

His leadership orientation was shaped early at IIT Delhi, where he served as General Secretary of the Electrical Engineering Society, coordinated publicity for institute-wide festivals, and led knowledge and outreach initiatives through the Economics Club. These roles involved organising large events, team management, and dialogue facilitation, building practical leadership skills grounded in responsibility and execution. Professionally, his tenure at McKinsey & Company further strengthened his analytical rigour and delivery discipline across transformation initiatives. Alongside work, his engagement with an NGO, Goonj reflects a continued commitment to social contribution. Together, these experiences illustrate a leadership profile rooted in execution, coordination, and impact, where strategy intent is made real through people and systems.

Leaders such as Das form the invisible spine of organizations, where intent becomes action and systems hold together. Operating away from the spotlight, they shoulder complexity, coordinate people, and deliver outcomes. Their contributions may often go unseen—yet without it, nothing moves forward.

Siddhartha Das

Senior Leader, Corporate Strategy Function, TAFE
2013, B.Tech., Electrical Engg.

Senior Leadership and CXO Roles: IIT-Delhi Alumni as Enterprise Decision-Makers

As corporate careers advance, a segment of IIT-Delhi alumni transition into senior leadership roles where responsibility extends beyond execution to enterprise-level decision-making. These positions include CXO appointments and leadership of major business units across large and mid-sized organizations. At this stage, leadership is defined less by functional expertise and more by accountability for organisational outcomes.

Directional indicators highlight IIT-Delhi alumni representation across senior leadership roles in

multinational companies, Indian conglomerates, public sector enterprises, and global technology firms. Their presence reflects long career trajectories within complex organisations rather than rapid advancement. Senior leaders balance strategy with performance, manage risk across large systems, and oversee geographically distributed teams. This phase marks a critical shift from problem ownership to institutional stewardship—underscoring sustained organisational trust built over extended corporate careers.



Rakshay Jain

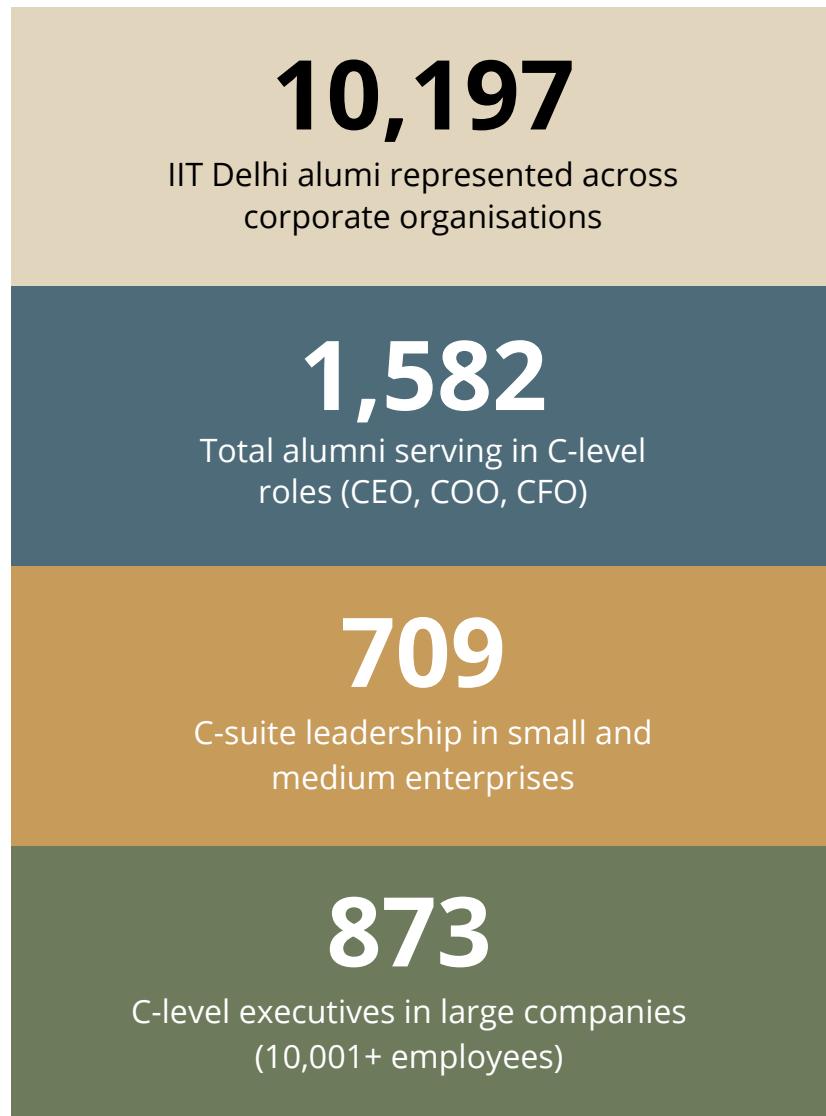
Chief Product Officer, DexCare
2009, B.Tech., Chemical Engineering



Rakshay Jain has been appointed Chief Product Officer at DexCare. Announcing the appointment, CEO Matt Blosl, remarked, "Rakshay has done this before... he builds products that solve today's problems—delivering unmistakable value—while preparing for what's next. That's the leadership our partners need to treat more patients and grow their markets with the resources they have."

The appointment reflects strong leadership confidence in Jain's product vision and execution capability.

Corporate Leadership Footprint of IIT Delhi Alumni



The infographic illustrates the scale and structure of senior corporate leadership roles occupied by IIT-Delhi alumni. It highlights a broad base of alumni holding senior-level titles across corporates, narrowing progressively into leadership roles within mid-sized and large companies, and further into C-suite positions. Within this group, a distinct subset serves as chief executives across organisations of different scales. Rather than representing a linear hierarchy, the visualisation captures overlapping role-based distributions, showing how IIT-Delhi alumni are embedded at multiple levels of enterprise leadership. Together, these patterns underscore sustained institutional trust and long-term engagement of IIT Delhi alumni within complex corporate systems—extending beyond isolated or episodic leadership appointments.

IIT-Delhi Alumni in Boardrooms and Institutional Governance

As corporate careers mature, some IIT-Delhi alumni move from executive roles into board-level and governance positions, marking a shift from managing organisations to stewarding them. In these roles, board members provide oversight, set strategic direction, and manage risk across corporates, foundations, and voluntary organisations.

The infographic presents four distinct indicators of IIT Delhi alumni participation in board and governance roles. The presence of 78 alumni highlights engagement in institutional and

philanthropic governance beyond commercial enterprises. A further 559 alumni hold board positions as part of formal employment titles, reflecting the direct integration of governance responsibilities within senior corporate roles. Meanwhile, 428 alumni serve on boards in voluntary capacities —signalling contributions

driven by expertise and credibility rather than formal authority. Additionally, 179 alumni hold board roles through organisational memberships, representing sectoral, professional, and industry bodies. Taken together, these figures underscore the breadth and diversity of governance engagement by IIT-Delhi alumni across multiple institutional formats.

IIT -Delhi Alumni in Board and Governance Roles

78

Senior executives and
Board Members of
foundations

559

IIT-Delhi Alumni w/
Board Positions in
(Employment Title)

428

IIT-Delhi Alumni w/
Board Positions in
(Volunteering Roles)

179

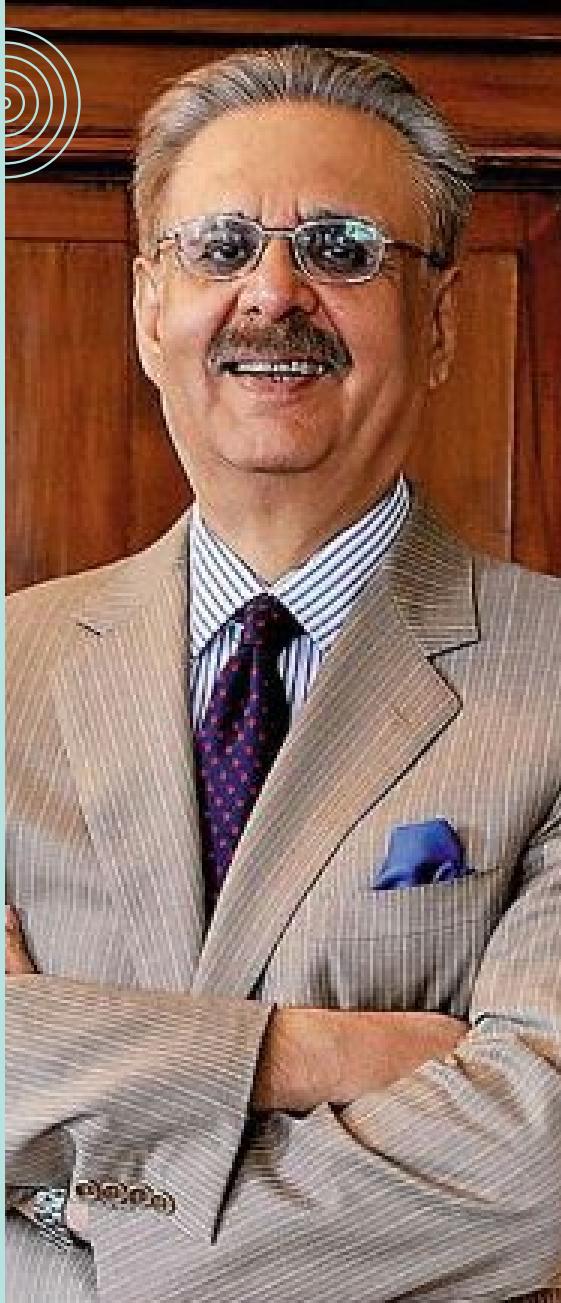
IIT-Delhi Alumni w/Board
Positions in (Organization
Memberships)

Figures are indicative and drawn from alumni dashboards and secondary sources. Categories are role-based and not mutually exclusive.



Key Takeaways

- The higher number of board roles tied to employment titles (559) indicates that IIT-Delhi alumni are increasingly entrusted with governance responsibilities within active corporate leadership, rather than only in post-retirement capacities.
- The substantial voluntary board participation (428) signals institutional credibility that extends beyond formal authority, aligning with governance participation patterns observed in leading global technical universities.



Yogesh Chander Deveshwar was an eminent Indian corporate leader and long-serving Chairman of ITC Limited. He completed his B.Tech. in Mechanical Engineering from IIT Delhi in 1968, and later attended advanced management programmes at Harvard Business School. Deveshwar joined ITC in 1968 and became its Chairman in 1996, steering the company's transformation from a primarily tobacco-focused firm into a diversified conglomerate spanning FMCG, hospitality, paperboards, agribusiness, and IT services. Deveshwar championed a values-driven model of stakeholder capitalism. Flagship initiatives such as e-Choupal connected over four million farmers across 40,000 villages, enhancing rural incomes and market transparency. Under his leadership, ITC also emerged as a global sustainability pioneer, becoming carbon-positive, water-positive, and solid-waste recycling-positive. Awarded the Padma Bhushan in 2011, Deveshwar's legacy stands as a benchmark in responsible corporate governance, strategic diversification, and nation-oriented business leadership.

Yogesh Chander Deveshwar

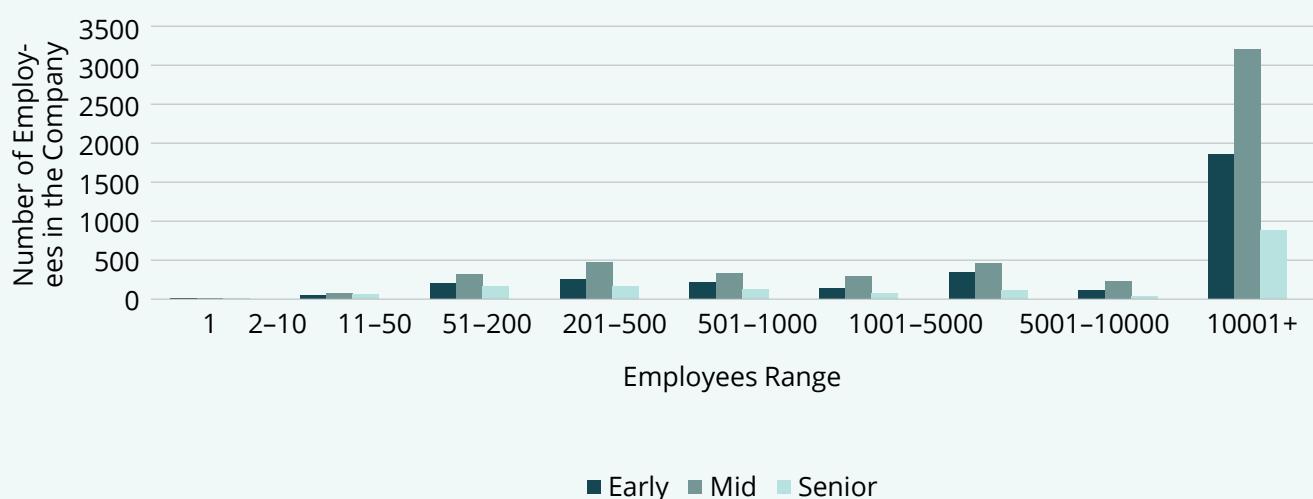
Chairman, ITC Limited
1968, B.Tech., Mechanical Engineering

Organizational Scale and Career Positioning of IIT Delhi Alumni

The size of the organizations in which IIT Delhi alumni work provides a critical indicator of the scale of responsibility, operational complexity, and institutional influence associated with their professional roles. Company size reflects not only employment capacity but also exposure to large systems, multi-market operations,

governance structures, and resource intensity. Examining alumni distribution across employee-size categories therefore helps assess where alumni expertise is being absorbed—whether in start-ups, mid-sized firms, or large global enterprises—and how career progression aligns with organisational scale.

Company Size Profile of IIT Delhi Alumni Workplaces



Key inferences from the Data

- Strong concentration in very large enterprises.
- Mid-career alumni show the highest presence overall.
- Career progression aligns with organisational scale; senior professionals are most visible in larger firms.
- Limited concentration in micro and very small firms.



Rajiv Sabharwal

Managing Director & CEO, Tata Capital Limited
1987, B.Tech., Mechanical Engineering

Rajiv Sabharwal, an alumnus of IIT Delhi and IIM Lucknow, is one of India's most accomplished leaders in banking and financial services, with over three decades of experience spanning retail banking, housing finance, capital markets, and investments. As Managing Director & CEO of Tata Capital Limited, he plays a pivotal role in steering the Tata Group's financial services strategy, overseeing lending, housing finance, asset management, securities, and international operations. His leadership has strengthened Tata Capital's position as a diversified, customer-centric non-banking finance company (NBFC) with robust governance standards.

Previously, as Executive Director at ICICI Bank, he led key businesses including retail and rural banking, financial inclusion, and digital banking, shaping large-scale access to finance. His experience across venture capital, growth equity, and regulatory committees (RBI, IBA) uniquely positions him at the intersection of corporate leadership, financial innovation, and institution-building at scale.

Shaping the Architecture of a Secure Digital World



Dr. Amit Sinha

CEO, DigiCert, Inc.
1998, B.Tech., Electrical Engineering

Amit Sinha is a globally respected technology leader recognised for building and scaling platforms at the core of digital trust and enterprise security. As CEO of DigiCert, he leads one of the world's most trusted providers of digital certificates, PKI, IoT, and identity solutions, serving the vast majority of Fortune 500 companies and the world's largest banks. Previously, during a transformative 12-year tenure at Zscaler, he helped grow the company from an early-stage start-up into a NASDAQ-100 leader in cloud security. His career also spans successful entrepreneurial and technology leadership roles, including founding and scaling wireless and semiconductor ventures, several of which led to high-value acquisitions. A prolific innovator with dozens of patents and publications, he also channels his success into philanthropy through the Amit & Deepali Sinha Foundation, which supports education, health, and academic excellence worldwide.

IIT Delhi Alumni Across the World's Leading Corporations

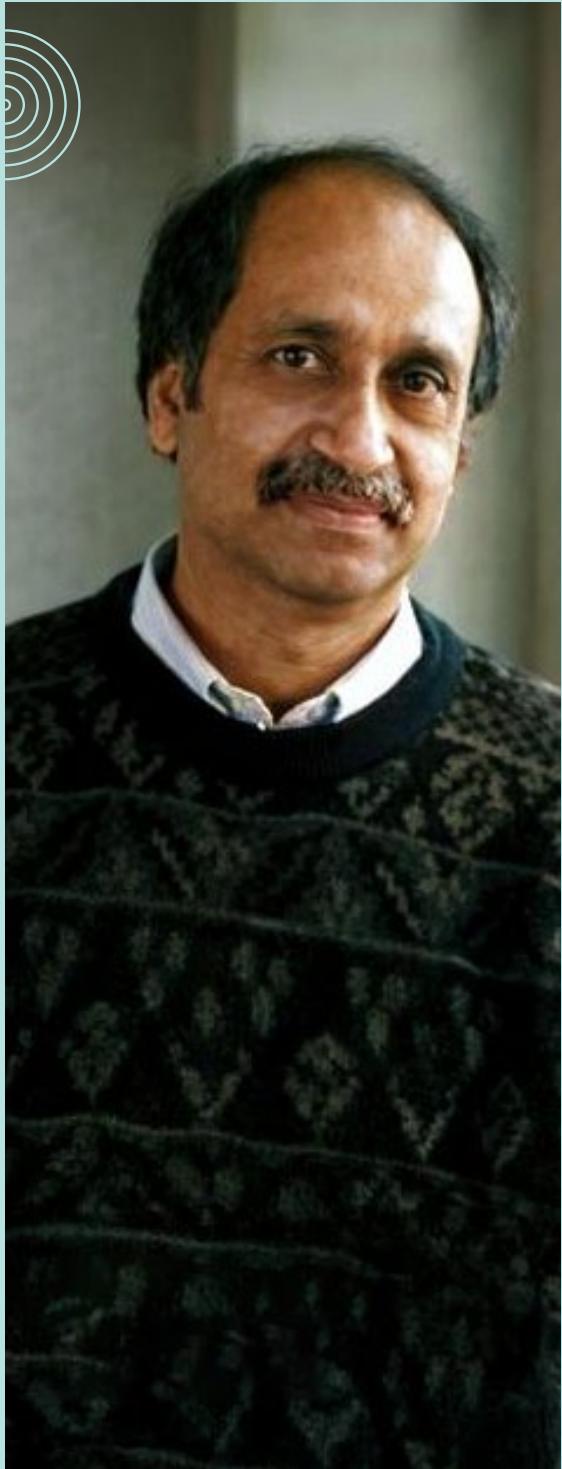
The presence of IIT Delhi alumni in internationally recognised corporations reflects the Institute's sustained global relevance and the professional credibility of its graduates. Their representation spans a wide spectrum of Fortune 50 companies and leading global enterprises across technology, consulting, finance, manufacturing, infrastructure, and the public sector, demonstrating both the depth and diversity of alumni engagement worldwide.

Within this landscape, organisations such as Google (686 alumni), Amazon (633), and Microsoft (541) emerge as major employers, while the cumulative presence of 2,483 alumni across Fortune 50 companies underscores the

scale at which IIT Delhi graduates are embedded within the world's most influential corporate institutions. This distribution highlights not only strong representation in technology-driven firms but also significant participation across consulting, finance, infrastructure, and public-sector enterprises.

Collectively, this global corporate presence strengthens India's reputation as a source of high-quality technical and managerial talent, while simultaneously enhancing IIT Delhi's standing as an institution whose alumni continue to shape global industry, technology, and economic systems.





Dr. Abhinav Aggarwal serves as IBM Distinguished Engineer/Global CTO at IBM, where he leads enterprise-wide technology architecture and digital transformation strategies spanning AI/ML, data platforms, cloud, cognitive systems, and automation. His role bridges strategy and execution, guiding large-scale, mission-critical programmes for Fortune-scale organisations across telecom, finance, healthcare, manufacturing, aviation, and public services. The impact of his leadership is visible in measurable outcomes: sustained cost savings, productivity improvements, reduced service delays, enhanced customer experience, and revenue growth enabled through AI-driven decision systems and predictive operations. By advancing data-driven governance, intelligent infrastructure, and automated service delivery, his work extends beyond corporate value creation to deliver broader societal benefits, including more efficient healthcare systems, resilient supply chains, smarter mobility solutions, and improved access to digital public services. His career demonstrates how advanced enterprise architecture can simultaneously generate economic value and strengthen the public good at scale.

Dr. Abhinav Aggarwal

Distinguished Engineer/Global CTO, IBM
1997, M. Tech./MBA, Systems Management

● Leadership Journeys and Professional Distinction



Gautam Kumra

Asia Chairman, McKinsey & Company
1991, B.Tech., Chemical Engg.

Gautam Kumra consistently highlights teamwork as one of IIT Delhi's most enduring lessons. Academic rigour, combined with student-led responsibilities, made collaboration unavoidable, and leadership inseparable from trust. As he puts it, "Leadership is built through teams, not titles."

This orientation carried into his professional life, where solving complex organisational challenges required aligning diverse stakeholders. Through his work, these team-driven approaches have shaped how large institutions think about strategy, transformation, and long-term organisational effectiveness across sectors.



Dr. Gargi Maheswari

VP of Biologics of Science & Technology,
Merck & Co.
1994, Bio-chemical Engg. &
Biotechnology (Dual Degree)

Dr. Gargi Maheshwari is a distinguished biomedical scientist whose work bridges fundamental research and life-saving therapies. Her Ph.D. research on cell migration and bioartificial organs produced a highly cited publication, reflecting an early capacity to address complex biological systems with originality and rigour. Over more than 25 years in the biopharmaceutical industry, she has held senior leadership roles at Merck and Bristol Myers Squibb, contributing to the development and global launch of vaccines and breakthrough cancer therapies, including work that supported accelerated regulatory approval. A Fellow of American Institute for Medical and Biological Engineering and a member of the National Academy of Engineering, Dr. Maheshwari is also a committed mentor and advocate for women in STEM, shaping the next generation of biotech leaders. In recognition of her contributions, she received the DAA IIT Alumni Award in 2025.



Building Global Brands with an Indian Vision



Hari S Bhartia is one of India's most influential corporate leaders, known for building globally benchmarked businesses rooted in long-term vision and execution excellence. As Co-Chairman and Managing Director of the Vam Bhartia Group, he has played a pivotal role in shaping enterprises across chemicals, food services, information technology, and allied sectors, guiding the group to a turnover of more than INR 1,000 crore. He led the transformation of Domino's Pizza India into the country's largest fast-food chain in a remarkably short span, setting new standards for scale and consistency. Beyond business, he has made lasting contributions to policy, technical education, and leadership development through national committees and global platforms such as Young Presidents' Organization. Widely honoured for corporate leadership and nation-building, his career exemplifies how enterprise can serve both markets and society.

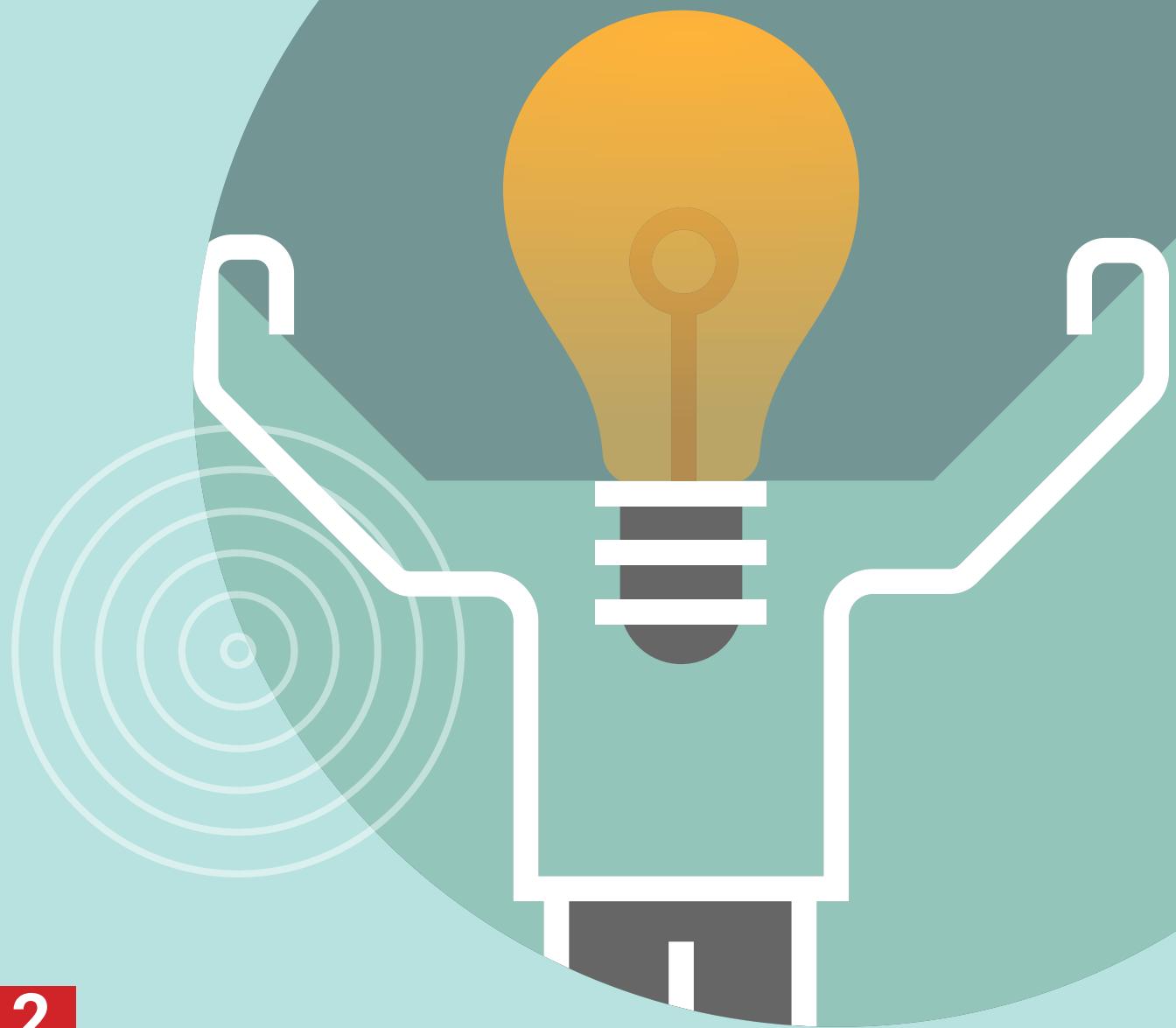
Hari S Bhartia

Co-Chairman and Managing Director, Vam Bhartia Group

1979, B.Tech., Chemical Engineering



Across sectors and geographies, IIT Delhi alumni have contributed to corporations as builders of systems, stewards of institutions, and leaders of scale, translating technical expertise into sustained organisational impact. Their roles across early execution, mid-level leadership, senior management, and governance illustrate how corporate responsibility becomes a pathway for economic, social, and institutional value creation. Taken together, these trajectories affirm that the impact of IIT Delhi's corporate leadership is not episodic or confined to a moment—it is cumulative, embedded, and enduring ●●●



3.2

Entrepreneurship and Alumni Impact

Entrepreneurship is one of the clearest ways in which IIT Delhi alumni translate technical education into economic and societal outcomes. Over time, alumni-led ventures have evolved from individual initiatives into a broad, globally connected ecosystem operating across sectors, geographies, and stages of scale.

What distinguishes IIT Delhi alumni entrepreneurship is not only the sheer volume of startups created, but also the depth of their progression, from early experimentation to sustained, institution-building enterprises. Alumni ventures have demonstrated resilience

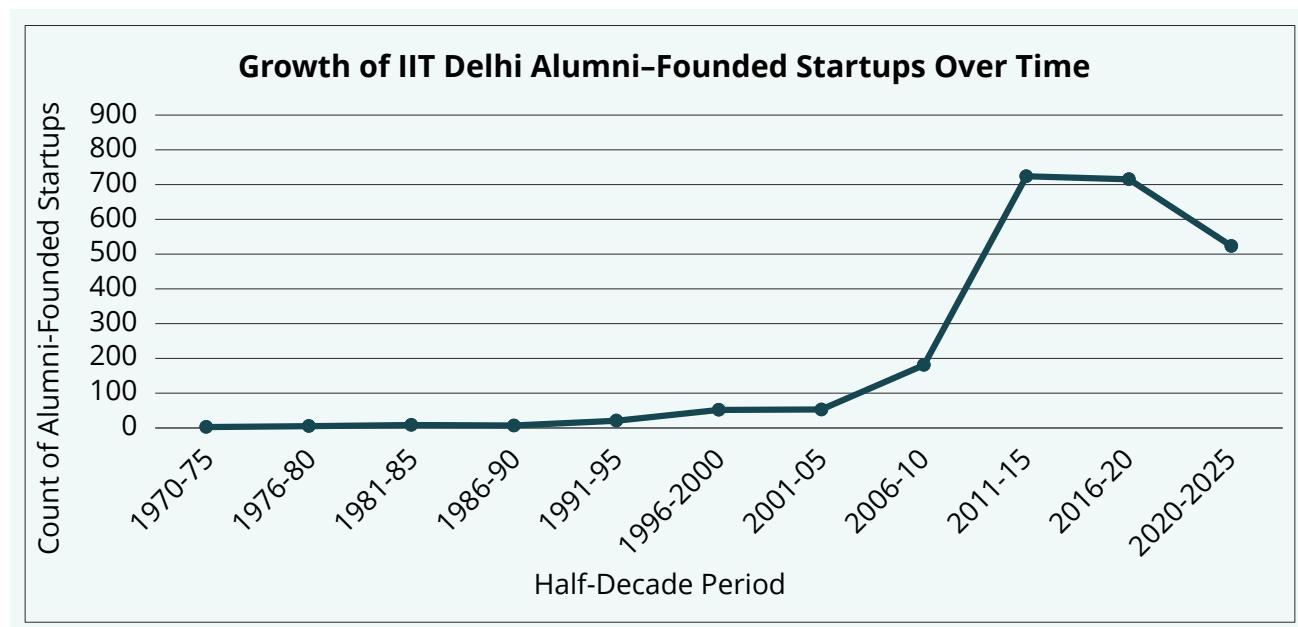
across market cycles and an increasing capacity to convert innovation into long-term economic value.

This section examines alumni entrepreneurship through a focused set of lenses: the sectoral and geographic shape of the ecosystem, lifecycle depth and maturity, economic value creation through employment and valuation, and patterns of capital and investor confidence. Together, these perspectives illustrate how alumni entrepreneurship functions as a continuing driver of national economic contribution.

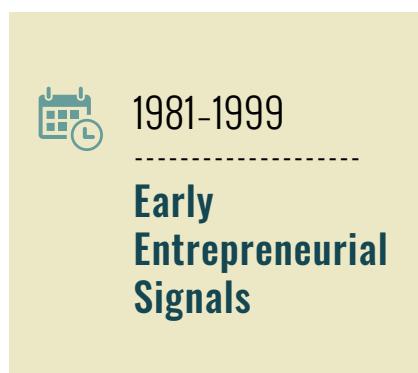
▶ Building an Entrepreneurial Ecosystem: IIT Delhi Alumni Over Time

Startups represent one of the most visible and measurable pathways through which IIT Delhi alumni translate technical training into economic and societal outcomes. Beyond firm creation, entrepreneurial ventures generate employment, catalyse capital formation, drive productivity

gains, and open new markets and technologies. Studying startup formation over time therefore provides a structured lens to understand how alumni impact has expanded, from early individual initiatives to a sustained, ecosystem-level presence across sectors and geographies.



It highlights broad patterns of growth and transition, serving as a baseline for understanding the evolutionary phases of alumni entrepreneurship.



This period marks the first discernible emergence of alumni-led entrepreneurial activity. Startup formation remained modest, driven largely by individual founders or small teams, often opportunity-based rather than supported by any formal ecosystem. While limited in scale, this phase represents a gradual shift beyond conventional professional trajectories. Notable alumni ventures during this era such as Pine Labs, Mindtree, and the Indiabulls Group, signalling early experimentation with entrepreneurship alongside mainstream careers.



2000-2005

Technology-Led Inflection

The early 2000s constitute a structural turning point in alumni entrepreneurship. The expansion of software exports, early internet adoption, and growing global exposure began to shape entrepreneurial intent among IIT Delhi graduates. During this phase, many alumni focused on understanding markets and building capabilities rather than pursuing rapid firm creation, resulting in relatively limited startup growth. Ventures such as Fractal Analytics reflect this period of preparation and capability-building, laying the foundation for the larger-scale expansion.



2006-2010

Acceleration Phase

Entrepreneurial momentum strengthened significantly as alumni ventures increasingly targeted scalable markets. Improved access to early external capital, coupled with maturing institutional and ecosystem support, began to shape clearer growth trajectories. This phase witnessed the rise of several landmark companies, including Zomato, FlipKart, Policybazaar, Axtria, and Nimble Commerce. Nearly twenty Unicorns and Soonicorns trace their origins to this period, establishing the foundations of IIT Delhi's large-scale startup presence.



2011-2015

First Sustained Startup Boom

A clear inflection becomes visible during this phase as startup creation expands across digital platforms, logistics, education, and financial services. Entrepreneurship transitions from isolated outcomes to a repeatable and recognisable institutional pattern. Approximately fifty Unicorn and Soonicorn companies emerged during this period, including Tata 1mg, Delhivery, BlueStone, Blinkit, Purplle, upGrad, Meesho, Spinny, and Accion Labs, reflecting both sectoral diversification and increasing scale.



2016-2020

Exponential Expansion

This phase records the most rapid growth in alumni entrepreneurship, driven by supportive national initiatives, the expansion of digital public infrastructure, and the globalisation of venture capital. Alumni engagement broadened across both consumer-facing and real-economy sectors, with approximately 35 unicorn and soonicorn companies founded during this period. Prominent examples include BharatPe, OneCard, Groww, Harness, Observe.AI, Udaan, and Zippin, underscoring the ecosystem's maturity and depth.



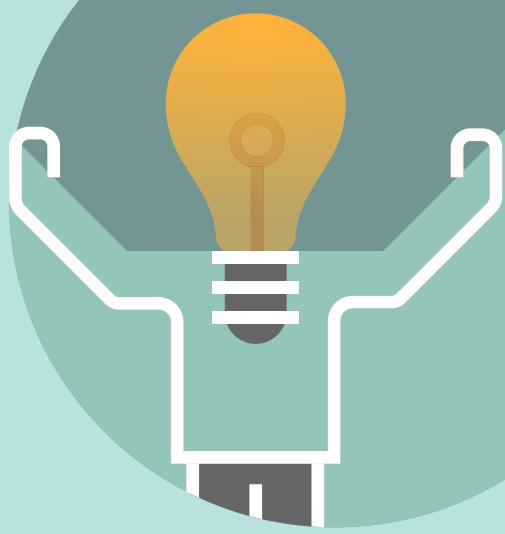
2020-2025

Apparent Moderation with Structural Continuity

The recent tapering in startup counts reflects natural lags in company registration, funding cycles, and data visibility for early-stage ventures rather than a structural slowdown. Alumni entrepreneurship continues to demonstrate resilience and continuity, with new Unicorns emerging even during this period. Notable examples include GlobalBees, StrideOne, Rario, and Descope, indicating sustained entrepreneurial capacity despite a more cautious external environment.

● Key Themes and Enduring Insights

- IIT Delhi's entrepreneurial journey is institutional and cumulative, shaped over decades rather than driven by short-term market cycles.
- Early alumni built foundational capabilities within public institutions, industry, and research, creating the conditions for later enterprise creation.
- Entrepreneurship evolved from isolated individual efforts into a repeatable and recognisable alumni pathway across generations.
- Growth phases reflect increasing confidence, sectoral depth, and the capacity to build scalable and resilient organisations.
- Above all, the narrative reveals a priceless outcome: IIT Delhi has cultivated an enduring entrepreneurial culture that compounds capability, confidence, and impact over time.



Deepinder Goyal

Founder, Zomato
2005, Dual Degree, Mathematics and Computer

Deepinder Goyal, (Dual Degree, Mathematics and Computer, IIT Delhi, 2005), founded **Zomato** in 2008—is one of the world's largest food aggregators. What began as a restaurant discovery platform in Delhi NCR has evolved into a global ecosystem influencing how millions of people choose, access, and experience food. Under his leadership, Zomato has expanded into food delivery, dining-out solutions, and supply-chain enablement, while also advancing sustainability through initiatives that address hunger and food wastage. He is also additionally the founder of LAT Aerospace, Temple, and Eternal.



Binny Bansal

Co-Founder, Flipkart
2005, B.Tech., CSE

Binny Bansal, (B.Tech in Computer Science and Engineering, IIT Delhi, 2005), co-founded Flipkart, which transformed e-commerce in India by democratising access to goods across cities and towns. Flipkart's global validation through its acquisition by Walmart positioned India as a serious start-up destination and generated large-scale employment and logistics networks. Post-FlipKart, he co-founded **xto10x** and founded Opptra, while actively mentoring and investing in next-generation start-ups and strengthening IIT Delhi's entrepreneurial ecosystem.

● Sectoral Footprint of IIT Delhi Alumni Entrepreneurship

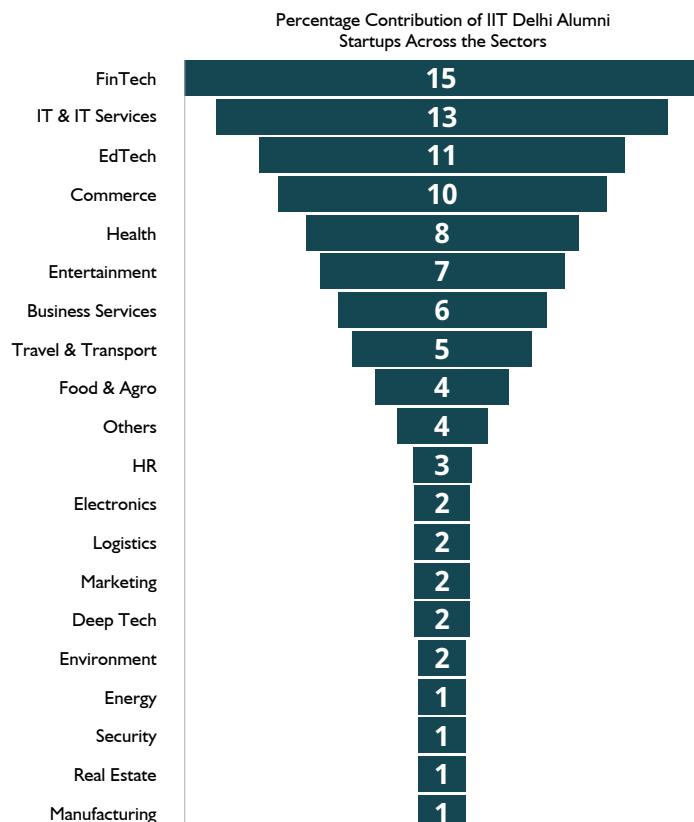
The sectoral spread of IIT Delhi alumni-founded enterprises is both broad and selective, spanning finance, technology, health, energy, logistics, manufacturing, and the environment. This distribution reflects sustained alumni engagement with complex and high-impact problem domains across the economy, rather than a concentration in a narrow, set of opportunity-driven sectors.

FinTech and IT & IT Services emerge as the leading sectors, together accounting for the largest share of alumni-founded companies. These domains integrate engineering logic, data intensity, regulatory insight, and platform-based design, areas closely aligned with IIT Delhi's technical and analytical training. Prominent FinTech ventures such as BharatPe, Groww, and Kredivo Holdings illustrate scale in consumer and financial infrastructure platforms, while enterprise technology firms including Harness and Rubrik demonstrate depth in IT services and software-driven solutions.

EdTech and Commerce follow closely, indicating sustained alumni engagement with education delivery systems, digital marketplaces, and consumption platforms that serve large and diverse populations. Companies such as upGrad, FlipKart, Meesho, and CarDekho reflect alumni presence in sectors where technology intersects directly with access, affordability, and market expansion.

Health, Business Services, Travel & Transport, and Food & Agro form a strong middle layer within the sectoral distribution. Alumni ventures in these areas demonstrate sustained engagement with essential services, supply chains, and human well-being, often operating at the intersection of technology, operations, and regulation.

Beyond these dominant clusters, the presence of alumni ventures in sectors such as logistics, electronics and communication, deep tech,



environment, energy, security, manufacturing, and real estate is particularly significant. While smaller in percentage terms, these sectors are typically capital-intensive, regulation-heavy, or technologically demanding. Their inclusion underscores that IIT Delhi alumni entrepreneurship is not confined to low-barrier digital ventures, but extends into domains characterised by long gestation periods and systemic impact.

Overall, the sectoral distribution highlights a defining characteristic of IIT Delhi alumni entrepreneurship: breadth anchored by depth. Alumni engagement spans multiple sectors not through indiscriminate dispersion, but through deliberate concentration in areas where challenges are complex, stakes are high, and solutions demand sustained technical and organisational capability.

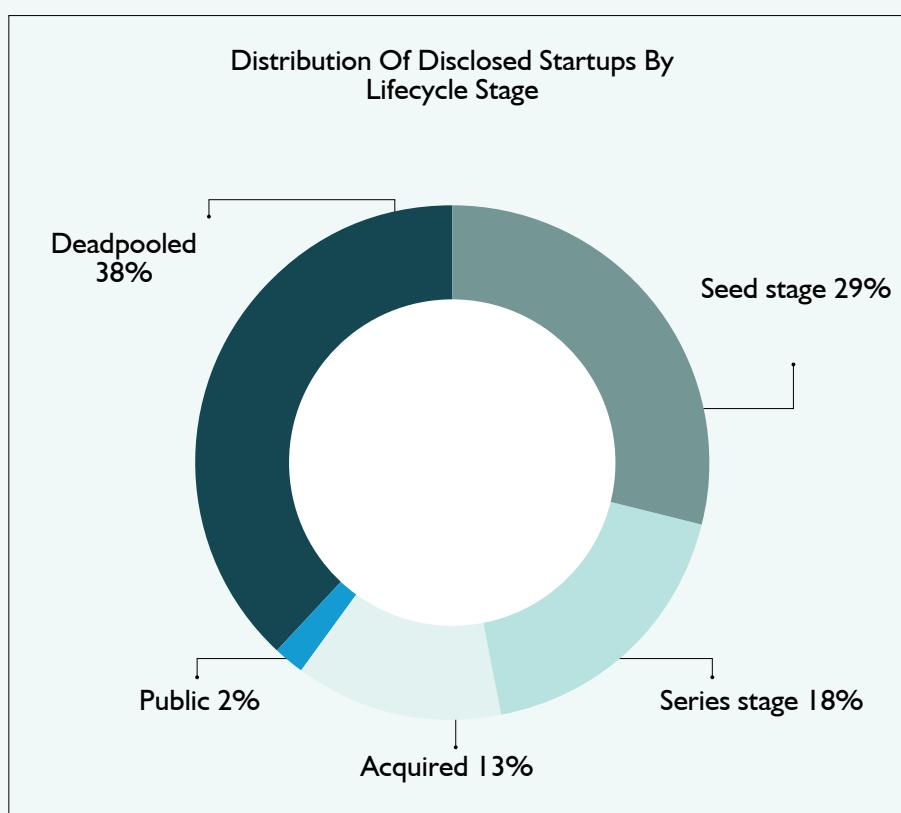
The strength of IIT Delhi alumni entrepreneurship lies not merely in the number of sectors entered,

but in the thoughtful selection of domains where enduring impact can be created.

● Startup Lifecycle Outcomes: Depth, Resilience, and Maturity

Understanding startup ecosystems requires looking beyond firm creation to examine how ventures evolve, scale, exit, or close over time. Lifecycle analysis provides this deeper lens, revealing whether entrepreneurship functions as

a short-lived burst of activity or as a sustained, self-renewing system. The lifecycle distribution of IIT Delhi alumni-founded startups offers precisely such an assessment of ecosystem depth, resilience, and maturity.



The distribution shows a balanced spread across seed, growth, and exit stages, with no single phase dominating excessively. This balance signals a continuous pipeline of entrepreneurial activity rather than isolated booms tied to

specific market cycles. Alumni ventures are consistently entering the ecosystem, advancing through growth stages, and transitioning through exits or closures in a manner characteristic of mature entrepreneurial systems.



Key insights

A notable feature of this distribution is the deadpooled share of 38.2 per cent, significantly lower than the 50–70 per cent failure rates commonly observed in global startup ecosystems. This pattern reflects healthy churn rather than weakness. Alumni founders typically enter entrepreneurship with strong technical training, prior industry exposure, and a clearer grasp of market dynamics. As a result, venture selection tends to be more pragmatic, and when market viability is not achieved, shutdowns are often timely and disciplined rather than prolonged. In many cases, these early closures function as valuable learning phases, with founders later contributing to or leading new ventures, reinforcing ecosystem resilience instead of eroding it.

Exit outcomes highlight the ecosystem's growing maturity. Approximately 14.5 per cent of disclosed startups have reached acquisition or public listing, an outcome stage at which many ecosystems contract sharply. Prominent cases such as Flipkart, Zomato, and Delhivery demonstrate how alumni-led ventures have converted scale, execution capability, and market leadership into institutional exits, affirming the ecosystem's capacity to produce enduring enterprises.

Equally significant is the depth of growth-stage activity. Nearly half of disclosed startups continue to scale across seed and series stages, signaling strong future potential for valuation growth, employment generation, and follow-on innovation. These companies span diverse sectors such as FinTech, SaaS, logistics, health, and enterprise technology, reflecting both sectoral diversity and sustained growth momentum.

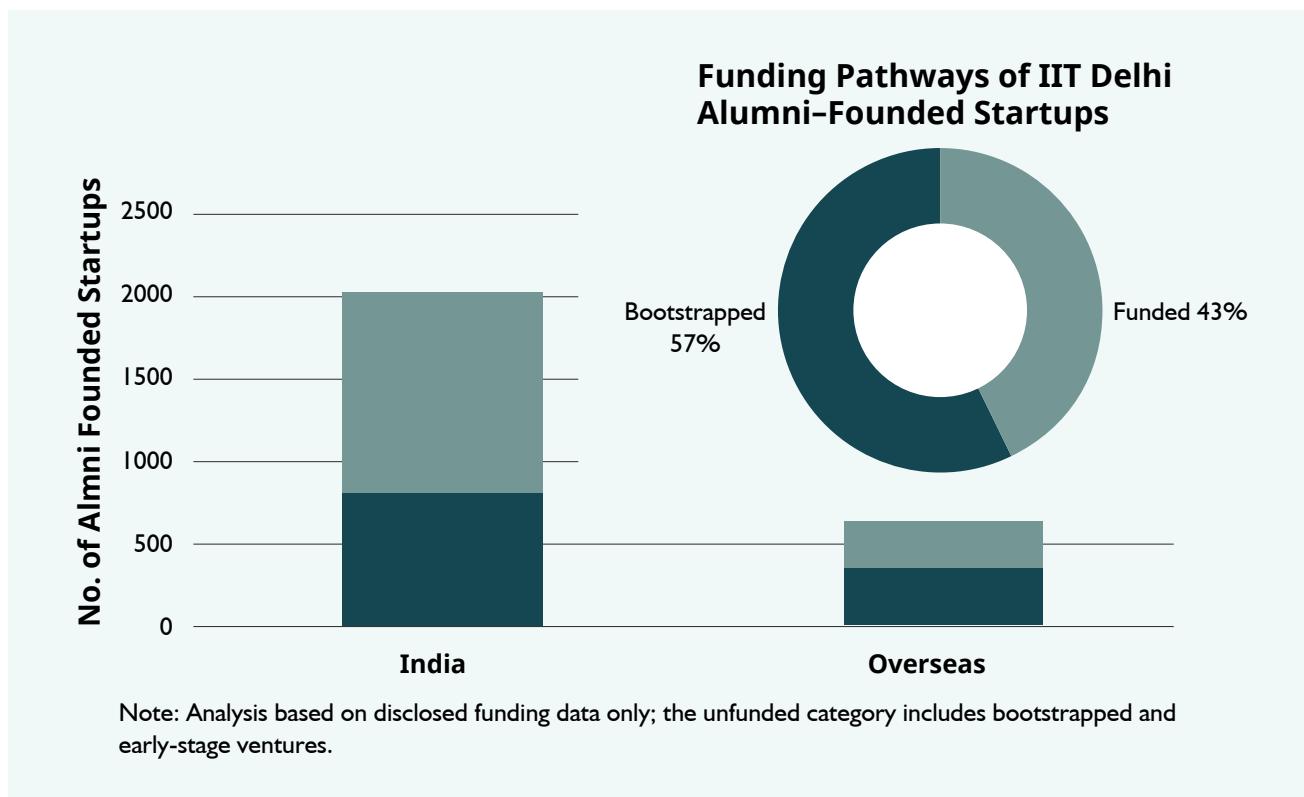
Taken together, lifecycle outcomes reveal an entrepreneurial ecosystem characterised not by volatility or headline-driven success, but by steady inflows, meaningful progression, and disciplined exits. This balance reflects a system in which alumni entrepreneurship is structurally embedded—capable of learning, adapting, and compounding impact over time.

From Innovation to Economic Value: Funding and Investor Confidence

Entrepreneurship enters the economic record when markets assign value, capital is committed, and investors place trust. Valuation, funding, and investor participation thus serve as key indicators of how alumni ventures translate into

measurable economic relevance. This section analyses these dimensions for startups founded by IIT Delhi alumni, relying solely on disclosed data to ensure a conservative, transparent, and evidence-based assessment.

Indian and Global Investor Confidence in IIT Delhi-Founded Startups



The funding patterns of IIT Delhi alumni-founded startups reveal distinct but complementary dynamics across domestic and international contexts. Among India-based ventures, a majority remain unfunded, reflecting a broad pipeline of bootstrapped and early-stage startups focused on domestic market experimentation and participation. In contrast, foreign-based alumni ventures show a significantly higher rate of institutional funding, indicating stronger conversion from idea to investable enterprise.

This contrast reflects differences in ecosystem maturity rather than founder capability. Alumni

ventures abroad benefit from deeper access to mature venture capital ecosystems, faster capital mobilisation, and established investor networks. At the same time, India-based entrepreneurship demonstrates scale and breadth, supporting a wide base of experimentation and early-stage innovation within the domestic market.

This pattern is significantly stronger than India's general startup landscape, where only 10-15% of startups typically raise institutional funding, indicating substantially higher fundability among IIT Delhi alumni ventures.



Key insights

Most India-based IIT Delhi alumni start-ups remain unfunded, reflecting a wide base of bootstrapped and early-stage ventures.

Nearly 54 per cent of foreign-based alumni startups have secured institutional funding, signaling a higher rate of conversion into investable ventures.

Alumni ventures abroad benefit from greater access to mature venture capital ecosystems and faster capital mobilisation.

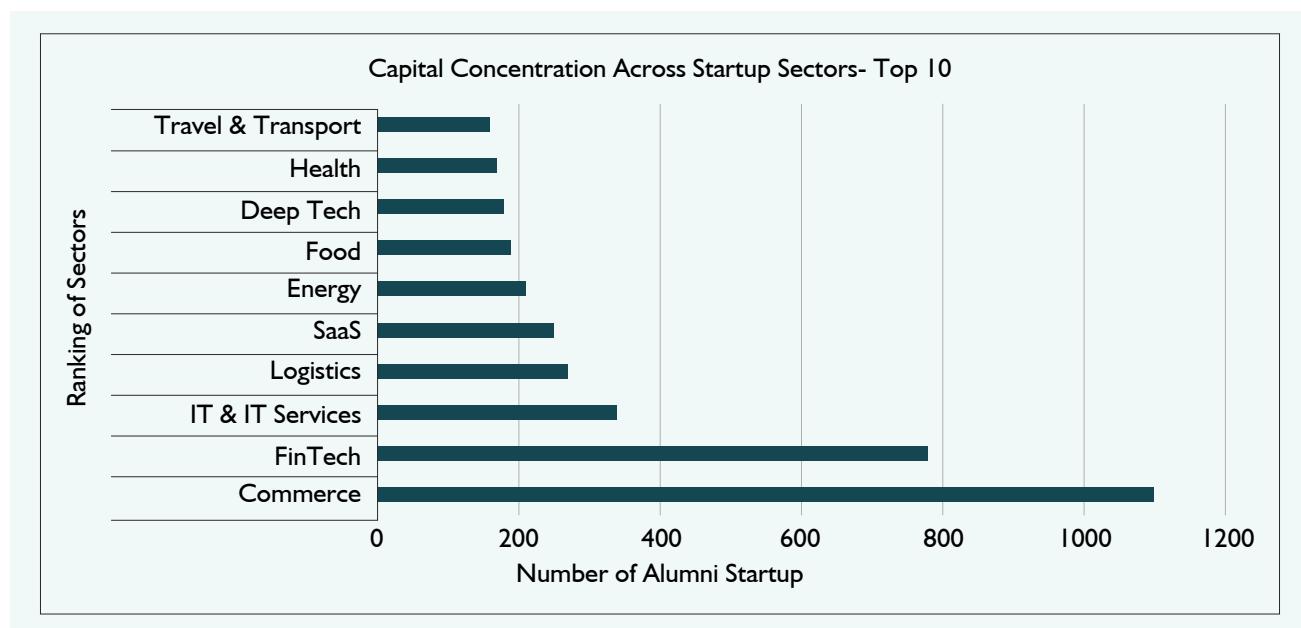
► The Flow of Capital Across Alumni Entrepreneurship

Capital concentration provides insight into where markets commit resources at scale and which ventures earn sustained investor confidence. This section examines how cumulative external funding is distributed across IIT Delhi alumni-founded startups, highlighting the characteristics that attract long-term capital and signal durable market trust.

A review of the most heavily funded alumni ventures shows that capital consistently concentrates in companies demonstrating scalability, category leadership, and execution strength. Leading firms such as Udaan, Snapdeal, Zomato, ReNew Power, and AceVector reflect investor confidence in platforms operating across

commerce, consumer technology, and clean energy—sectors that combine large addressable markets with defensible business models.

A strong mid-tier of alumni ventures further reinforces this pattern. Companies including Meesho, Pine Labs, Delhivery, OfBusiness, and Glean illustrate how sustained capital flows extend beyond headline leaders into firms building enterprise infrastructure, logistics networks, financial platforms, and data-driven services. This depth indicates an ecosystem where funding is not limited to a few outliers, but is distributed across multiple high-performing ventures.



India-based startups emphasise broad participation, while overseas ventures reflect depth of capital engagement.

This contrast highlights structural differences in ecosystem maturity rather than founder capability.

Collectively, IIT Delhi alumni entrepreneurship integrates domestic breadth with global capital depth.

The presence of companies such as Blinkit, Plum, Spinny, Fractal Analytics, and Kredivo Holdings further demonstrates investor willingness to back alumni-led firms across diverse business models, including consumer brands, mobility platforms, analytics-driven enterprises, and financial services. Together, these ventures reflect the breadth of sectors in which IIT Delhi alumni have translated technical capability into market traction.

Overall, the flow of capital across these alumni-founded startups indicates that investor funding concentrates where scalability, defensibility, and market structure support sustained growth. Taken together, this pattern underscores the impact of IIT Delhi alumni in building ventures that earn long-term market trust—converting engineering and analytical expertise into scalable, capital-backed institutions across sectors.

● Aggregate Investor Universe

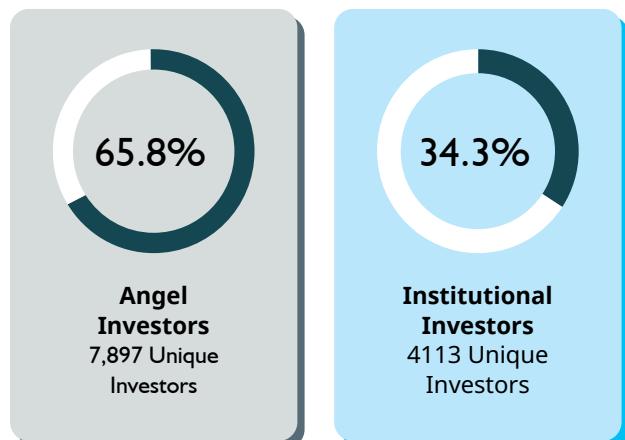
Investors offer one of the clearest validations of entrepreneurial potential. Beyond innovation, capital commitments signal confidence in scalability, execution capability, and long-term value creation. The data presented here map the investor universe supporting start-ups founded by IIT Delhi alumni, drawing exclusively on cleaned and disclosed information across angel and institutional investors.

IIT Delhi alumni-founded startups have engaged nearly 12,000 distinct investors globally, underscoring both the strong credibility and broad appeal of ventures emerging from the alumni ecosystem. This participation spans regions, sectors, and stages, reflecting sustained investor interest rather than episodic funding activity.

Angel investors constitute the largest base, with nearly 8,000 unique participants—reflecting strong early-stage conviction and enabling experimentation, product validation, and initial market traction. Institutional investors, numbering about 4,100, represent deeper and more selective capital engagement, signalling maturity, proven traction, and scalability.

Taken together, the investor landscape reveals breadth at entry and depth at scale, underscoring the ability of IIT Delhi alumni founders to earn

Investors Category Breakdown



trust, sustain confidence, and translate technical capability into ventures that secure long-term market backing.

Illustrative insight:

Several IIT Delhi alumni-led startups evolve from angel-backed experimentation to institutional-scale funding, reflecting disciplined execution and credibility built over time. Investor participation provides clear market validation, signalling confidence in scalability, execution capability, and long-term value creation across alumni-founded ventures.

From Start-up Spark to Nation-Scale Platforms



Sachin Bansal is one of India's most influential entrepreneurs, best known for co-founding FlipKart in 2007. What began as a small start-up in a Bengaluru apartment grew into India's largest e-commerce platform, fundamentally reshaping how Indians shop online. FlipKart pioneered innovations such as cash-on-delivery, expanded access to digital commerce, and scaled rapidly to serve over 100 million users across dozens of product categories, eventually reaching a valuation of around US\$35 billion, ranking among the world's most valuable start-ups.

After stepping away from FlipKart's leadership, Bansal co-founded **Navi** in 2020, a technology-driven financial services company focussed on lending, insurance, and digital finance. Navi has since disbursed loans worth thousands of crores and insured millions of customers, reflecting Bansal's continued commitment to building scalable, impact-driven enterprises that address India's evolving economic needs.

Sachin Bansal
Chairman, Navi
2005, B.Tech., Computer Science & Engineering

Domestic Depth, Global Validation: How Capital Backs IIT Delhi Alumni Startups

The capital ecosystem supporting IIT Delhi alumni startups reflects a balanced interplay between domestic depth and global validation. Rather than being dominated by a single geography or investor type, funding patterns reveal a structured progression in which Indian investors anchor early and growth stages, while international investors reinforce global scalability and credibility.

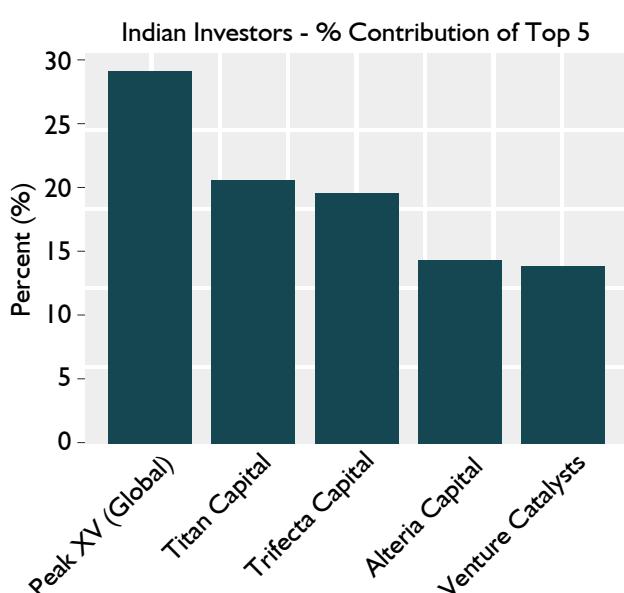
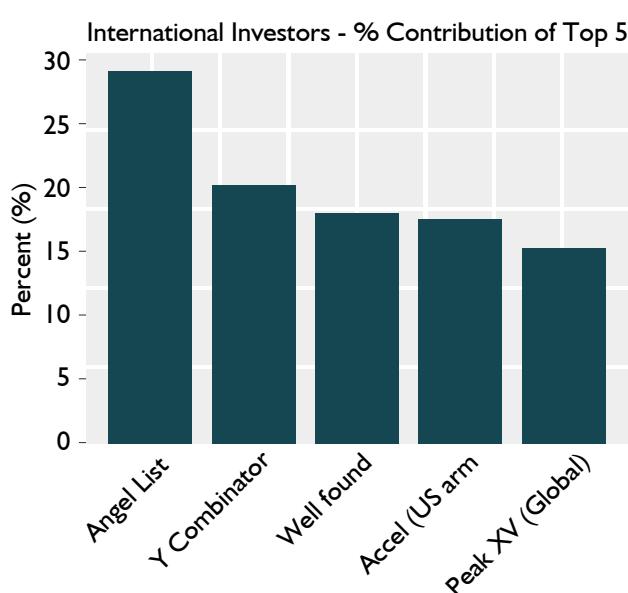
Among international investors, participation is notably diverse. AngelList emerges as the most prominent global early-stage supporter, accounting for nearly 29% of top-five international investor participation, underscoring the importance of global syndication platforms in enabling early capital access. Y Combinator, contributing around 20%, highlights the strong influence of accelerators in shaping globally competitive alumni ventures. A strong mid-tier presence is seen through Wellfound and Accel (about 18% each), while Peak XV Partners (15%) represents a global-India hybrid model. Overall, international capital demonstrates diversity and selectivity, with no single entity overwhelmingly dominating beyond AngelList's early-stage role.

Indian investors, by contrast, display a more evenly distributed participation profile across

stages. LetsVenture leads with roughly 30%, reflecting its central role in domestic seed-stage funding. Titan Capital (21%) and Trifecta Capital (20%) illustrate balanced equity and venture-debt support, while Alteria Capital (15%) and Venture Catalysts (14%) form a strong secondary backbone. This distribution indicates wider and deeper domestic engagement across the startup lifecycle.

The charts below illustrate how international investors provide global validation and benchmarks, while Indian investors ensure continuity and depth across stages. Together, these patterns indicate that IIT Delhi alumni startups combine strong domestic anchoring with global validation, meeting international standards of diligence, traction, and execution.

This analysis shows how IIT Delhi alumni move ideas beyond the laboratory into the fabric of the economy. It captures the quiet architecture of trust built between technical talent, capital, and industry. The real impact lies in creating institutions that endure beyond individual ventures. This makes alumni entrepreneurship a compounding public asset, not a transient market outcome.

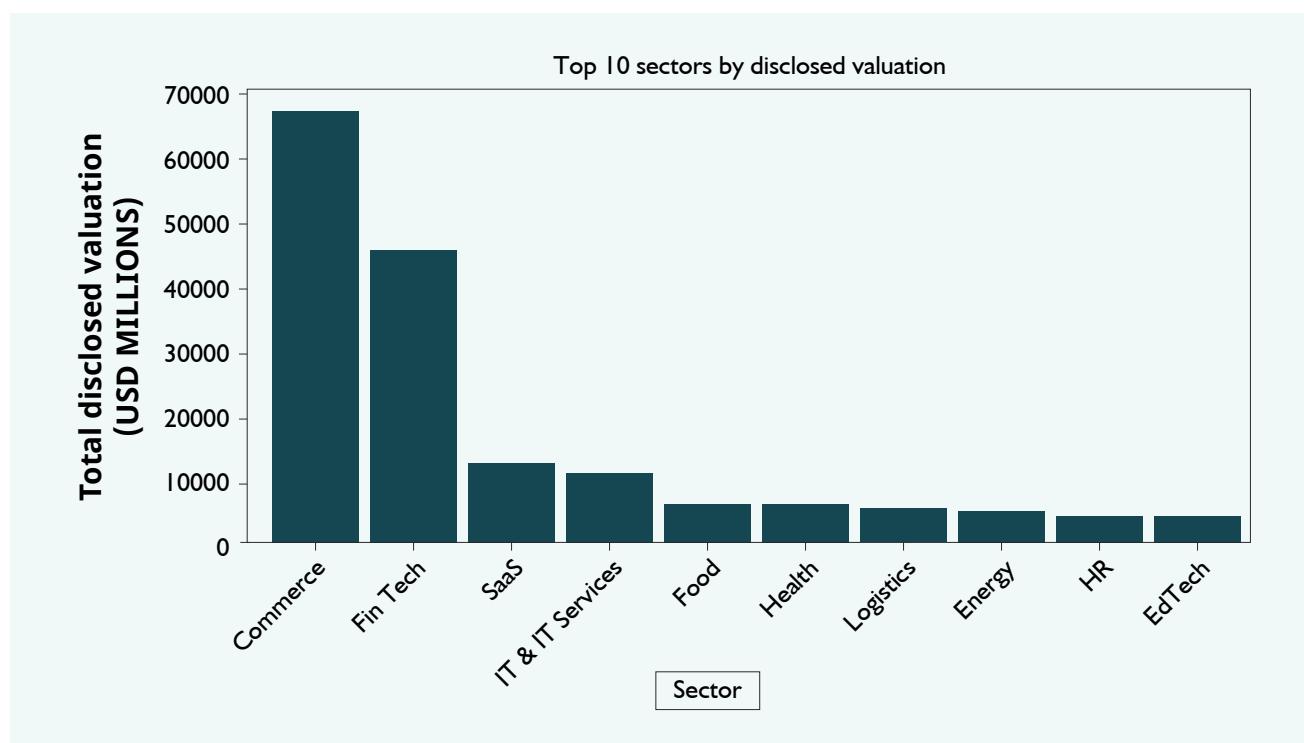


A Valuation-Based Economic Footprint

Valuation represents the point at which entrepreneurial activity is formally recognised by markets as economic value. Unlike startup counts or funding events, valuation captures scale, durability, and the ability of ventures to operate as sustained institutions. Disclosed valuation outcomes among alumni-linked ventures show how innovation matures into market-recognised economic value with lasting institutional impact.

The sectoral distribution of disclosed valuations

shows that value concentration aligns with ventures combining scale, operational depth, and repeatable demand. Commerce, logistics, and platform-driven services account for a significant share of aggregate valuation, reflecting market preference for businesses that integrate technology with physical infrastructure, supply chains, and consumer reach. Importantly, valuation here reflects long-term execution rather than early experimentation.



Valuation, Scale, and the Making of an Employment-Generating Enterprise

The valuation trajectory of Blinkit demonstrates how market value converts into real-world impact. By 2025, analysts estimated Blinkit's valuation in the US\$10.5–13 billion range, driven by scale, operational efficiency, and category leadership in quick commerce. Rising valuation enabled aggressive expansion of logistics infrastructure and dark-store networks, resulting in large-scale job creation, technology

investment, and supplier ecosystem growth. In this sense, valuation marked Blinkit's transition from a high-growth start-up into an employment-generating institution.

More broadly, valuation provides a critical lens for assessing alumni impact. It signifies the moment when ventures move beyond innovation and funding into sustained economic

contribution—generating employment, infrastructure, and market access. Studying valuation therefore captures how technical education and entrepreneurship ultimately

translate into long-term economic value.

IIT alumni do not merely launch companies across sectors—they build enduring value in markets that reward scale and resilience.

● IIT-Delhi Startup Valuation Map: Top Unicorns, Soonicorn & Minicorns

The valuation profile of start-ups founded by IIT Delhi alumni highlights how sustained entrepreneurial effort translates into scale over time. Based on disclosed valuation benchmarks, alumni-founded ventures span the full spectrum of high-value enterprises, including 21 unicorns,

80 soonicorns, 213 minicorns, and two decacorns, with a small number of firms transitioning out of classification as market conditions evolved. Collectively, this distribution reflects a broad and durable presence across stages of value creation rather than concentration within a narrow cohort.

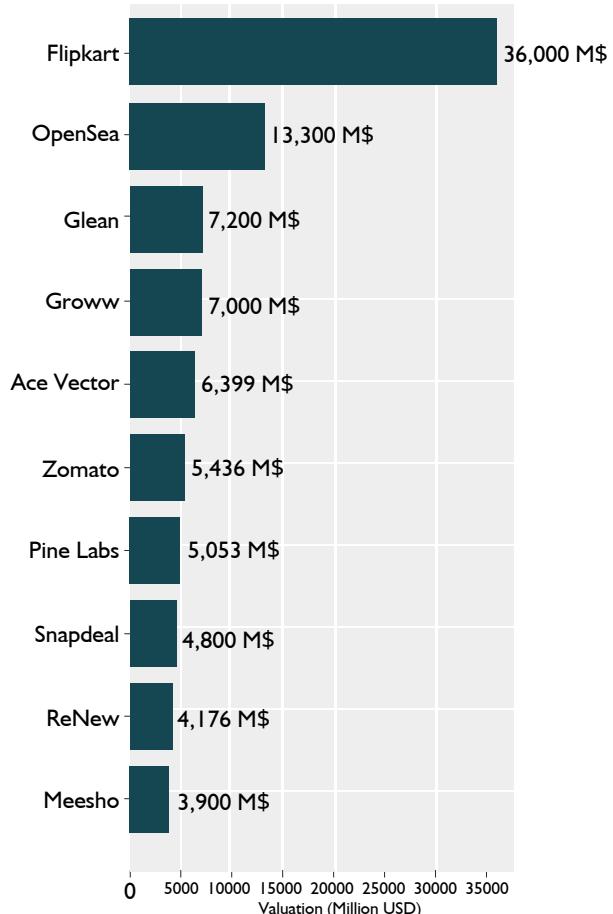
Unicorns: IIT Delhi Alumni at Billion-Dollar Scale

At the upper end of the valuation spectrum, IIT Delhi alumni-founded unicorns represent the highest expression of entrepreneurial scale, where technology, execution discipline, and market timing converge. These companies span commerce, financial technology, SaaS, logistics, energy, and digital platforms, serving both Indian and global markets.

The ten companies highlighted here represent the upper tier of alumni entrepreneurship, illustrating multiple pathways to scale—from category-defining consumer platforms to infrastructure-driven and enterprise-focused ventures. While India-based firms dominate the list, reflecting strong domestic market execution, the presence of globally oriented companies underscores the international reach of alumni-led ventures.

Collectively, these valuation outcomes demonstrate that alumni entrepreneurship is not defined by isolated success stories, but by repeatable patterns of scale-building across sectors. The progression from early-stage

Where Scale Peaks: Top 10 IIT Delhi Alumni Unicorns



ventures to unicorn and decacorn status signals the capacity of alumni-founded companies to navigate long growth cycles, sustain competitive

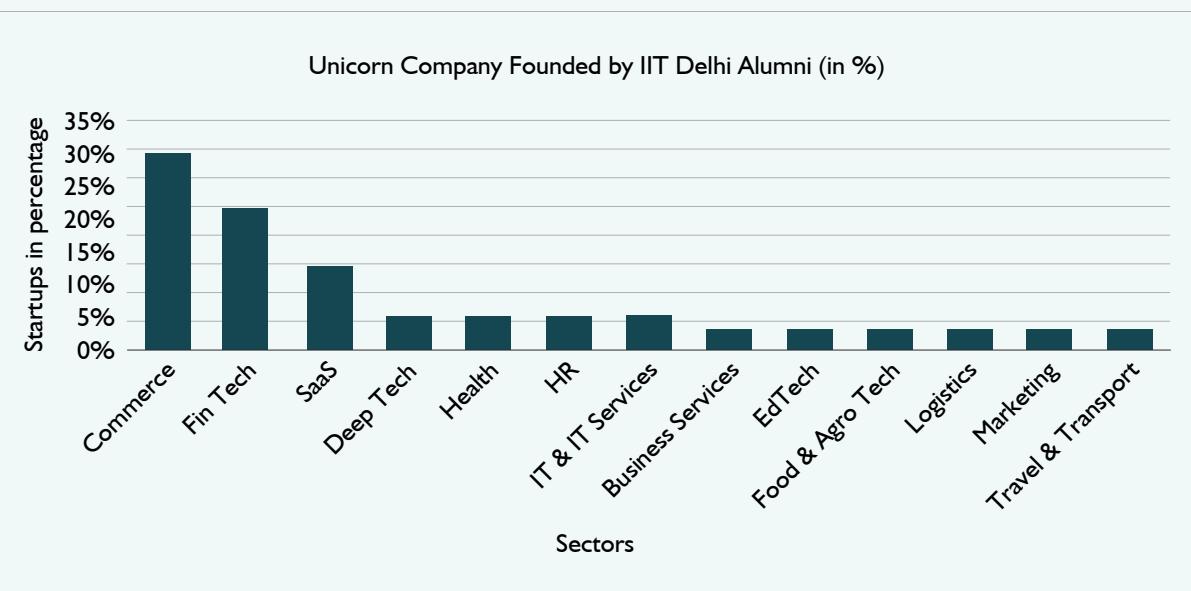
advantage, and convert technological expertise into enduring market value.

● Sectoral Composition of IIT Delhi Alumni Unicorns

The 21 unicorns founded by IIT Delhi alumni span **13 sectors**, reflecting both concentration and diversity at the highest valuation level. **Commerce** leads with **10 unicorns (29%)**, followed by **FinTech with 7 (20%)**, together accounting for nearly half of all unicorn outcomes. These sectors reward scale, network effects, and rapid digital adoption—explaining their dominance among market-valued enterprises.

Beyond these, **SaaS contributes 4 unicorns (11%)**, highlighting strength in enterprise

software and subscription-led models with global reach. **Deep Tech, Health, HR, and IT & IT Services** together account for a further share of unicorns, indicating that valuation at scale is also achieved in knowledge-intensive and technology-driven domains. The remaining unicorns are distributed across Business Services, EdTech, Food & Agro Tech, Logistics, Marketing, and Travel & Transport, underscoring the breadth of entrepreneurial pathways.



Growing an Idea into Impact: Alumni Building with Groww



Founded in 2017, Groww emerged from a simple yet powerful idea: enabling individuals to build wealth with clarity and ease. The founders recognised that despite rising internet access, investing remained complex and exclusionary for most first-time users. Groww launched as a mobile-first, zero-commission mutual fund platform, designed around simplicity, transparency, and paperless access. As user trust deepened, the platform expanded into equities, ETFs, IPOs, and digital gold, scaling steadily before achieving unicorn status in 2021.

Groww's impact lies in reshaping how Indians engage with investing. By lowering entry barriers and prioritising financial literacy, it enabled millions, particularly first-time investors from Tier-2 and Tier-3 cities, to participate in financial markets. In doing so, Groww normalised transparent, user-centric investing and contributed to a broader cultural shift toward inclusive wealth creation.

Harsh Jain

Co-founder and COO, Groww
2004, B.Tech., Electrical Engg.
2005, M.Tech., Information and
Communication Technology

● Global Unicorns: IIT Delhi Alumni at Scale

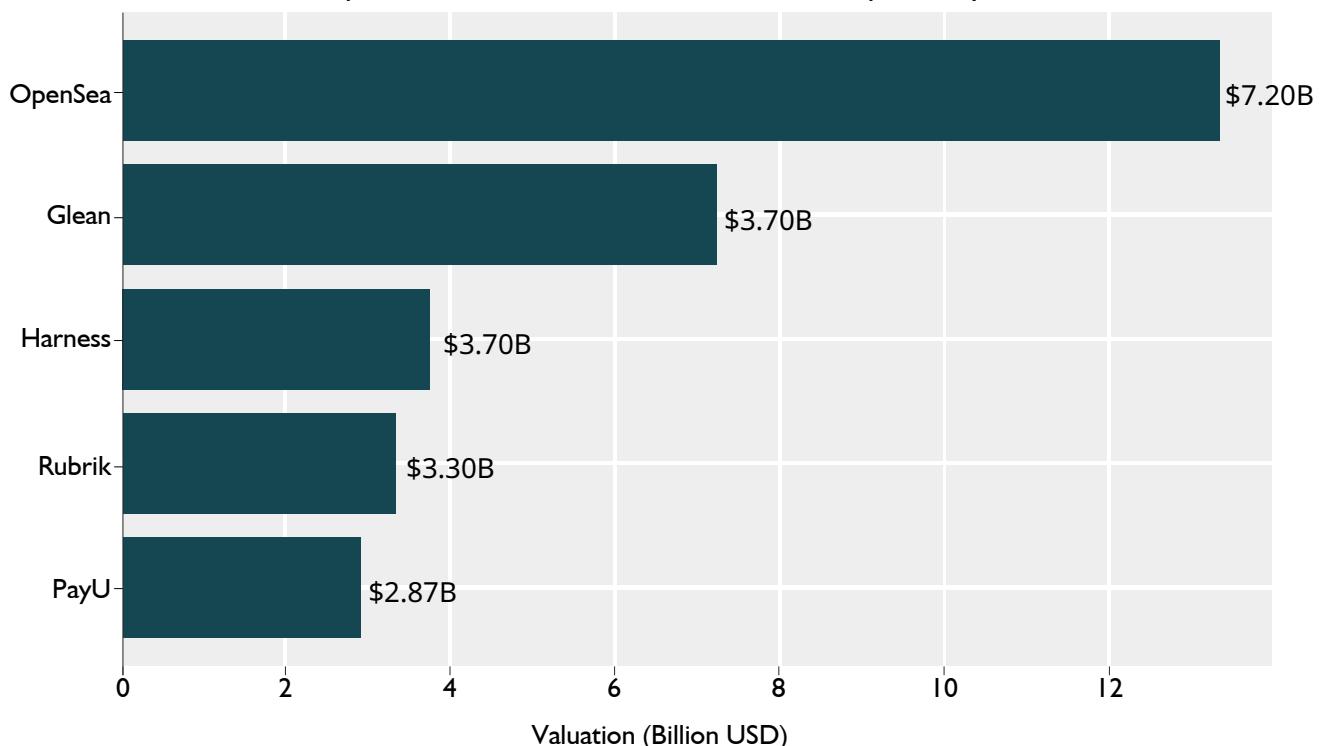
Among IIT Delhi alumni-founded international unicorns, a clear geographic pattern emerges. Of the 14 headquartered outside India, 11 are based in California, nearly 80 per cent of the total, underscoring the region's centrality as the preferred destination for scaling technology-led global enterprises. The remaining unicorns are located in New Jersey, New York, and Jakarta, reflecting selective but strategic global dispersion.

Notably, three of these international unicorns also maintain major operational offices in India, with significant presence in Bengaluru, Noida, and Mumbai, reflecting a dual-base model that

combines global market access with Indian talent and execution depth. Within this broader group, the top five unicorns, led by OpenSea, followed by Glean, Harness, Rubrik, and PayU, represent the upper tier of global value creation, spanning platform markets, enterprise SaaS, cloud infrastructure, cybersecurity, and cross-border fintech.

Together, this pattern underscores how IIT Delhi alumni entrepreneurship aligns with global innovation hubs while retaining operational linkages to India, illustrating a distinctly transnational model of scale and value creation.

Top 5 International IIT-Delhi Founded Companies by Valuation



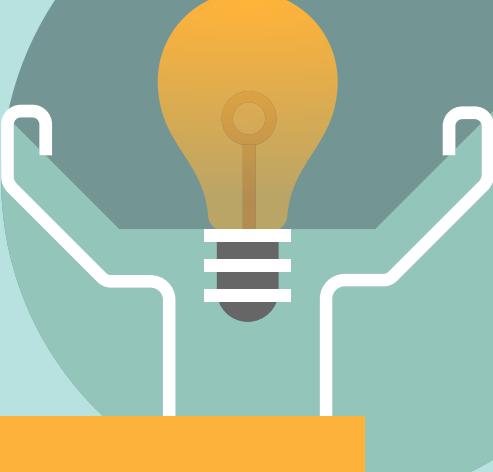
Glean: IIT Delhi Alumni Building Intelligence at Work



Arvind Jain
Founder & CEO, Glean
1996, B.Tech., Computer Science



T.R. Vishwanath
Co-founder & CTO, Glean
1997, B.Tech., Computer Science



Founded in 2019 by Arvind Jain and T R Vishwanath, both alumni of IIT Delhi, Glean emerged from a shared insight shaped by their experience at Google, Facebook, and Rubrik: modern workplaces were overwhelmed by fragmented information spread across countless digital tools. Glean was conceived as an AI-powered “Google for the enterprise,” designed to unify organisational knowledge through secure, intelligent search and automation.

The company’s execution attracted strong investor confidence. Glean achieved unicorn status in 2022 following a Series C round led by Sequoia Capital, and continued to scale rapidly through subsequent rounds. By 2025, its valuation reached approximately **US\$7.2 billion**, backed by global investors including Wellington Management.

Glean’s impact lies in transforming workplace productivity. By reducing time spent searching for information, enabling AI-driven assistance, and automating workflows, the platform helps organisations operate more efficiently at scale. The journey reflects how IIT Delhi alumni convert deep technical expertise and lived problem-solving into globally competitive enterprise platforms.

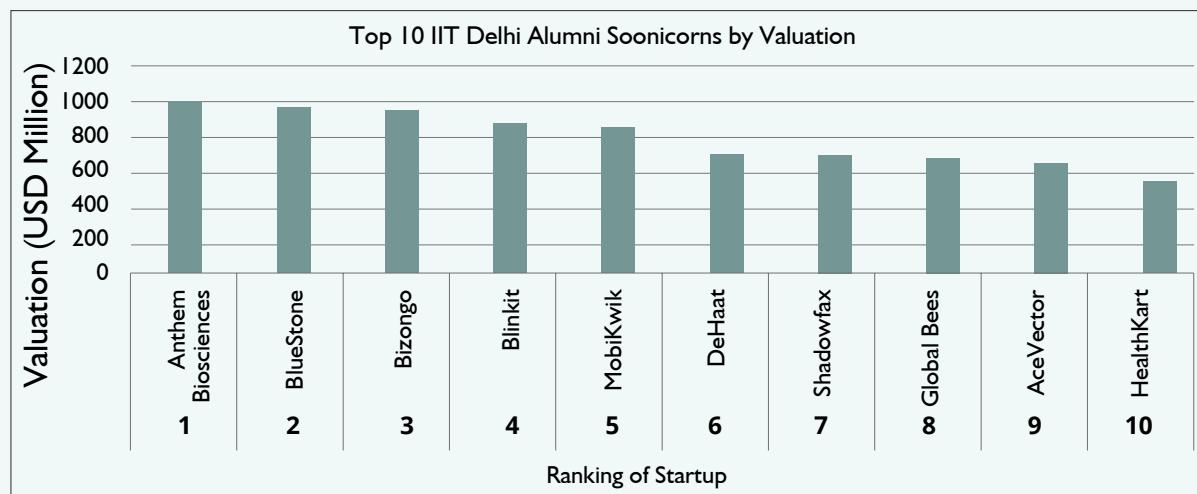
● Soonicorns: IIT Delhi Alumni at the Threshold of Unicorn Scale

Soonicorn companies represent a critical stage in the startup lifecycle, ventures that have achieved meaningful scale and investor confidence while operating just below the unicorn valuation threshold. Within the IIT Delhi alumni ecosystem, this category reflects advanced execution rather than early experimentation, marked by strong market validation and sustained growth momentum. Based on the dataset, **around 80 Soonicorn companies** have been founded by IIT Delhi alumni, forming one of the most substantial near-unicorn pipelines among Indian academic institutions.

The accompanying graph highlights the **Top 10 Soonicorn companies ranked by valuation**,

using disclosed upper-bound figures from the Excel dataset. These companies cluster close to the USD 1 billion mark, indicating readiness for the next valuation inflection. Their spread across sectors such as commerce, FinTech, logistics, energy, enterprise software, and deep technology shows that alumni success at this level spans both scale-driven and technology-intensive domains.

Together, the Soonicorn cohort underscores the **depth and durability of IIT Delhi's entrepreneurial output**, revealing a consistent pipeline of ventures approaching global scale beyond headline unicorns.





Ajay Bhardwaj
CEO, Anthem Biosciences
1982, B.Tech., Chemical Engg.

Anthem Biosciences, ranked closest to US\$1 billion among high-value alumni companies, is a Bengaluru-based CRDMO that has expanded rapidly since its founding in 2007. The company supports global drug discovery and manufacturing through advanced R&D and production capabilities. Anthem Biosciences is among India's few integrated CRDMOs serving NCEs, NBEs, and RNA-based therapeutics, with facilities approved by leading global regulators including the USFDA, Japan's PMDA, and EU QPs.

From Capital to Culture: The Many Worlds of Sandeep Singhal



Sandeep Singhal
Co-founder and Managing Director,
WestBridge Capital
1992, B.Tech., Chemical Engineering

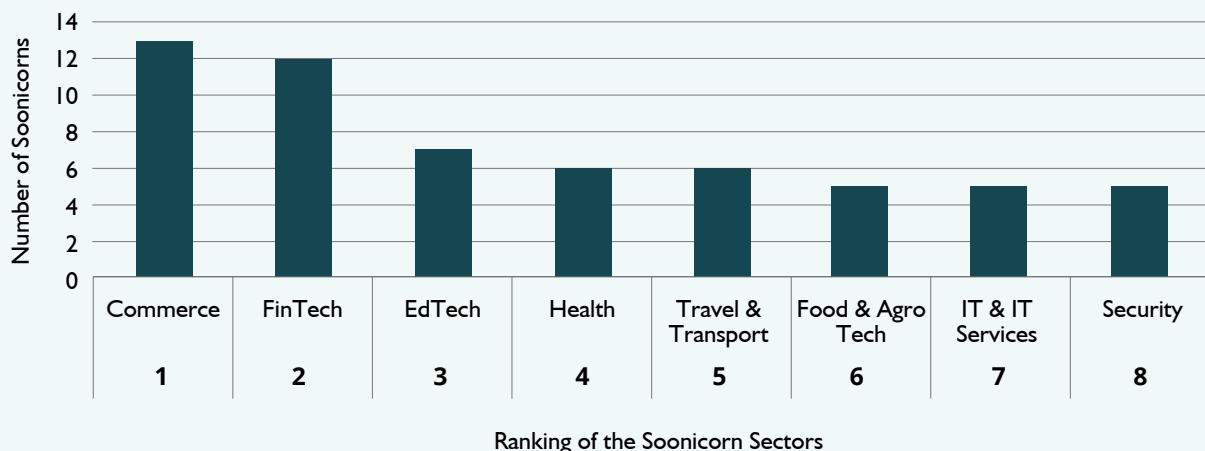
Sandeep Singhal is a leading global investor and institution builder who has shaped India's start-up and growth ecosystem over the last two decades. As Co-founder and Managing Director of WestBridge Capital, he has invested in sectors like consumer, education, healthcare, aviation, digital platforms, manufacturing, and technology, backing iconic companies such as Meesho, Physics Wallah, IndiGo, Info Edge, IndiaMART, Dr. Lal PathLabs, and Britannia. Beyond investing, he is dedicated to nation-building through philanthropy and governance, serving on the boards of top research, arts, and policy institutions. A passionate patron of culture and sport, he co-founded the WestBridge Anand Chess Academy with Grandmaster Vishwanathan Anand to train India's next generation of world-class chess champions.

● Sectoral Footprint of IIT Delhi Alumni Soonicorns

Soonicorn companies, ventures approaching billion-dollar valuations, represent one of the most demanding stages in the startup lifecycle, where sustained execution, capital discipline, and market relevance must converge. Reaching this threshold is a significant achievement, reflecting not early promise but resilience across multiple growth cycles. Among IIT Delhi alumni-founded startups, the presence of a strong cohort of soonicorns highlights a mature and well-paced entrepreneurial pipeline, with ventures steadily translating traction into scale.

The distribution reveals a strong concentration in Commerce and FinTech, sectors that reward rapid scaling, network effects, and regulatory navigation where alumni capabilities translate efficiently into near-unicorn outcomes. EdTech, Health, and Travel & Transport form a solid middle tier, reflecting problem-driven innovation anchored in large user bases. The spread across eight sectors underscores diversification, while the concentration at the top highlights where alumni ventures most consistently convert traction into scale.

Top Sectoral Distribution of IIT Delhi Alumni Soonicorns



From Conviction to Credibility: The HealthKart Journey



"In 2009, I left Wall Street and moved back to India. Everyone called me crazy, but I wanted to fix health from the ground up," recalls Sameer Maheshwari. Founded in 2011 by IIT Delhi alumni Sameer Maheshwari and Prashant Tandon, HealthKart emerged after multiple pivots before addressing a critical gap in India's unorganised nutrition market: access to authentic supplements. By building a direct-from-manufacturer supply chain and an omnichannel presence spanning online platforms and 100 retail stores, **HealthKart** restored consumer trust at scale. Its homegrown brands, MuscleBlaze, HK Vitals, and Gritzo, reshaped category standards, demonstrating how persistence and disciplined execution can transform problem-solving into near-unicorn impact.

Sameer Maheshwari
Founder, CEO, HealthKart
1997, B.Tech, Civil Engg.

► Minicorns: The Breakthrough Tier in IIT Delhi Alumni Entrepreneurship

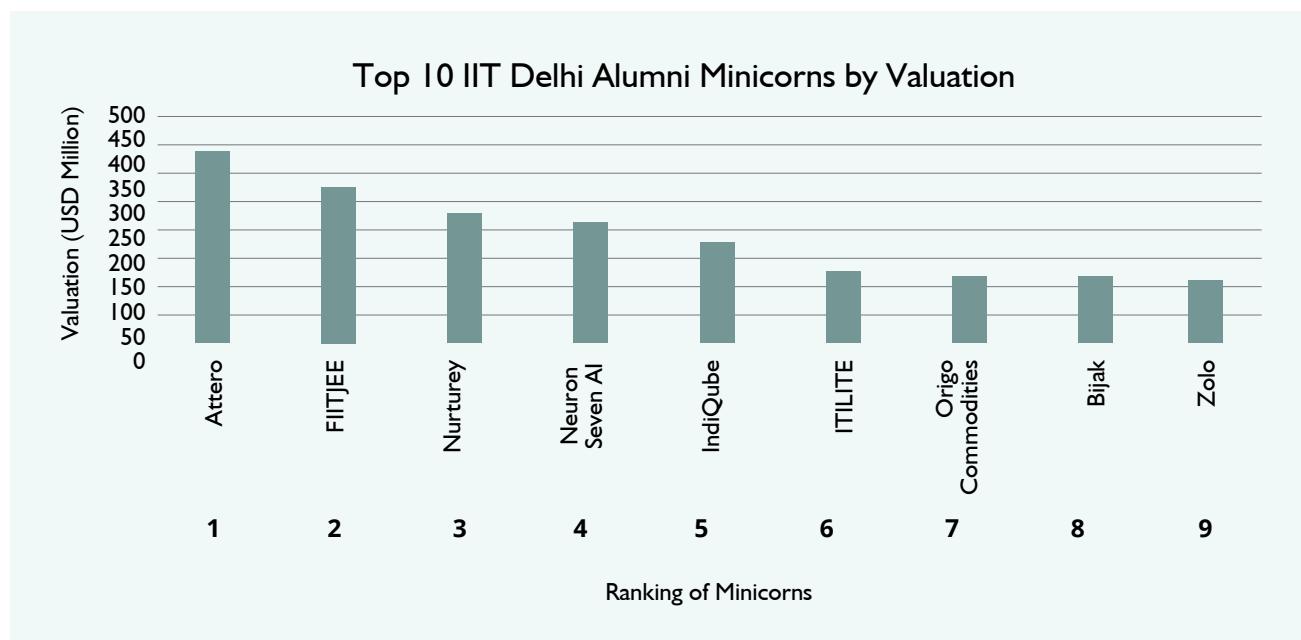
Minicorns represent a critical breakthrough stage in the startup lifecycle, companies that have crossed meaningful valuation thresholds but are yet to reach the unicorn mark. In valuation terms, Minicorns typically operate in the US\$100–500 million range, signalling strong product–market fit, sustained revenue growth, and investor confidence, even as scaling challenges remain. For IIT Delhi alumni startups, this category is particularly significant because it reflects depth rather than outliers, a broad base of companies that have successfully transitioned from early growth to institutional relevance.

The dataset identifies 213 Minicorn companies founded by IIT Delhi alumni, making this the largest valuation cohort in the ecosystem. This scale demonstrates that alumni entrepreneurship is not concentrated only at the top, but is supported by a wide pipeline of ventures steadily building value across sectors such as FinTech, EdTech, Commerce, IT & IT Services, and Health. Minicorns often represent companies that have endured multiple market cycles, refined their business models, and built organisational

capacity for the next phase of expansion.

This chart presents the ten Minicorn companies founded by IIT Delhi alumni whose valuations lie closest to the US\$500 million mark, representing the upper edge of the Minicorn band. Led by Attero and FIITJEE, these ventures demonstrate strong scale-up momentum across diverse sectors including environmental solutions, education technology, commerce, enterprise services, deep tech, and SaaS.

The steady decline in valuation from left to right reflects a clear graduation pathway toward the Soonicorn tier, highlighting companies that have achieved product–market fit, sustained revenue traction, and institutional investor confidence. Importantly, this group is not concentrated in a single industry, underscoring the breadth of IIT Delhi alumni entrepreneurship at advanced growth stages. Collectively, these Minicorns illustrate the depth of the valuation pipeline, signalling a robust set of companies positioned for the next phase of scaling and reinforcing IIT Delhi's role in nurturing ventures with long-term economic potential.

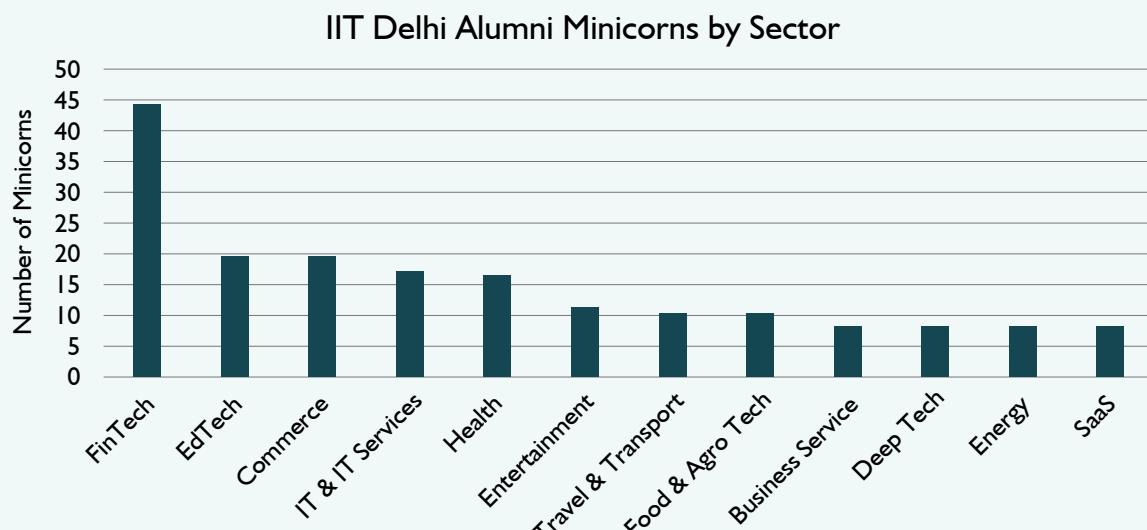


● Sectoral Distribution of IIT Delhi Alumni Minicorns – Key Insights

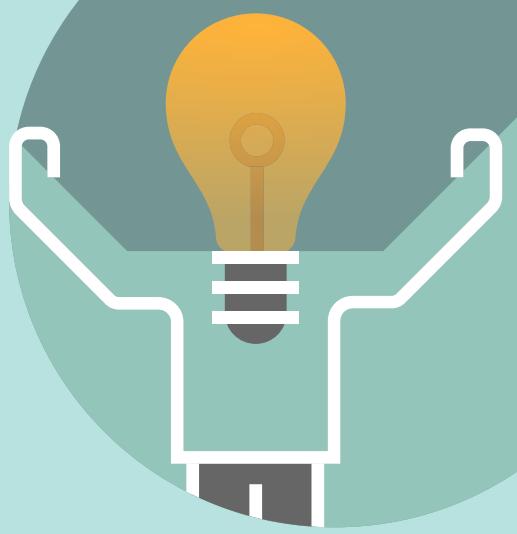
Minicorns mark a critical stage in the startup lifecycle, ventures that achieve meaningful scale, stable revenues, and operational depth without yet reaching billion-dollar threshold. They signal commercial viability and execution maturity, often serving as the most reliable pipeline for future unicorns.

The Minicorn landscape founded by IIT Delhi alumni reveals a clear concentration in FinTech, mirroring national trends shaped by digital payments, lending infrastructure, and regulatory

digitisation. EdTech and Commerce follow closely, underscoring alumni engagement in learning platforms, marketplaces, and D2C models accelerated by recent technology adoption. IT & IT Services and Health form a strong middle tier, anchored in enterprise software and data-driven innovation. The presence of Travel, Food & Agro Tech, Deep Tech, Energy, and SaaS, though smaller in scale, signals patient scaling in complex domains. Overall, the distribution reflects a broad and resilient pipeline of alumni ventures steadily advancing toward scale.



EdTech for Inclusion: The Testbook Story



Testbook, founded by IIT graduates, exemplifies how technology-led education platforms can deliver large-scale social impact while remaining commercially sustainable. What began as a mock-test platform for government job aspirants has evolved into a comprehensive online learning ecosystem focused on affordability and outcome-driven preparation. Motivated by the high cost and urban concentration of quality coaching, Testbook leveraged technology, in-house content, and data-driven tools to scale efficiently while keeping learner costs low. Today, the platform serves **more than 10 million users**, supports **50,000 monthly paying students**, and has enabled **35,000 successful government job selections**, strengthening employability and advancing social mobility across India.

Yadvendar Champawat

Director, Software Engineering,
Procore Technologies
2012, Dual Degree, Computer
Science and Engineering



● Anchored at Home, Amplified Globally: The Geography of IIT Delhi Alumni Value Creation

Entrepreneurial ecosystems rarely distribute value evenly across geographies. Typically, one geography supplies scale and volume, while others function as amplification zones, driving higher capital intensity, valuation, and global reach. IIT Delhi alumni entrepreneurship reflects this pattern clearly: domestic markets serve as the foundation for broad-based venture creation, while international markets enable a smaller number of firms to achieve outsized valuations.

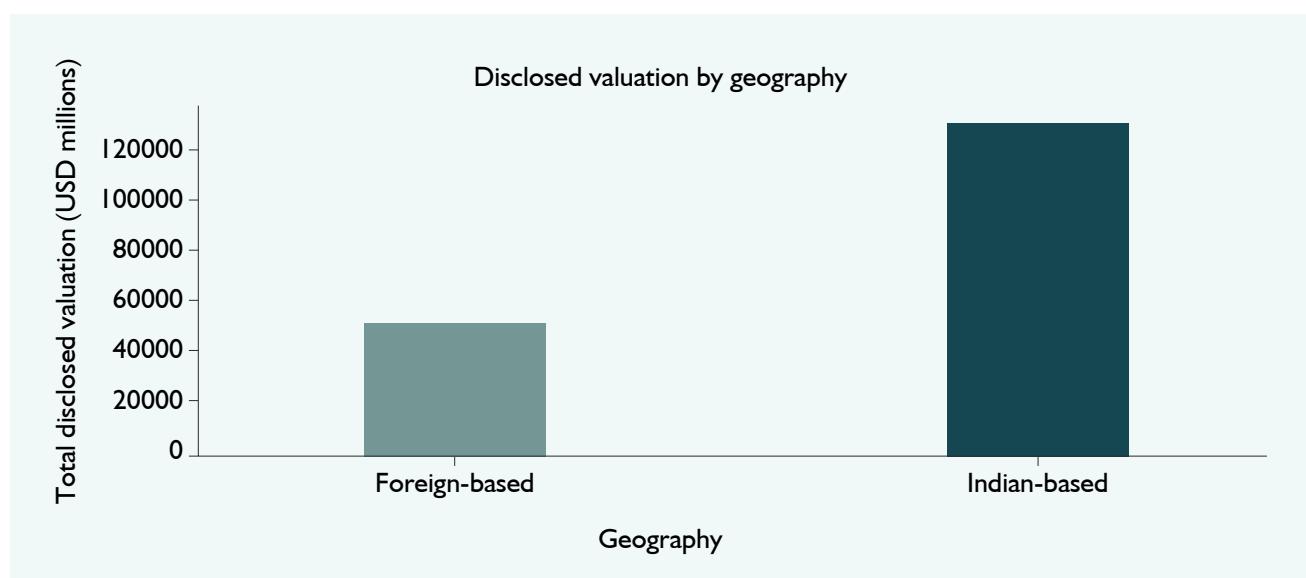
As reflected in the accompanying chart, India-based alumni ventures dominate both in number and in aggregate disclosed valuation. With over 500 companies and a cumulative valuation exceeding USD 178.7 billion, India represents the primary arena for sustained venture formation, population-scale problem solving, and distributed value creation across sectors such as commerce, finance, infrastructure, and services. The scale of participation, rather than exceptionally high individual valuations, drives India's aggregate dominance.

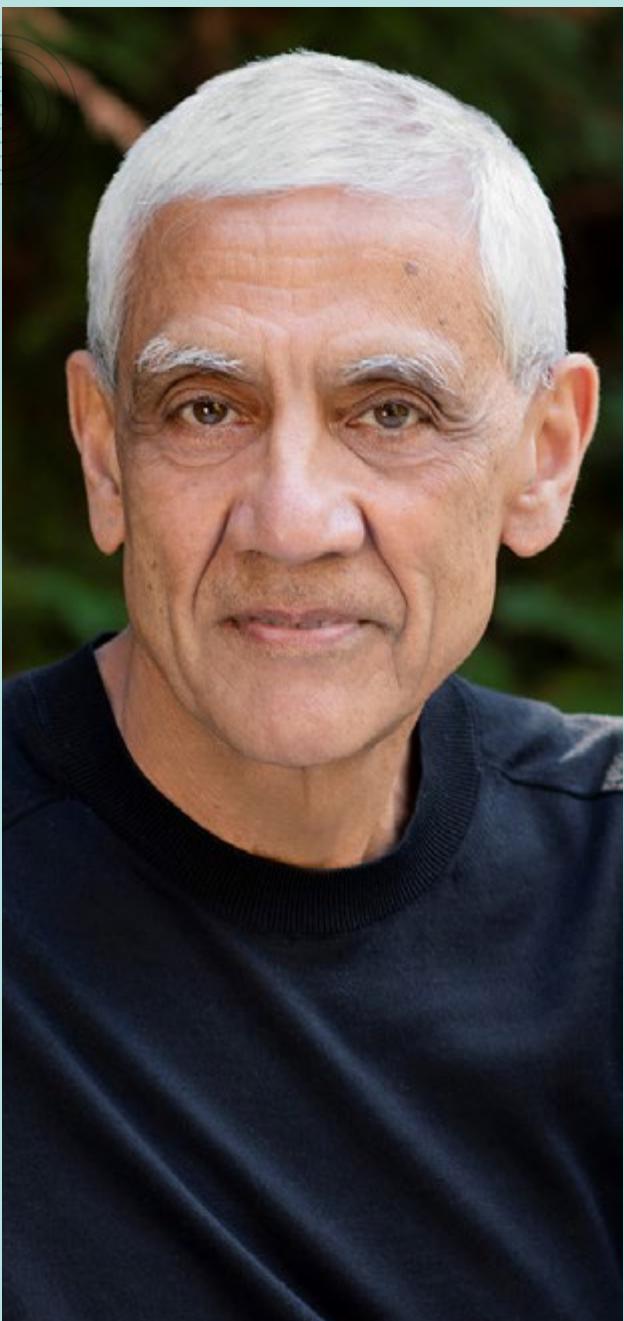
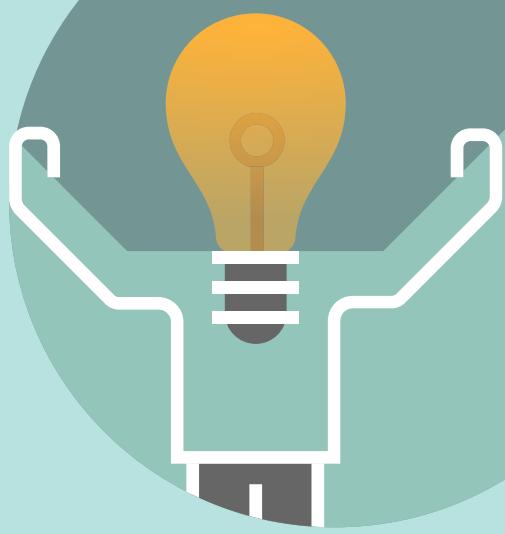
In contrast, foreign-based alumni ventures are far fewer in number but significantly larger on a per-company basis. Although they contribute a smaller share of total disclosed valuation, their

average valuations are nearly four times higher than those of India-based firms. This reflects the advantages of mature global venture ecosystems, deeper capital pools, faster scaling pathways, and greater access to international markets. Consequently, global geographies function not as volume generators, but as value amplifiers for select, high-growth firms.

Importantly, the difference between average valuation and aggregate contribution explains why higher per-company valuations among foreign-based ventures do not translate into higher total valuation. Aggregate value continues to be driven by India-based firms due to their substantially larger numbers, illustrating a clear scale-intensity divide rather than any contradiction in outcomes. Together, these patterns indicate an ecosystem where breadth is anchored domestically, while peak value creation is selectively amplified through global markets.

Finally, the geographic spread across hubs such as San Francisco, London, Singapore, and New York highlights global competitiveness. Taken together, the chart illustrates how IIT Delhi alumni convert technical capability into value—rooted in India, yet scaled across the world.





Vinod Khosla exemplifies the global impact of Indian entrepreneurship rooted in strong technical and institutional foundations. An alumnus of IIT Delhi, he co-founded Sun Microsystems, pioneering open-systems computing that transformed universities, research laboratories, and industry worldwide. As CEO, he scaled Sun into one of the landmark technology companies of the 1980s, creating thousands of high-skill jobs and expanding access to advanced computing. Transitioning to venture capital, Khosla has since supported and mentored numerous technology start-ups, fostering innovation, risk-taking, and opportunity creation across sectors. His career reflects how globally engaged IIT alumni continue to shape entrepreneurial ecosystems, enabling talent, ideas, and enterprises to flourish across borders, with enduring impact.

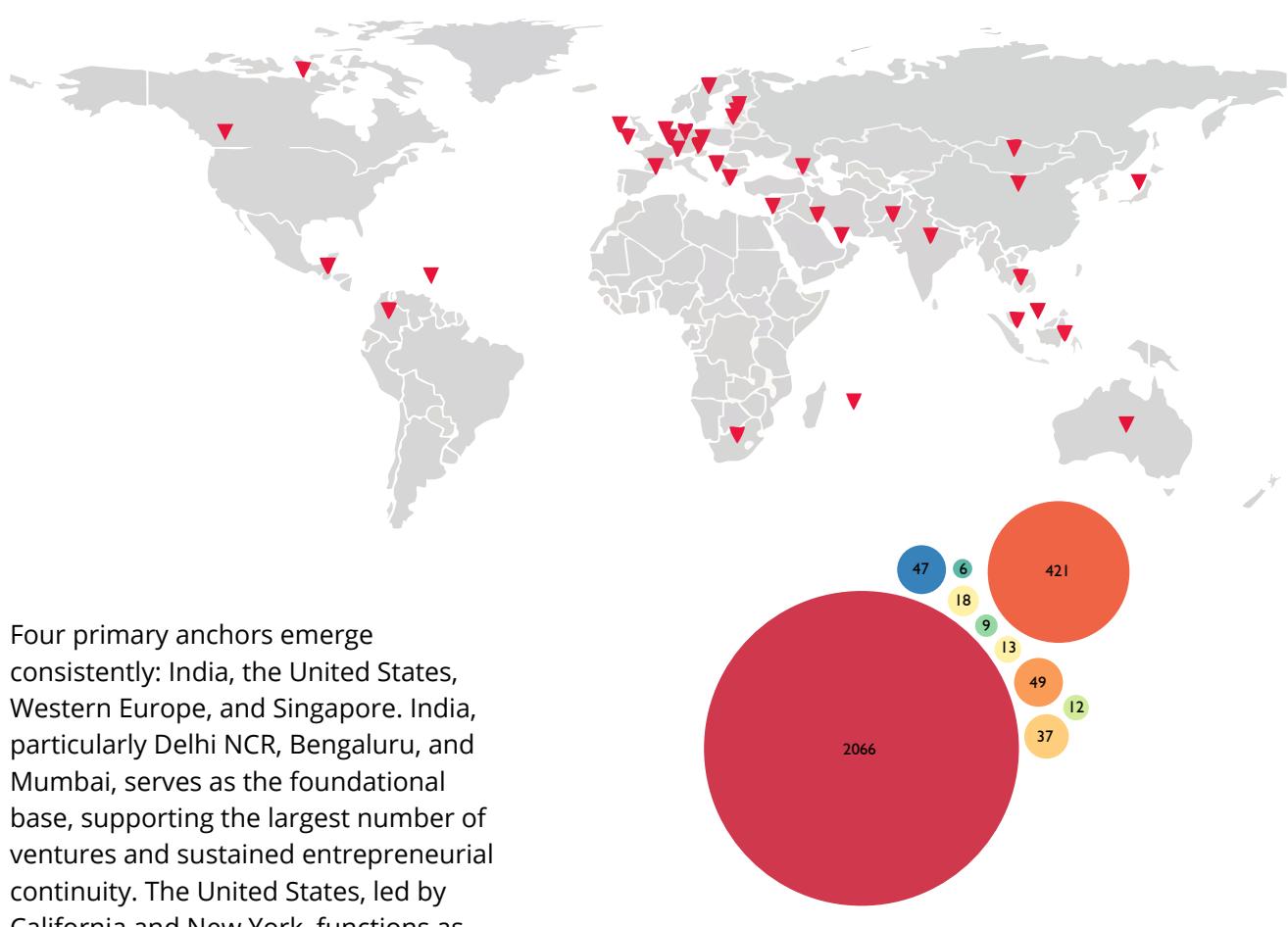
Vinod Khosla

Co-founder, Sun Microsystems
1976, B.Tech., Electrical
Engineering

Global Presence of IIT Delhi Alumni Startups

IIT Delhi alumni ventures demonstrate a distinctly global operating footprint, with active presence across major technology and financial capitals. Rather than dispersed expansion, alumni firms cluster in cities that provide deep venture capital pools, enterprise customers, and advanced

innovation infrastructure. This pattern reflects not only global ambition but also strategic positioning, where alumni embed themselves in ecosystems that accelerate scale, partnerships, and access to global market.



Sectoral activity aligns closely with geography. FinTech ventures cluster in India, Singapore, the UK, and the U.S., driven by regulatory innovation, digital payments adoption, and large consumer markets. SaaS and enterprise software firms are concentrated in California and Western Europe, where proximity to enterprise buyers, cloud ecosystems, and venture capital supports global scaling. Commerce and consumer platforms remain largely anchored in India and Southeast Asia, fuelled by fast-growing domestic demand. Deep Tech, AI, and security ventures gravitate toward US technology corridors and select European hubs, where research intensity and patient capital are critical.

Overall, the maps illustrate a dual-engine model: India provides breadth, continuity, and market depth, while global hubs enable scale and high-value outcomes. This spatial strategy reflects a mature, globally integrated alumni entrepreneurship ecosystem.

Core Takeaway

The maps reveal that IIT Delhi alumni build locally where markets are deep, and scale globally where capital and enterprise demand are strongest. This dual geography, India for breadth, global hubs for scale, is a defining feature of a mature, globally integrated entrepreneurial ecosystem.

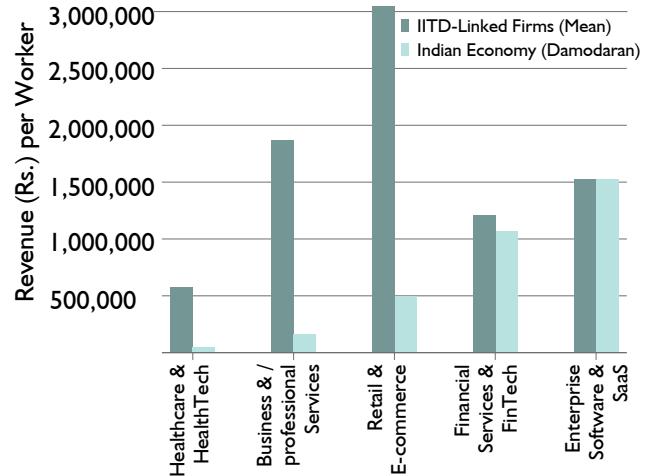
Measuring Economic Efficiency: IIT Delhi Alumni Firms vs National Benchmarks

Economic impact is ultimately measured by how effectively firms convert innovation into jobs, productivity, and income. Revenue generated per employee provides a practical lens to assess this efficiency, linking entrepreneurial performance directly to workforce value creation. The chart compares IIT Delhi-linked firms with national benchmarks, highlighting their relative economic contribution.

This chart compares revenue per worker in IIT Delhi-linked firms against sectoral benchmarks for the Indian economy, derived from Damodaran's global industry datasets. These benchmarks are widely used to assess productivity and capital efficiency across sectors.

Across all five sectors shown, IIT Delhi-linked firms consistently outperform national averages, often by a substantial margin. The gap is most pronounced in Retail & E-commerce and Business & Professional Services, where alumni-linked ventures generate several times the revenue per worker compared to the broader Indian economy. This performance reflects higher digital leverage, platform-driven scale, and superior operational efficiency.

In Enterprise Software & SaaS and Financial Services & FinTech, IIT-linked firms closely track or exceed benchmark productivity, signalling strong alignment with global best practices.



National benchmarks are based on sectoral data compiled by Aswath Damodaran, using publicly available sources. Alumni-linked firm figures are derived from disclosed and aggregated data. The comparison is indicative, intended to highlight relative productivity patterns rather than audited firm-level results.

Even in Healthcare & HealthTech—a traditionally lower-margin sector—alumni-linked firms demonstrate significantly higher revenue efficiency.

Overall, the comparison suggests that IIT Delhi-linked enterprises translate technical talent into measurably higher economic productivity, reinforcing their outsized contribution to value creation relative to the national baseline.

● Employment, Sectors & National Impact

IIT Delhi alumni entrepreneurship has translated into large-scale employment generation across India and global markets. Based on disclosed data from 1,272 alumni-founded companies, these ventures collectively employ more than 4.86 lakh people across business services, technology, consumer markets, education,

healthcare, and energy. This employment footprint underscores the role of alumni not just as innovators and founders, but also as sustained job creators—building organisations that contribute meaningfully to economic growth, workforce development, and long-term livelihoods.

The sectoral distribution reveals three important employment patterns:

1. Business & Financial Services lead employment

These sectors generate the largest workforce through scale-driven consulting, platforms, and fintech models, typically delivering higher productivity per employee and above-average wages.

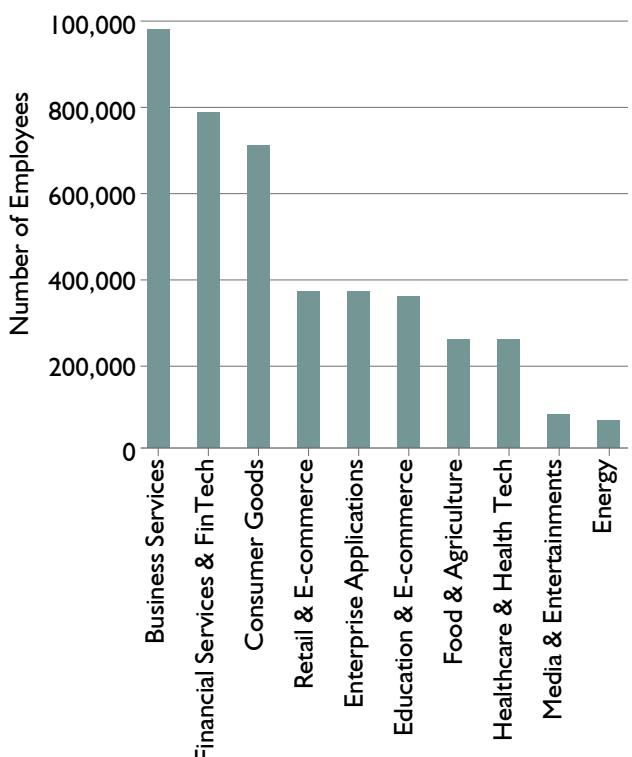
2. Consumer-facing sectors create volume jobs

Consumer Goods and Retail & E-commerce combine digital platforms with logistics and supply chains, absorbing large numbers of urban and semi-urban workers.

3. Education, Healthcare, and Food signal social impact

Though smaller in size, these sectors create high social value through jobs linked to learning, health outcomes, and livelihoods

The sectoral distribution reveals three important employment patterns:



Core Takeaway

- The employment figures presented are structurally conservative, likely understating the full scale of alumni impact.
- IIT Delhi alumni enterprises generate both high-productivity jobs and large-volume employment, spanning white-collar, skilled, and service roles.
- Compared to national averages, alumni-linked firms operate in sectors with higher

revenue per employee, implying stronger wage potential and greater skill intensity.

- Employment creation is diversified, reducing dependence on any single sector and enhancing resilience.
- Alumni entrepreneurship contributes not only to GDP growth, but also to workforce development, income stability, and long-term livelihoods.

► Values That Shape IIT Delhi Startup Leaders

Learning Before Scaling



Mohit Aron

Founder & CEO, Cohesity
1995, B.Tech., Computer
Science & Engineering

Mohit Aron's leadership philosophy is anchored in patience, humility, and preparation. He consistently cautions young graduates against rushing into entrepreneurship: "Don't rush into a start-up. First learn from strong leaders and real systems." For Aron, leadership is less about speed and more about readiness. Humility sits at the centre of his thinking. He believes learning ends when humility fades, "The best leaders remain students." This discipline, together with values such as "collaborative alignment" shaped how he built Cohesity and helped define the evolution of hyper-converged infrastructure—transforming how enterprises worldwide manage, secure, and scale data systems relied upon by millions of users

Discipline in Execution - Turning analysis into dependable outcomes

Jaswinder Chadha challenges the idea that disruption alone defines entrepreneurship. His reflections consistently return to discipline, structure, and execution—habits reinforced during his time at IIT Delhi, where performance was shaped by rigour rather than shortcuts. "Execution matters more than disruption," he emphasises.

That mindset guided how Chadha built Axtria, where analytical depth and process orientation became central to solving complex problems. The systems and platforms developed at Axtria under his leadership now support decision-making across healthcare and life sciences, enhancing how organisations operate in sectors that directly shape patient care and public health outcomes.



Jaswinder Chadha

Founder, Axtria
1990, B.Tech., Mechanical
Engineering



Comfort with Uncertainty - Acting thoughtfully without perfect information



Sashi Reddi
Founder and Managing Partner, SRI Capital
1987, B.Tech., Computer Science and Engineering

Sashi Reddi, IIT Delhi normalised uncertainty. Academic life demanded working through open-ended problems, incomplete information, and sustained pressure, conditions that closely mirrored entrepreneurial realities. Reflecting on this, he observes: "You learn early that clarity often comes only after you begin." This comfort with ambiguity became central to his entrepreneurial and investment journey. By relying on fundamentals and iteration rather than certainty, Reddi helped build digital services and mentoring early-stage ventures, strengthening the growth of India's broader technology and startup ecosystem.

Responsibility Beyond Success

Amar Sawhney frames leadership as inseparable from responsibility. While IIT Delhi provided technical grounding, it also reinforced the idea that excellence carries obligations beyond personal achievement. Reflecting on this, he notes that "what you build matters as much as how you build it."

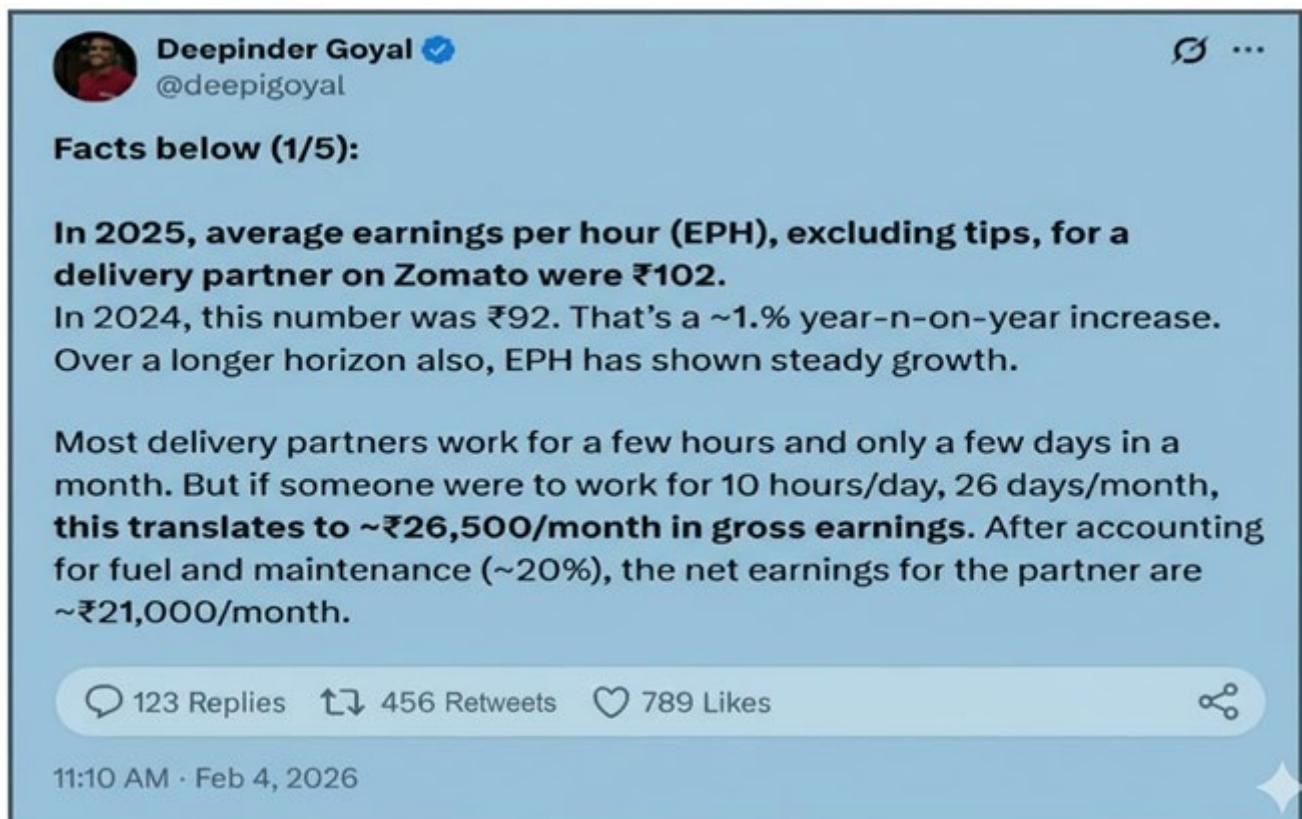
This belief shaped his work in medical technology, where precision and ethics directly affect lives. The innovations he helped advance continue to influence healthcare delivery, showing how values internalised early can translate into outcomes that matter for patients, practitioners, and communities alike.



Amar Sawhney
General Partner, Incept, Inc
1987, B.Tech., Chemical Engg.

Enterprise Outcomes: Income & Efficiency

From Deepinder Goyal's tweet, it can be inferred that Zomato positions delivery work as a financially viable livelihood for individuals who engage consistently. Full-time, disciplined partners can achieve a basic yet stable standard of living, comparable to many roles in India's informal sector.



Deepinder Goyal 
@deepigoyal

Facts below (1/5):

In 2025, average earnings per hour (EPH), excluding tips, for a delivery partner on Zomato were ₹102.

In 2024, this number was ₹92. That's a ~1% year-n-on-year increase. Over a longer horizon also, EPH has shown steady growth.

Most delivery partners work for a few hours and only a few days in a month. But if someone were to work for 10 hours/day, 26 days/month, **this translates to ~₹26,500/month in gross earnings**. After accounting for fuel and maintenance (~20%), the net earnings for the partner are ~₹21,000/month.

123 Replies 456 Retweets 789 Likes

11:10 AM · Feb 4, 2026



Anant Yardi
Founder, Yardi Systems
1968, B.Tech., Mechanical Engineering

A testimonial from **PacTrust** highlights how **Yardi Systems**, founded by **Anant Yardi**, enabled the firm to double its portfolio without expanding its accounting staff.

The feedback underscores how Yardi's AI-driven solutions enhance operational efficiency, benefiting both employers and global clients alike through smarter, scalable business systems.

“Our portfolio doubled, yet the accounting department remained the same size. This was largely due to Yardi Technology **”**

- *John Hart*
CFO, *PacTrust*

Building Capital, Institutions, and Entrepreneurial Ecosystems



"In 2009, I left Wall Street and moved back to India. Everyone called me crazy, but I wanted to fix health from the ground up," recalls Sameer Maheshwari. Founded in 2011 by IIT Delhi alumni Sameer Maheshwari and Prashant Tandon, HealthKart emerged after multiple pivots before addressing a critical gap in India's unorganised nutrition market: access to authentic supplements. By building a direct-from-manufacturer supply chain and an omnichannel presence spanning online platforms and 100 retail stores, HealthKart restored consumer trust at scale. Its homegrown brands, MuscleBlaze, HK Vitals, and Gritzo, reshaped category standards, demonstrating how persistence and disciplined execution can transform problem-solving into near-unicorn impact.

Vikram Gupta

Founder and Managing Partner,
IvyCap Ventures
1993, B.Tech., Chemical Engineering

From First-Generation Entrepreneur to Architect of Industrial Legacy



Amarjit Bakshi is a distinguished industrialist and visionary entrepreneur who built a diversified business empire from the ground up. As Founder, Chairman, and Managing Director of the Bakshi Group, he has led successful ventures across infrastructure, defence, automotive manufacturing, real estate, and hospitality. Under his leadership, Continental Engines India has become a global supplier of advanced engine components, exporting the majority of its production to Europe and the United States and serving leading international automobile manufacturers. He also transformed the luxury real estate landscape through Central Park, a brand synonymous with ultra-premium residential and hospitality developments in the National Capital Region. Bakshi has received numerous awards and honours over the years, including WCRC Leaders ASIA 2014, CNBC Awaaz Awards 2014, Rajiv Gandhi Excellence Awards 2016, BBC Knowledge Awards 2017, Realty India Awards 2017, Gold Award by National Highways Awards for Excellence 2018, Best New Product Development by Volvo Eicher Motors 2019 and Lifetime Achievement Award for "Outstanding Contribution to National Development" from IIT Delhi Alumni Association.

Amarjit Bakshi

Founder, Bakshi Group
1967, B.Tech., Civil Engineering

Global Perspective: Indian Founders at the Frontier of Innovation

This chart highlights a powerful global signal: four of the world's top ten immigrant founders of multiple unicorns hail from India, underscoring the country's deep entrepreneurial talent pool. Notably, three of Indian-origin founders—Mohit Aron, Jyoti Bansal, and Ashutosh Garg—are alumni of IIT Delhi, reflecting the institute's outsized role in shaping global technology leaders. Their repeated success in building billion-dollar companies points not just to scale, but to strong execution capability, systems thinking, and leadership depth. Together, they exemplify how IIT Delhi has contributed significantly to positioning Indian founders as key drivers of global innovation.

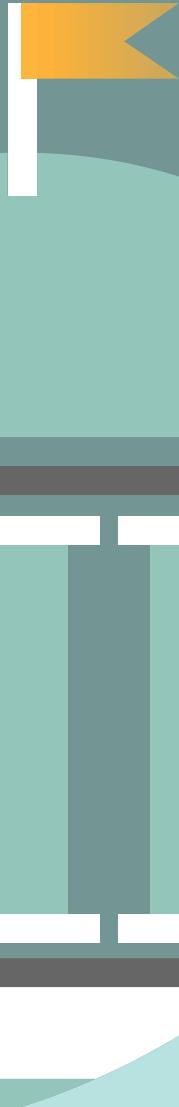
INDIAN EXPATRIATES WHO FOUNDED TWO OR MORE UNICORNS

Founder	Place of birth	Unicorns
Elon Musk	South Africa	Tesla, SpaceX & The Boring Company
Mohit Aron	India	Nutanix, Cohesity
Jyoti Bansal	India	AppDynamics, Harness
Ashutosh Garg	India	Bloomreach, Eightfold.ai
Al Goldstein	Uzbekistan	Avant, Amount
Noubar Afeyan	Lebanon	Moderna, Indigo Ag
Ignacio Martinez	Spain	Indigo Ag, Inari
Ion Stoica	Romania	Databricks, Anyscale
Sebastian Thrun	Germany	Cresta, Udacity

Source: National Foundation for American Policy (NFAP) report



IIT alumni-led startups have made significant contributions by generating employment, advancing innovation, strengthening industries, and touching millions of lives, all while contributing meaningfully to the national economy. Their journey reflects responsibility, scale, and sustained leadership, an impact that continues to evolve, expand, and endure ●●●



3.3

Public Service and the Architecture of the Indian State

Public service remains one of the most enduring avenues through which IIT Delhi alumni contribute to nation-building. Across administrative, strategic, technical, and regulatory roles, they operate within the core institutions that translate policy intent into public outcomes. Their presence spans the Indian Administrative Service and other All-India Services, as well as specialised technical, scientific, and public-sector leadership positions.

What distinguishes IIT Delhi alumni in public service is not merely their representation, but their longevity, progression, and systems-level influence. Alumni serve across career stages and

geographies, combining technical expertise with administrative authority to shape governance, security, infrastructure, diplomacy, and service delivery.

This section examines IIT Delhi alumni engagement in public service through a structured lens, mapping their distribution across services, career progression, functional roles, and areas of impact. Together, these perspectives demonstrate how technical education is continually translated into public leadership, institutional strengthening, and enhanced governance capability within the Indian state.



Dr Avinash Chander played a pivotal role in transforming India into a major global force in missile and strategic defence technologies. Under his leadership of advanced missile, navigation, and weapons programmes, India achieved critical capabilities such as **Agni-V, MIRV and long-range strike systems**, securing national security and advancing technological self-reliance. His contributions strengthened India's defence preparedness, safeguarded millions of lives, and positioned the nation among the world's most advanced strategic powers, ensuring long-term security, credible deterrence, and technological sovereignty.

Dr. Avinash Chander

Scientific Adviser to the Raksha Mantri & Former Secretary, Department of Defence R&D, and Former Director General, DRDO
1972, B.Tech., Electrical Engg

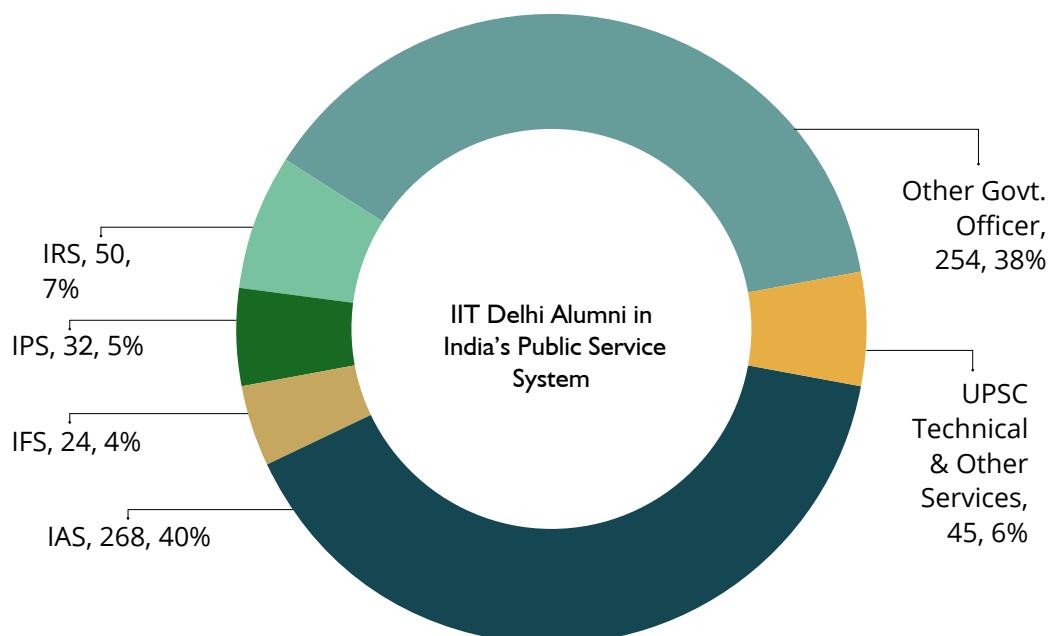
IIT Delhi Alumni in India's State Architecture

Public services are the institutional mechanisms through which India's development priorities are translated into practice. Spanning administration, taxation, policing, diplomacy, environmental governance, digital systems, and scientific missions, these services shape how public authority is exercised and delivered.

IIT Delhi alumni are deeply embedded within this governance architecture. Their presence extends beyond the Indian Administrative Service to the Indian Police Service, Indian Revenue Service, Indian Foreign Service, Forest Services, and a range of technical and regulatory cadres. Collectively, they constitute a distributed leadership network within the Indian state, integrating technical expertise with administrative authority and executive responsibility.

This chart illustrates how IIT Delhi alumni are distributed across India's public service system, organised by the functional architecture of the state rather than by rank. Officers are grouped into six categories.

The largest presence is in the Indian Administrative Service (IAS), with 270 alumni (40 per cent), reflecting IIT Delhi's deep integration into India's core governance and coordination cadre. The All-India Strategic Services, IPS, IRS and IFS, account for 105 alumni (16 per cent), spanning internal security, taxation and diplomacy. The UPSC Technical and Functional Services contribute 43 alumni (6 per cent), engaged in engineering, audit, railways, and environmental governance. The remaining 251 alumni (38 per cent) serve as senior professionals across public enterprises, scientific institutions, regulatory bodies, state governments, and national missions, extending IIT Delhi's influence into the operational and technological backbone of the Indian state. Together, these officers translate state authority into tangible outcomes for India's development.

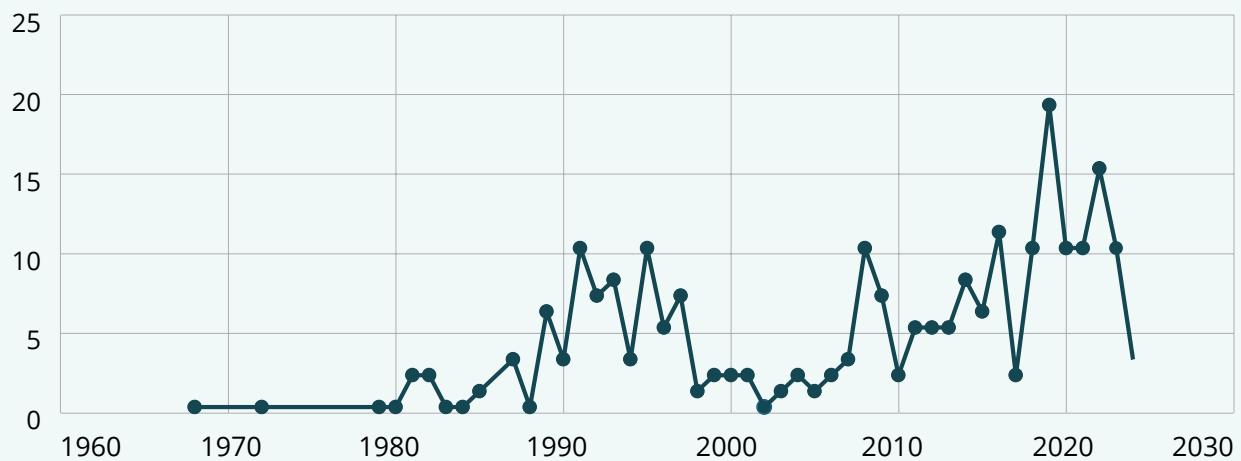


► IIT Delhi Alumni in the Indian Administrative Service: From Entry to Leadership

The Indian Administrative Service (IAS) is the backbone of India's governance system, responsible for translating policy into action across districts, states, and the Union government.

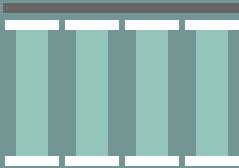
Over the past six decades, IIT Delhi has steadily emerged as a significant contributor to this leadership cadre.

IIT Alumni Entry into the IAS (1966–2024)



The trend reveals a modest presence in the early decades, followed by a steady rise from the 1990s and a sharp acceleration after 2010. In recent years, annual intakes have reached their highest levels, underscoring that IIT-trained graduates are increasingly choosing to serve at the heart of India's administrative system.

This sustained growth reflects not a passing trend, but the institutionalisation of IIT Delhi within the country's top governance leadership.



Atal Dulloo, IAS, played a pivotal role in strengthening Jammu & Kashmir's health system by expanding hospitals, medical colleges, and Ayush services. He spearheaded the rollout of **Ayushman Bharat**, extending health insurance to **lakhs of families** who had previously lacked affordable care. Under his leadership, **MBBS and PG seats were increased**, and **AIIMS Jammu** was fast-tracked, significantly improving access to advanced treatment within the region. These reforms meant **shorter travel for patients, faster diagnosis, and more doctors in public hospitals**, directly benefiting rural and conflict-affected communities. Through **digital health initiatives** and **infrastructure upgrades**, healthcare delivery became more reliable and transparent. At the national level, Dulloo contributed to **India's G20 health agenda**, strengthening **pandemic preparedness, advancing medical supply chains, and fostering global health cooperation**, extending his impact from local communities to international public health systems.

Atal Dulloo, IAS

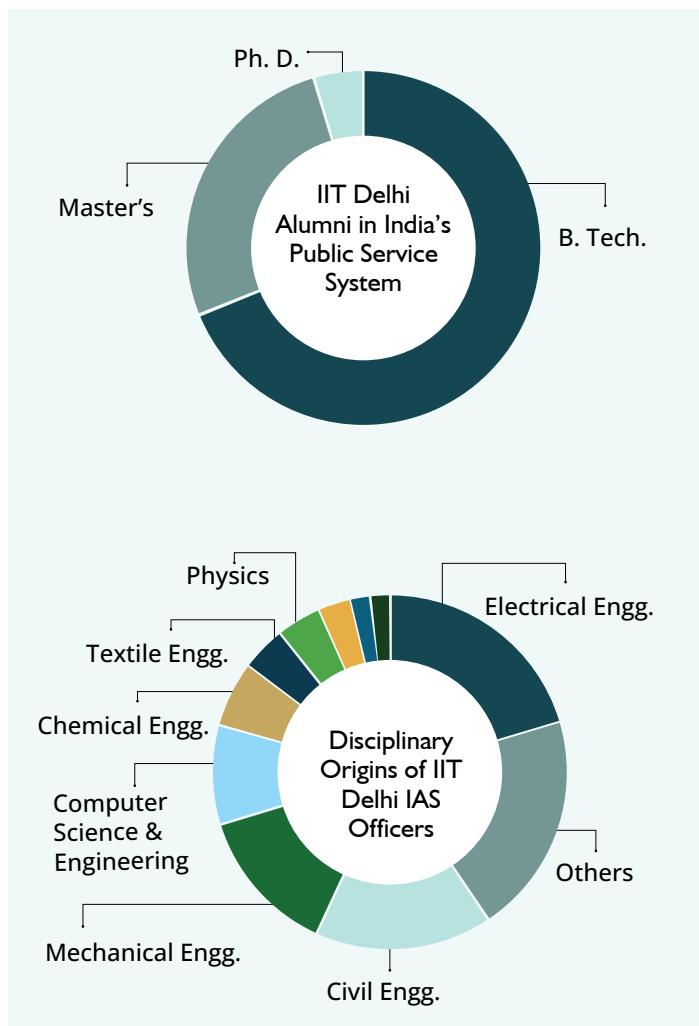
Chief Secretary to Govt. of J&K
1989, B.Tech., Civil Engg.

► Academic Pathways into the IAS: IIT Delhi's Governance Talent

The degree profile of IIT Delhi IAS officers reveals that nearly seven out of ten enter the civil services directly after completing their B.Tech, while another quarter join following postgraduate study. This pattern highlights how IIT Delhi contributes talent to governance at the formative stage of professional life—when analytical habits, ethical frameworks, and problem-solving approaches are still being shaped.

The disciplinary distribution further highlights the governance capacity this creates. Most IIT-trained IAS officers come from Electrical, Civil, Mechanical, and Computer Science backgrounds—fields that engage directly with infrastructure, systems, networks, and large-scale operations. These are precisely the domains where modern governance confronts its greatest challenges: urbanisation, digital platforms, energy systems, transport, and service delivery.

Together, these patterns demonstrate that IIT Delhi is not merely supplying administrators to the IAS, but embedding technical expertise and systems thinking into the very fabric of the Indian state.





Ankur Garg exemplifies a rare journey where intellectual brilliance aligned with public purpose at an early age. An IIT Delhi Electrical Engineering graduate, he entered the Civil Services straight from campus and, in 2002, became India's youngest UPSC Rank-1 officer—choosing public service over private opportunity.

His pursuit of excellence continued at Harvard University, where he won the Raymond Vernon Award and achieved a near-perfect score in Macroeconomics, deepening his understanding of development and public finance. Serving in the AGMUT cadre, he has applied this global knowledge to reform public administration, finance, and service delivery. His career demonstrates how world-class education, when anchored in public service, can translate into tangible improvements in governance and people's lives.

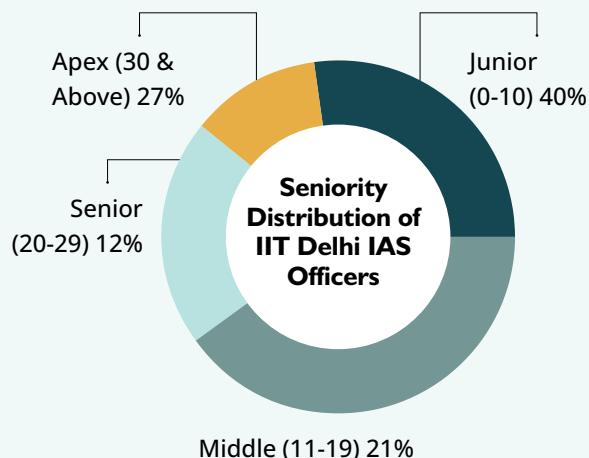
Ankur Garg, IAS
2003, B.Tech., Electrical Engg.

From Field to Secretariat: IIT Delhi's Presence Across IAS Seniority Levels

IIT Delhi's presence in the Indian Administrative Service extends beyond a single generation or career stage. Its alumni are spread across the full leadership ladder, from newly appointed district officers to apex-level administrators shaping national policy. This distribution demonstrates not only whether IIT Delhi is supplying entrants to the IAS, but whether it has become a structural part of India's governance leadership.

The seniority profile reveals a remarkably balanced and resilient pipeline. Around 40 per cent of IIT Delhi IAS officers are in the early

years of service, reflecting a steady inflow of new talent into public administration. At the same time, more than 60 per cent have progressed into mid, senior, and apex roles, with 27 per cent occupying the highest level of the service. These apex officers, many from the 1980s and early 1990s batches, now serve as Chief Secretaries, Secretaries to the Government of India, Principal Secretaries, CMDs, and Directors-General, where they exercise decisive influence over public policy, institutions, and national programmes.



This pattern tells a powerful story: **IIT Delhi is not producing short-term administrators, but long-term governance leaders.** The presence of strong cohorts at both the entry and apex levels suggests continuity — past leadership, present authority, and future potential existing simultaneously within the IAS.

The steady inflow of IIT Delhi graduates into the IAS shows that the Institute consistently supplies high-calibre leadership to the Indian state. Across generations, these officers not only enter public service in large numbers but go on to deliver lasting impact in governance, policy, and public systems.

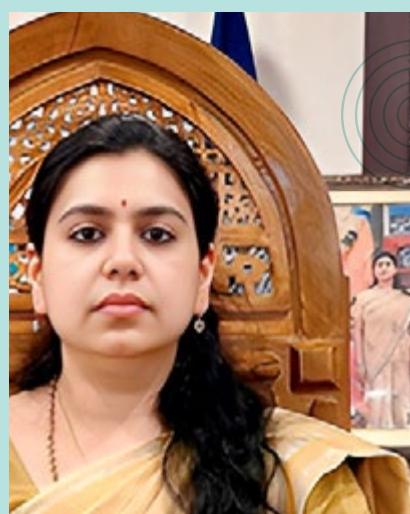


Manu Srivastava, IAS

Additional CS, Energy & Renewables, Madhya Pradesh
1988, B.Tech., Electrical Engg., M.Tech., Telecommunication and Radar

Manu Srivastava leads Madhya Pradesh's energy transition as Additional Chief Secretary for Energy and Renewables. From the Rewa Ultra Mega Solar Park to record-low solar-storage tariffs, his innovations have made clean power affordable, scalable, and globally studied.

Divya Mittal, is known for hands-on, people-centred governance. As District Magistrate of Deoria and later CEO of UPRRDA, she resolved long-standing village issues while actively engaging communities through development and cultural initiatives, reflecting a new generation of responsive public leadership.



Divya Mittal, IAS

District Magistrate/Collector, Deoria
2005, B.Tech., Engineering Physics

● A Distributed Force: IIT Delhi IAS Officers Across India's Governance Architecture

IIT Delhi's IAS alumni do not occupy a single corridor of power, they are spread across the entire architecture of the Indian state. From digital platforms that deliver subsidies to millions, to energy systems that power cities, to rural programmes that sustain livelihoods, these officers operate where scale, systems, and long-term impact matter most.

What unites them is not a department, but a way of thinking, seeing governance as a living system of data, people, institutions, and flows. Whether designing digital welfare pipelines, managing state finances, building infrastructure, or transforming agriculture, IIT Delhi alumni bring engineering logic into public purpose.

Their impact is rarely loud, but it is structural. They shape how money moves, how benefits reach citizens, how cities grow, how energy is produced, and how governments make decisions. Together, they form a quiet but powerful network of system builders — turning policy into platforms, and institutions into engines of delivery.



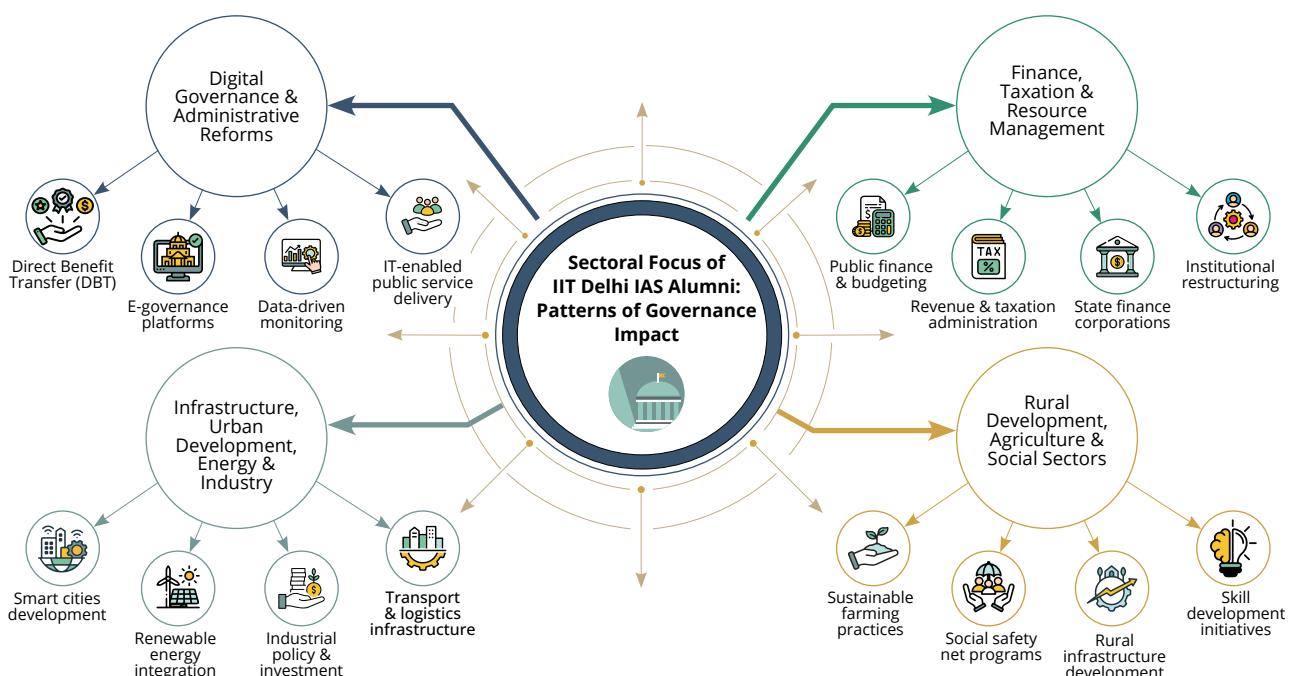
Sanjay Kumar Panda, IAS (Retd.)
Former Secretary, Ministry of Textiles, GOI
1989, M. Tech., Computer Tech.



Kamran Rizvi, IAS
Secretary, Ministry of Heavy Industries (MHI)
1989, B. Tech., Mechanical Engg.



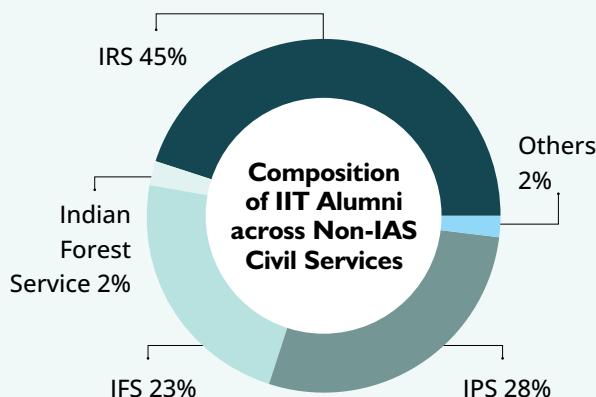
Sachin Rana, IAS
Special Commissioner Trade & Taxes, (GST) GNCTD Chief Vigilance
2007, B. Tech., Chemical Engg.



● IIT Alumni in IFS, IPS, IRS and Other Services

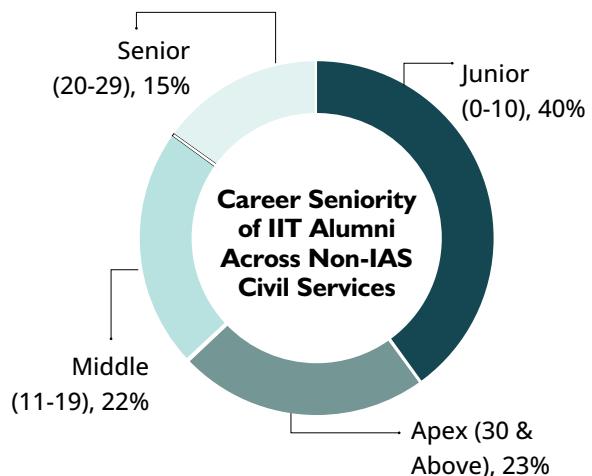
Beyond the Indian Administrative Service, several civil services play critical roles in governance, diplomacy, security, taxation, and environmental management. IIT Delhi alumni contribute significantly to these non-IAS services, applying

technical expertise and analytical skills across specialised and strategic domains, thereby extending their public service impact across multiple institutional functions of the Indian state.



The service-wise distribution of IIT Delhi alumni across non-IAS civil services shows the strongest representation in the Indian Revenue Service (45%), reflecting a significant alumni presence in taxation, revenue administration, and fiscal governance. This is followed by the Indian Police Service (28%) and the Indian Foreign Service (23%), indicating substantial engagement in internal security and international diplomacy. Smaller yet meaningful representation in the Indian Forest Service (2%) and other specialised services (2%) highlights contributions to environmental governance and niche administrative functions, collectively underscoring the diverse roles played by IIT Delhi alumni across India's civil services.

The seniority distribution of IIT Delhi alumni across non-IAS civil services shows a balanced spread across career stages. Junior-level officers (0-10 years) constitute about 40%, indicating a steady inflow of recent entrants into services such as IFS, IPS, IRS, and allied cadres. Mid-career officers (11-19 years) account for roughly 22%, reflecting progression into roles involving departmental leadership and operational oversight. Notably, a significant proportion of alumni have advanced to senior (20-29 years, ~15%) and apex levels (30 years and above, ~23%). These cohorts represent officers with long administrative experience who typically occupy positions of high authority and responsibility.





Key Insights from Seniority & Roles

● IIT Delhi alumni rise to apex leadership across non-IAS services.

● They lead as Ambassadors, Director Generals, and Chief Commissioners.

● Their influence spans finance, diplomacy, taxation, and national security.

● The true contribution of IIT Delhi lies in decision-making power, not just headcount.

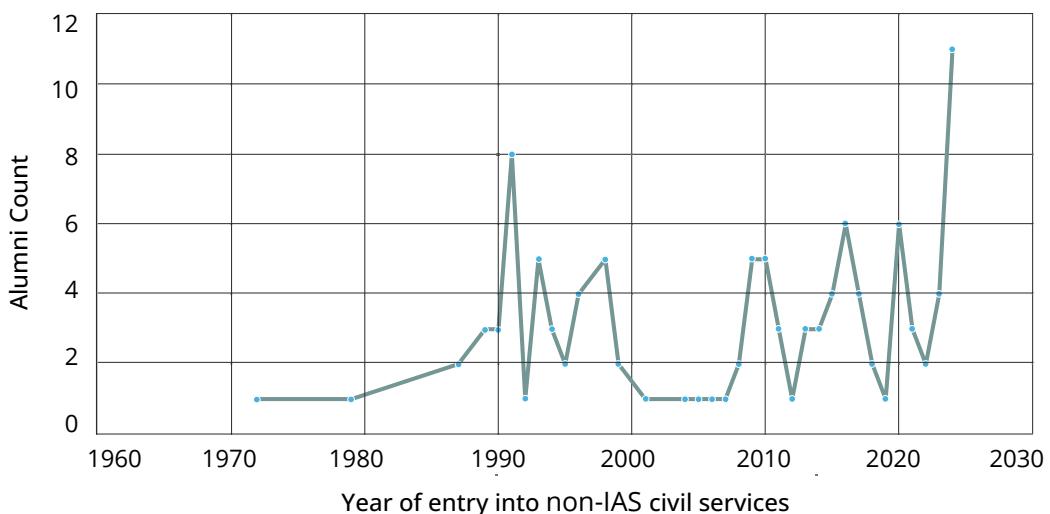
A Growing Pipeline: IIT Delhi Alumni in India's Non-IAS Civil Services

The distribution of IIT Delhi alumni across services tells us where they are. The trend over time tells us something more important, that an increasing number of IIT Delhi graduates are choosing to serve the Indian state through specialised civil services beyond the IAS.

After a modest presence until the late 1980s, IIT Delhi alumni begin to enter non-IAS civil services in larger numbers from the 1990s onwards, with

a strong acceleration after 2009. The sharp rise in recent years reflects the growing attractiveness of specialised services such as the IFS, IRS, and IPS for graduates seeking high-impact public careers.

This pattern suggests a growing and sustained inclination of IIT alumni toward specialised non-IAS services, such as IFS, IRS, IPS, reflecting the expanding scope, relevance, and attractiveness of these roles in contemporary governance





Dr. Pankaj Sharma, IFS

Fmr Permanent Representative of India to the Conference on Disarmament in Geneva 1989, Ph.D., Management/Information Technology, M.Tech., Management & Systems

Dr. Pankaj Sharma trained technologist-diplomat who has served as India's Permanent Representative to the UN Conference on Disarmament and later as Ambassador to Mexico. With leadership roles in disarmament, export controls, civil nuclear cooperation, and strategic security at the MEA and OPCW, he has shaped India's global security and non-proliferation engagement.

Piyush Anand (IPS, 1991, UP Cadre), an IIT Delhi alumnus, is the Director General of the National Disaster Response Force. With leadership roles across state policing, CBI, and CISF, he has shaped India's internal security and disaster-response architecture. A recipient of the President's Police Medal.



Piyush Anand, IPS

DG, NDRF
1989, B. Tech., Mechanical Engineering

● Government Officers Beyond the Apex Cadres: IIT Delhi Alumni Shaping India's Operational Governance

Many critical public functions, policy execution, scientific research, infrastructure delivery, and regulation, are led by officers operating beyond the apex administrative cadres. IIT Delhi alumni serve in such roles across ministries, scientific institutions, public enterprises, and state governments, shaping how governance functions in practice.

Unlike generalist administrators, these officers bring domain-specific expertise to public systems. Their work spans engineering services, railways, highways, defence research, earth and climate sciences, health research, and regulatory agencies. In these roles, they translate policy intent into executable programmes through

project design, technology development, scientific research, regulatory oversight, and large-scale implementation.

IIT Delhi alumni contribute to national priorities through organisations involved in defence, disaster preparedness, climate resilience, infrastructure development, and economic governance. At state and urban levels, they ensure that national policies are adapted to local contexts and delivered through projects and services. Collectively, they represent a diversified governance ecosystem whose contributions remain largely understated but are foundational to sustained nation-building and public value creation.



Alok Sharma

Director (R&D), Indian Oil Board
1991, M. Tech., Chemical Engineering

Mr. Alok Sharma has spent over three decades advancing India's refining and clean-energy research at Indian Oil R&D. A pioneer in hydroprocessing and indigenous technologies, he led national facilities in hydrogen, fuel cells, gasification, biofuels, batteries, and CO₂ capture. His innovations have helped reduce fuel imports, improve energy efficiency, and accelerate India's transition to cleaner, affordable energy. With 50+ publications, 16 patents, and major innovation awards, his work has translated scientific research into industrial solutions that benefit consumers, industry, and the environment.

Dr. Arup Roy Choudhury has been a transformative leader in India's infrastructure and power sectors. As Chairman and Managing Director of NBCC and later NTPC, he led major organisational turnarounds that strengthened India's construction capacity and energy security. His leadership expanded project delivery, financial strength, and national infrastructure reach. Now a Professor of Practice at IIT Delhi, he continues to shape future leaders while advising governments on large-scale public systems and governance.



Dr. Arup Roy Choudhury

Prof. of Practice, IIT Delhi
2013, Ph.D., Project Management

● Celebrating Exemplary Government Leadership: Award-Winning Officers and Their Impact

Government officers across India carry forward the nation's development agenda through commitment, innovation, and service excellence. Yet the true value of public leadership is not captured only in budgets, files, or policy documents, it is reflected in the lives that change on the ground.

The stories that follow are not anecdotes; they are evidence of impact. Each narrative traces how an officer's decision, reform, or intervention translated into measurable outcomes, whether through improved service delivery, stronger institutions, greater financial integrity, or safer

communities. When a tax system becomes more efficient, when disaster response saves lives, when clean energy reaches households, or when governance becomes more transparent, these shifts reveal the real performance of public institutions.

Together, these firsthand accounts serve as a human-centred impact assessment, showing how leadership, backed by technical skill and public purpose, converts policy into progress and systems into meaningful change for millions of citizens.

With over three decades of service, his career reflects a rare blend of operational courage, strategic leadership, and international engagement. During key law-and-order and crime-control assignments, he led several high-risk operations against organised crime and banditry, for which he was awarded **Gallantry Medals by the President of India in 2005 and 2007**, recognising exceptional bravery and public service.

Internationally, he served with the **United Nations Mission in Kosovo (2004)**, contributing to peacekeeping and civil security operations in a post-conflict environment. He later worked on **counter-terrorism and cyber policy** at the Ministry of External Affairs, representing India at multilateral forums. A **Fulbright Scholar**, his work demonstrates how professional excellence, strategic vision, and courage can create sustained impact in national and global security domains.



Akhil Kumar, IPS
CEO Digital India Corporation
1993, B.Tech., Civil Engineering



Alok Kumar, IAS

Advisor, NITI Aayog

1991, B.Tech., Electrical Engineering

At **NITI Aayog**, Alok Kumar has been instrumental in shaping India's **health governance agenda** through strategic dialogue and systems thinking. He played a key role in the national "**Health System for a New India**" initiative, fostering convergence across health and nutrition programmes and prioritising equitable access to quality care. By aligning policy frameworks with Sustainable Development Goals and promoting integrated monitoring, his work supports stronger implementation of public health and nutrition interventions, advancing outcomes for vulnerable communities.

K Ramakrishna Rao, a 1991-batch IAS officer, assumed charge as Chief Secretary of Telangana in April 2025. A seasoned administrator with deep expertise in public finance, Rao has prepared 14 state budgets and introduced modern financial systems that enhanced transparency and fiscal control. He played a pivotal role in resource mobilisation, state reorganisation affairs, and the implementation of integrated budgeting frameworks. His leadership has strengthened governance structures and fiscal management in Telangana, shaping a transparent, technology-enabled administration that underpins sustainable development and efficient public service delivery.



K Ramakrishna Rao, IAS

Chief Secretary, Telangana
1989, M.Tech., Process Engineering and Design

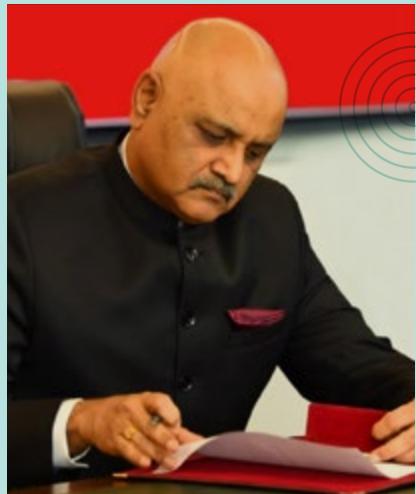


Rajesh Aggarwal, IAS

Chief Secretary, Maharashtra
1987, B. Tech., Computer Science
and Engineering

Rajesh Aggarwal, a 1986-batch IAS officer, assumed office as Chief Secretary of Maharashtra on December 21, 2025. He completed his B. Tech. in Computer Science and Engineering in 1987 from IIT Delhi, and is widely recognised for championing e-governance and data-driven administration. Over the course of his career, he has played a pivotal role in national initiatives such as Aadhaar, Jan Dhan Yojana, DigiLocker, and the Skill India Mission, contributing to the strengthening of India's digital public infrastructure. He previously served as Secretary in the Ministry of Social Justice and Empowerment and the Ministry of Skill Development and Entrepreneurship, advancing inclusive governance, skill development, and technology-enabled public service delivery.

Praveen Sood, Director of the Central Bureau of Investigation (CBI), is an alumnus of IIT Delhi, where he completed his B. Tech. in Civil Engineering before joining the Indian Police Service. He also holds postgraduate qualifications in public policy and management from IIM Bengaluru and the Maxwell School of Governance, Syracuse University. Appointed CBI Director in May 2023 and recently granted an extension, Sood brings extensive experience in policing and internal security, including his tenure as Director General of Police, Karnataka. Known for a technology-driven and systems-oriented approach to law enforcement, he leads India's premier investigative agency with a commitment to accountability, institutional integrity, and public trust.



Praveen Sood

Director, CBI
1985, B. Tech., Civil Engineering



Ambassador Sunjay Sudhir, a 1993-batch Indian Foreign Service officer and IIT Delhi alumnus, currently serves as India's Ambassador to the United Arab Emirates. Over a distinguished diplomatic career, he has represented India across diverse geographies, with postings in Australia, Switzerland, Sri Lanka, Syria, Egypt, and at the World Trade Organization in Geneva, and earlier served as Ambassador to the Maldives. He has also held strategic roles in the Ministry of Petroleum and Natural Gas, where he advanced international energy cooperation and served on the boards of public sector energy enterprises. Combining technical training with diplomatic leadership, his work has strengthened India's engagement in energy, trade, and innovation ecosystems, while also contributing to the global expansion of Indian institutions such as IIT Delhi.

Sunjay Sudhir, IFS (Retd.)

Ambassador to the United Arab Emirates
1989, B. Tech., Electrical Engineering

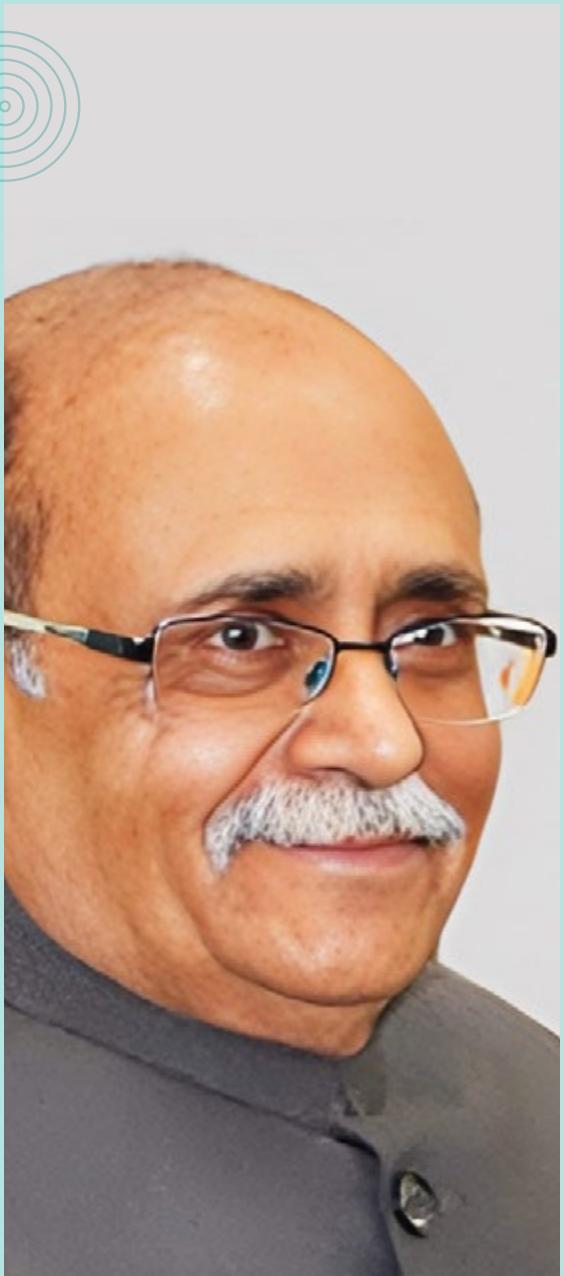


Dr. Ravindra Kumar Tyagi, Chairman and Managing Director of POWERGRID, India's Maharatna power transmission utility, is leading the transformation of the country's electricity backbone for a clean-energy future. Under his leadership, India now operates one of the world's largest and most advanced national grids, integrating renewable energy at unprecedented scale. He has driven breakthroughs in 1,200 kV ultra-high-voltage transmission, AI-based asset management, digital substations, and emergency restoration systems, making India's grid more resilient, efficient, and environmentally responsible. His work directly supports India's ambition of 500 GW of renewable energy by 2030, ensuring that clean power reaches homes, industries, and cities reliably, exemplifying how engineering leadership can shape national energy security and climate resilience.

Dr. Ravindra Kumar Tyagi

Chairman & MD, POWERGRID
1995, M.Tech., Energy Studies



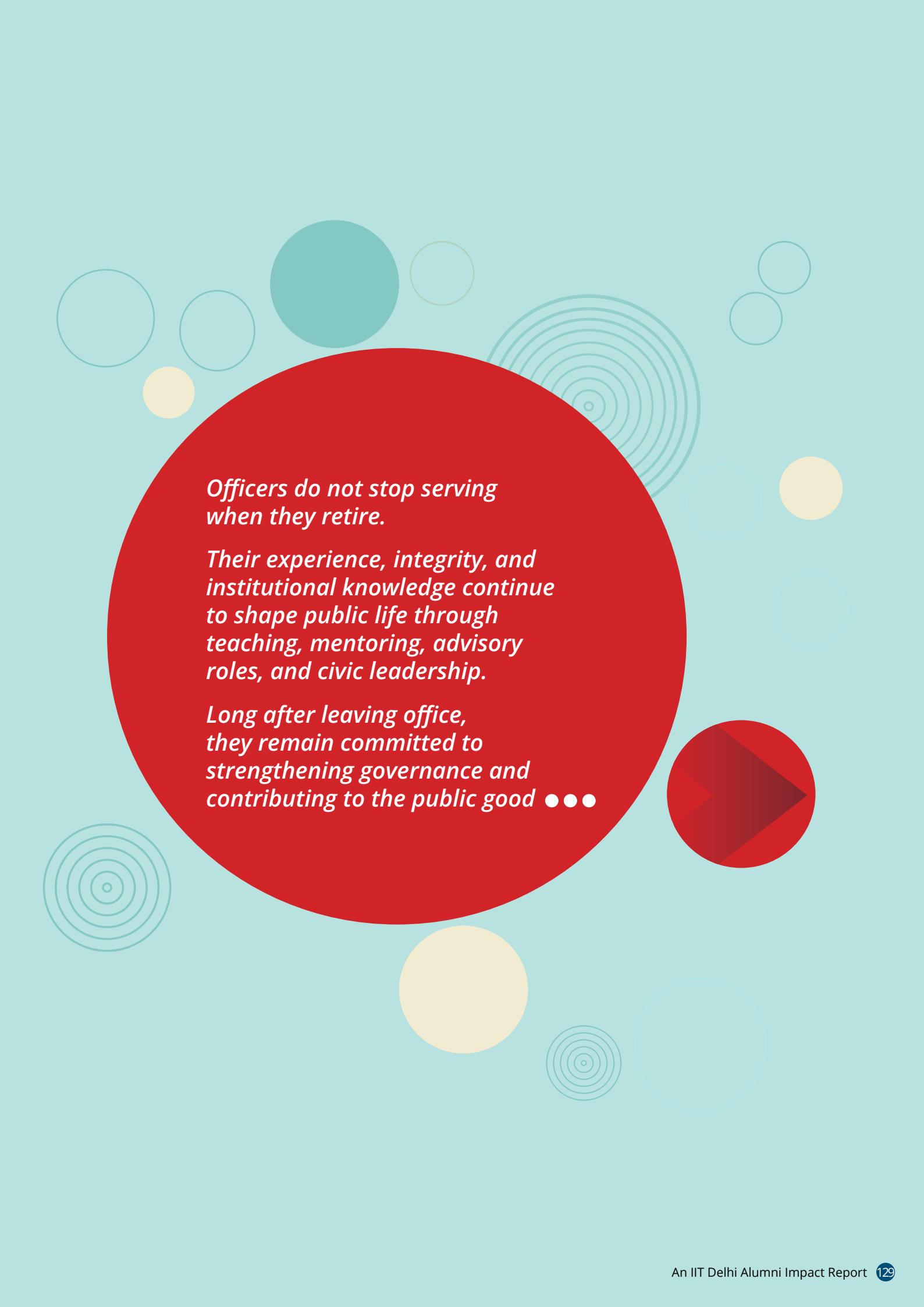


Dr. V. K. Agnihotri, an IIT Delhi alumni and a 1968-batch IAS officer, served as Secretary-General of the Rajya Sabha from 2007 to 2012, one of the most influential administrative roles in India's Parliament. During his tenure, he launched more than 130 institutional initiatives, including the widely respected "Notes on Procedures" series, which strengthened clarity, efficiency, and transparency in parliamentary functioning. His work helped modernise legislative processes and improve the quality of governance support provided to elected representatives.

A prolific author with over 70 publications on governance, parliamentary practice, and public administration, he was awarded the Paul H. Appleby Award for outstanding contribution to public administration. Even after retirement, he continues to serve the nation as Director-General of the Golden Peacock Awards, Advisor of Eminence in Public Governance, and a mentor at LBSNAA, shaping future generations of public leaders.

Dr. V. K. Agnihotri, IAS (Retd.)

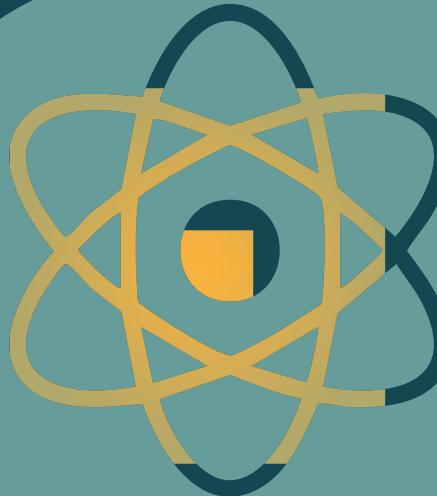
Former Secretary-General, Rajya Sabha
Ph.D., Public Policy Analysis & Design



*Officers do not stop serving
when they retire.*

*Their experience, integrity, and
institutional knowledge continue
to shape public life through
teaching, mentoring, advisory
roles, and civic leadership.*

*Long after leaving office,
they remain committed to
strengthening governance and
contributing to the public good* ●●●



3.4

Academia & Research, Building Knowledge Systems, Institutions, and Future Generations

Academic impact differs fundamentally from other domains of alumni contribution. While industry and governance often produce visible outcomes within short cycles, academia operates across extended timelines, shaping institutions, research systems, disciplines, and generations of learners over decades.

For IIT Delhi, academia represents a foundational sphere of influence. Alumni who pursue academic and research careers contribute not only as individual scholars, but as architects of knowledge ecosystems—strengthening teaching capacity, advancing

frontier research, mentoring doctoral talent, and embedding Indian higher education within global scholarly networks.

This section examines the academic and research footprint of IIT Delhi alumni across national and international arenas. It moves beyond individual distinction to assess patterns of scale, institutional presence, research productivity, global recognition, and long-term capacity building. Together, these dimensions reveal how IIT Delhi alumni sustain India's higher education system while simultaneously contributing to global knowledge frontiers.

Geographic Spread of IIT Alumni in Academia

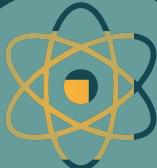
Global Academic Integration

The academic influence of IIT Delhi alumni extends well beyond the Institute itself. Globally, IIT Delhi alumni faculty are embedded within diverse, research-intensive academic systems across the world.



The global map highlights a pronounced clustering of IIT Delhi alumni faculty in North America and Europe, with secondary concentrations in the United Kingdom and the Asia-Pacific region. These geographies correspond to global hubs of advanced research

infrastructure and funding. The pattern suggests that IIT Delhi alumni are not merely geographically mobile, but deeply integrated into high-intensity research environments that prioritise long-term scholarly productivity.



Predhiman Krishan Kaw was not just a scientist of rare brilliance, but a builder of India's scientific conscience. In 1966, he became the **first PhD graduate of IIT Delhi**, marking the beginning of a lifelong commitment to advancing frontier science in India. As the founding Director of the Institute for Plasma Research, he transformed an idea into a world-class institution and quietly laid the foundations of India's nuclear fusion and plasma science capabilities. Honoured with the Padma Shri, the Shanti Swarup Bhatnagar Award, and the Subrahmanyan Chandrasekhar Prize, his greatest legacy lay in mentorship. He urged young scientists to pursue original research not for personal acclaim, but to strengthen the nation's scientific future—believing deeply that knowledge, when rooted in purpose, could change a country.

Predhiman Krishan Kaw

Founding Director, Institute for Plasma Research
1966, Ph.D.

IIT Alumni in QS Top 100 Universities

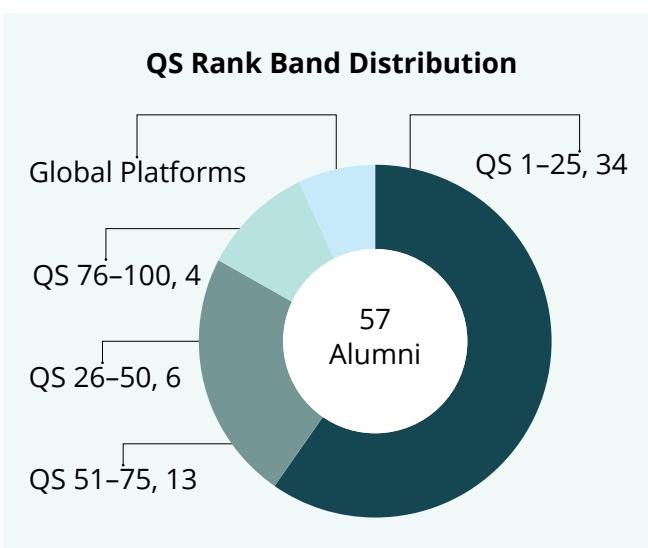
Global Academic Placement and Institutional Recognition

Within the global academic ecosystem, faculty appointments in QS Top 100 universities represent a high threshold of institutional selectivity and international academic recognition. IIT alumni serving as faculty in these universities reflect sustained academic competitiveness within the most research-intensive and globally visible institutions of higher education. Based on QS datasets, 57 IIT alumni are currently faculty members in universities ranked among the global top 100—underscoring the ability of IIT-trained scholars to operate at the highest levels of global academia.

Elite Concentration Beyond Typical Global Patterns

The QS rank-band distribution reveals a pronounced elite skew. Nearly 60 per cent of IIT alumni faculty in QS Top 100 universities are positioned within the global top 25, and close to 70% fall within the top 50. This concentration shows that alumni presence is strongest at the highest tiers of global academia, rather than evenly spread across the ranking spectrum.

In global higher education systems, faculty representation typically thins due to intense competition and limited positions. Against this backdrop, such a high concentration in top-ranked institutions signals exceptional academic selectivity and sustained institutional confidence.



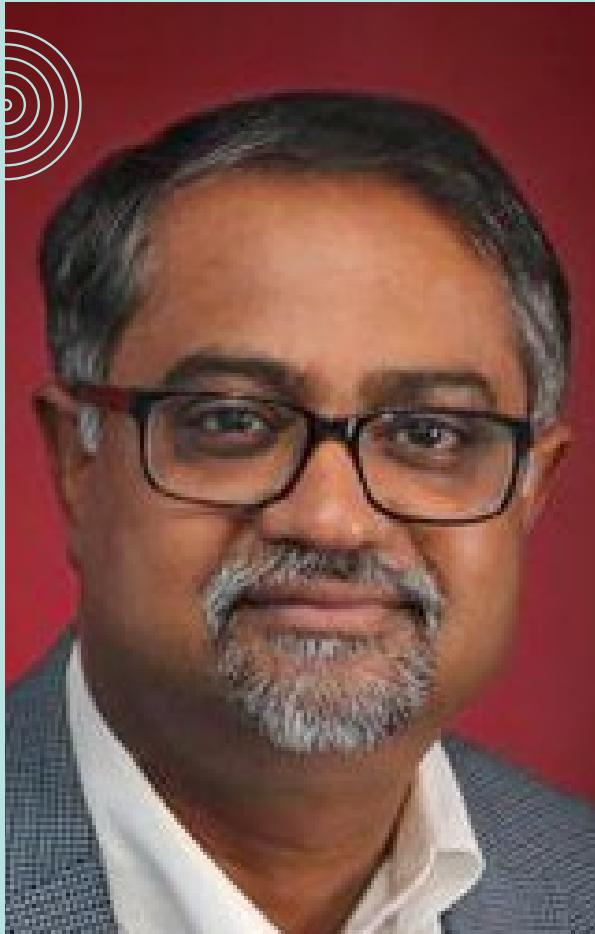
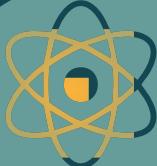
Emergent Patterns from QS Top 100 Faculty Presence

● **Elite clustering:** IIT alumni faculty are concentrated in QS Top-100 universities rather than mid-tier institutions.

● **Research-first integration:** Appointments align with high-impact research, citations, and global journals.

● **Frontier alignment:** Strong presence in AI, engineering, mathematics, energy, and sustainability fields.

● **Long-cycle impact:** Academic leadership emerges decades after graduation, reflecting sustained global influence.



Anjan G. Thakurta completed his M.Tech. in Biochemical Engineering at IIT Delhi in 1990 and subsequently pursued advanced training in biomedical and clinical sciences. He is currently associated with the University of Oxford, where his work in translational medicine focuses on converting biological discoveries into clinically actionable therapies and diagnostic tools. His research aligns with global translational medicine frameworks, emphasising patient-centred innovation and measurable improvements in healthcare outcomes.

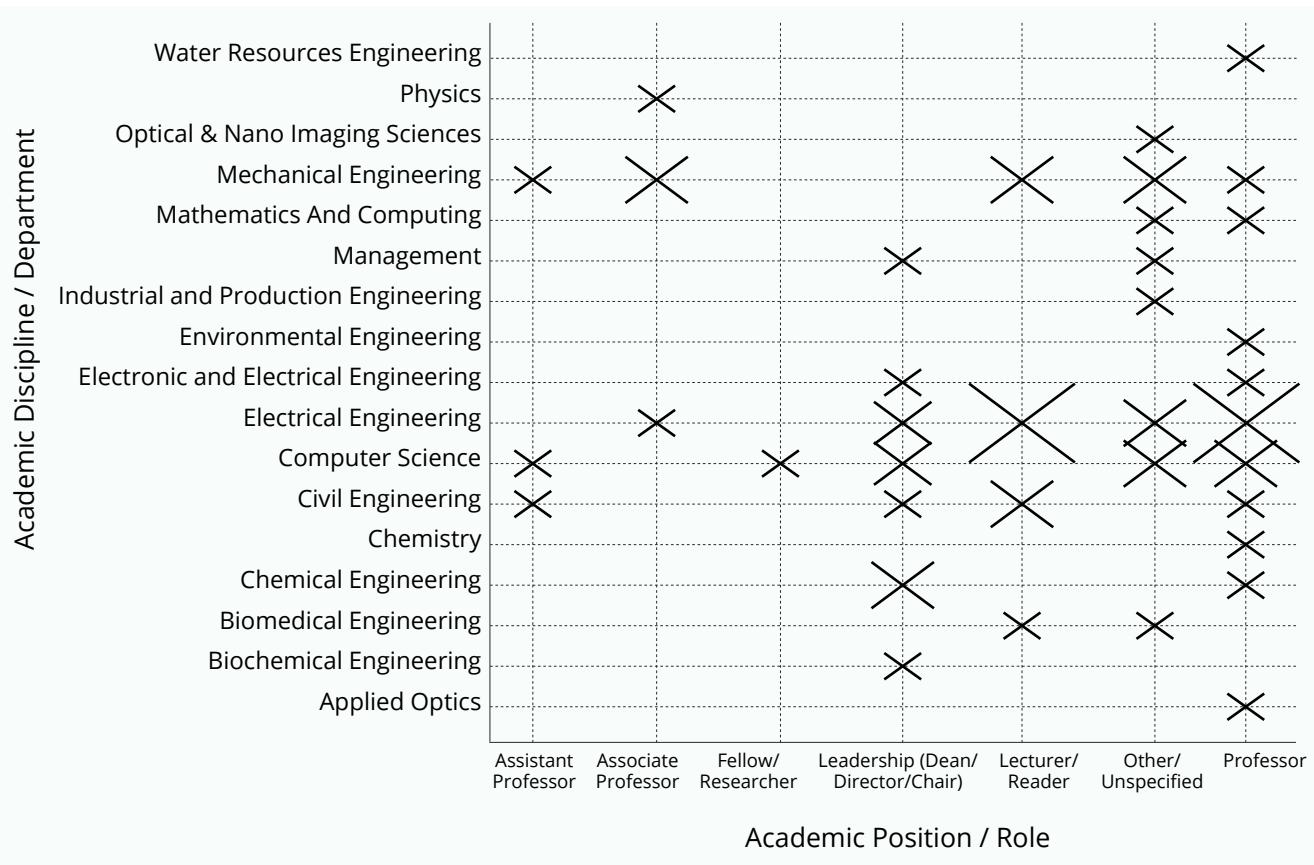
Anjan G. Thakurta

Statutory Prof., Chair of Translational Medicine, University of Oxford
1990, M.Tech., Biochemical Engineering

► Academic Roles and Disciplinary Positioning of IIT Alumni in Global Universities

Beyond geographic distribution, the quality of global academic integration is best reflected in institutional selectivity. Faculty presence in QS Top 100 universities provide a clear lens to assess how IIT alumni are positioned within the most competitive tiers of global higher education

*Updated Bubble Chart: Department x Position Category



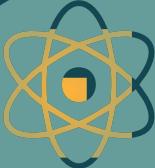
Source: National Foundation for American Policy (NFAP) report

The dominance of Electrical Engineering and Computer Science becomes visually prominent, with large bubbles occupying senior positions. In contrast, disciplines such as Water Resources Engineering, Applied Optics, and Biomedical Engineering reflect niche yet strategic contributions to global academia.

**This bubble chart is intended to provide a positional overview of IIT alumni faculty across academic disciplines and seniority levels in leading global universities. The primary insight highlighted here is the strong presence of IIT alumni in senior academic roles, particularly at the levels of Professor, Associate Professor, and Leadership positions, across disciplines.*

To improve readability and interpretability, clear axis titles and a legend have been added. Importantly, the colour used in the bubbles do not represent any quantitative or qualitative distinction such as performance, ranking, or institutional hierarchy. Colour are used only as visual separators to prevent overlap and enhance clarity when multiple faculty positions appear within the same disciplinary category.

The chart clearly indicates that IIT alumni are disproportionately represented in senior academic roles—particularly as Professors, Associate Professors, and institutional leaders—across globally competitive disciplines such as Electrical Engineering, Computer Science, Mechanical Engineering, and Civil Engineering. This pattern reflects not only strong disciplinary foundations but also long-term academic progression and leadership recognition within top-tier global institutions.



Prof. Ashish Sharma

Prof., Civil & Environmental Engineering,
University of New South Wales
1991, M.Tech., Water Resources Engineering

With an **M.Tech. in Water Resources**

Engineering from IIT Delhi (1991), Prof. Ashish Sharma has built a globally influential career in hydrology and climate-impacted water systems. Currently Professor of Civil and Environmental Engineering at the University of New South Wales, his research addresses hydrological uncertainty, climate variability, flood estimation, and water resources management. His work underpins evidence-based decisions for policymakers, water planners, disaster managers, and farmers—strengthening flood preparedness and drought resilience. Beyond research, he has led international scientific bodies, advised national research systems, and shaped Australia's design flood guidelines through ARR2016.

At a moment when artificial intelligence is redefining how societies think, decide, and act, Aditya Grover stands at the forefront of that transformation. As a faculty member at the UCLA Samueli School of Engineering, he develops generative AI systems that reason and learn with minimal supervision—reshaping how machines support human judgment. Through his startup Inception, he is advancing faster, more cost-efficient large language models that lower barriers to responsible AI adoption. His work also extends to climate-aware computing via ML4Climate, signaling AI's role in sustainability. Recognized with the Computers and Thought Award, NSF CAREER Award, and Schmidt Sciences AI2050 Fellowship, Grover's contributions point toward an AI future that is scalable, aligned with human values, and societally transformative.

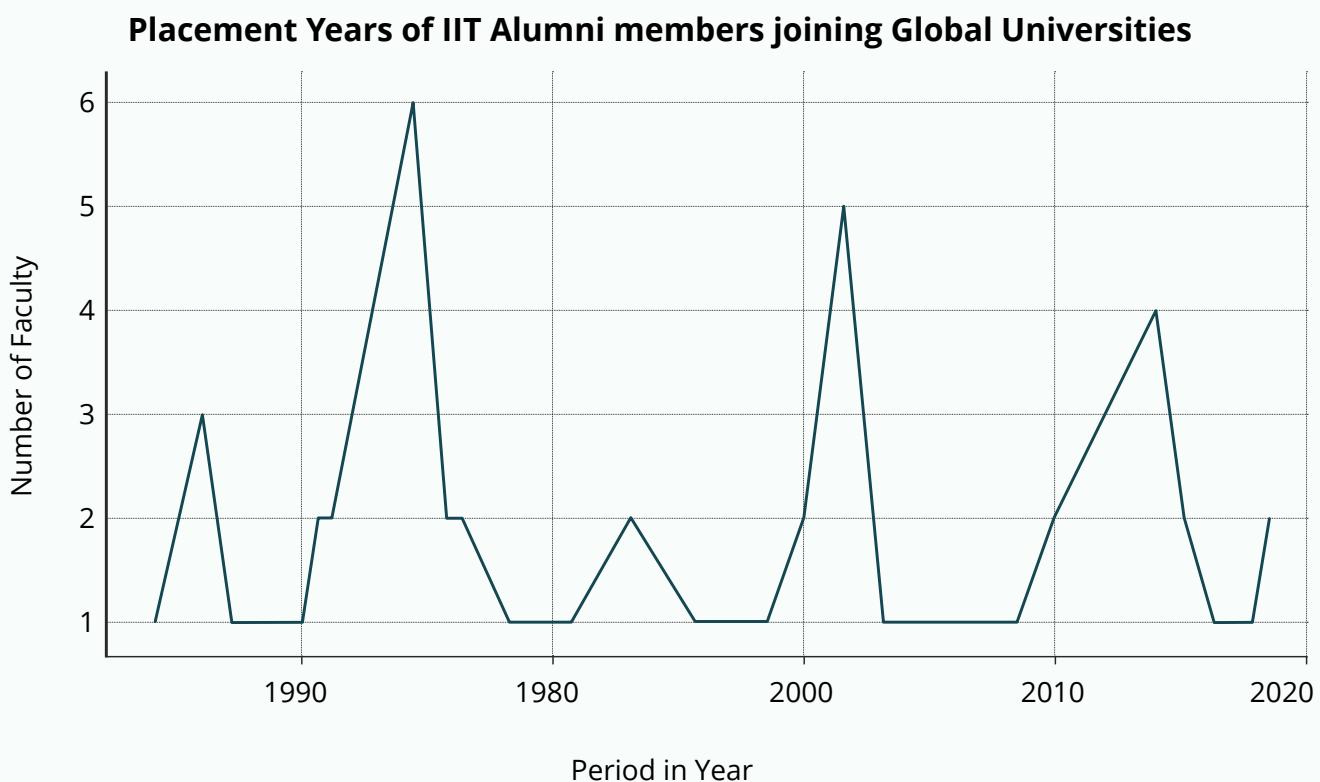


Aditya Grover

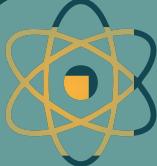
Faculty Member, the UCLA Samueli School of Engineering
2015, B. Tech., Computer Science & Engg.

● IIT Delhi Alumni: Long-Cycle Impact in Global Academia

Faculty placement timelines offer more than counts—they reveal how academic influence accumulates over time. Tracking when IIT alumni enter global universities highlights waves of integration rather than one-time exits. These variations reflect changing research ecosystems, evolving mobility norms, and career maturation cycles. Trend analysis thus helps explain how IIT Delhi builds long-term academic capital, rather than short-term visibility.



The temporal distribution of IIT alumni faculty placements reveals distinct waves of global academic integration. An early concentration during the 1970s and 1980s corresponds to alumni who have since progressed into senior faculty and leadership roles. A second, more pronounced wave emerges in the early 2000s, aligning with the global expansion of STEM research, increased international collaboration, and greater academic mobility. More recent years show smaller but steady placements, reflecting longer academic career pipelines and delayed entry into global faculty positions. Overall, the pattern underscores the long-cycle nature of academic mobility, where global faculty integration typically matures over extended post-graduation periods.



With roots in Engineering Physics from IIT Delhi (2010), PD Dr. Naresh Kumar has made impactful contributions at the intersection of chemistry, environmental science, and nanotechnology. At ETH Zürich, his research in optical nanospectroscopy advances understanding of pollutants and nanoscale interactions—directly informing safer material design, cleaner industrial processes, and stronger environmental resilience. His work has been internationally recognized through the Masao Horiba Award (2023) and Chartered Physicist status (2017).

PD Dr. Naresh Kumar

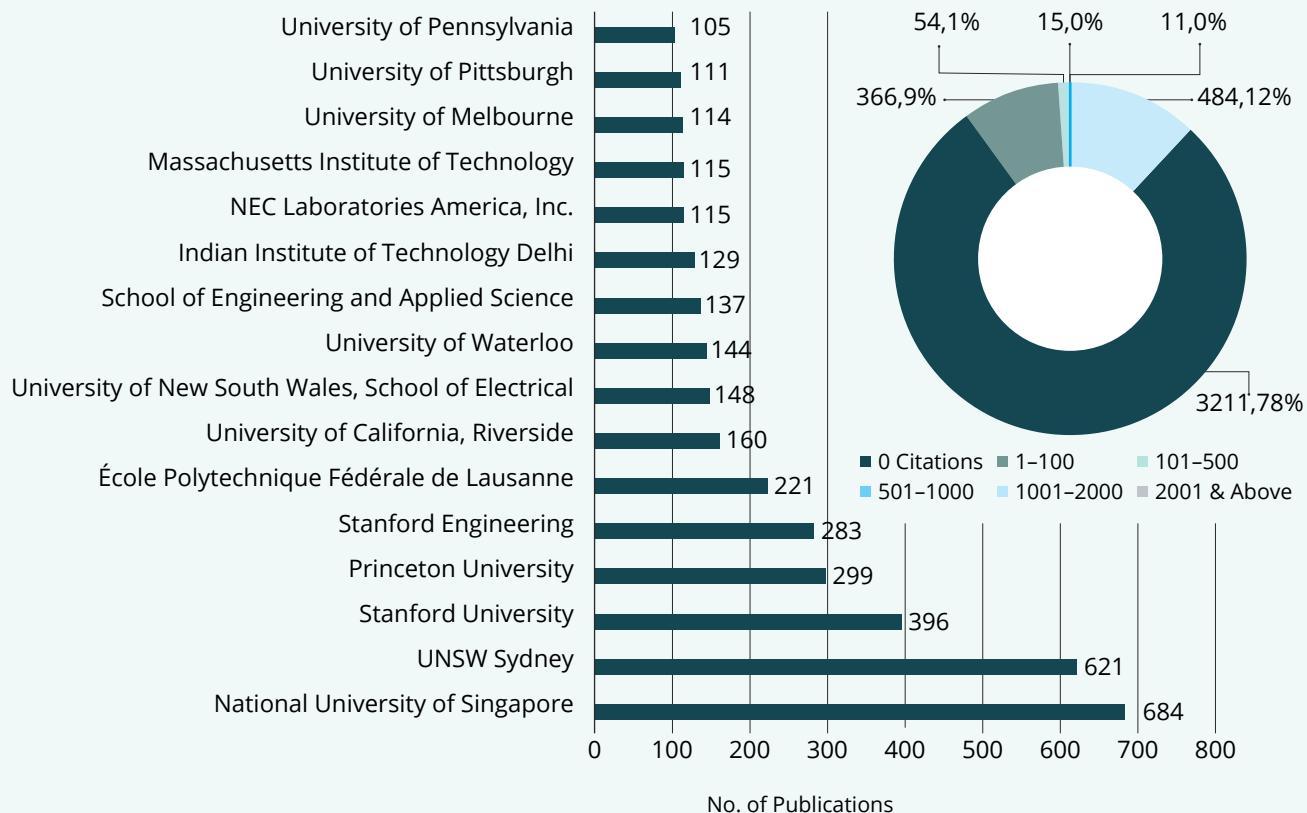
Privatdozent, Department of Chemistry & Applied Biosciences, ETH Zürich
2010, B.Tech, Engineering Physics

Research Output of IIT Alumni in QS Top 100 Universities

Publications serve as a primary indicator of academic productivity, research influence, and integration into global knowledge systems. Within QS Top 100 universities, research output is held to high expectations of originality, impact, and sustained scholarly contribution.

Publications Across Leading QS Top 100 Universities

Publication output by IIT alumni is concentrated within some of the world's most research-intensive universities, including the National University of Singapore, UNSW Sydney, Stanford University, Princeton University, and EPFL. The presence of substantial publication volumes across multiple elite institutions demonstrates that IIT alumni are not isolated contributors, but are deeply embedded within high-output research ecosystems.

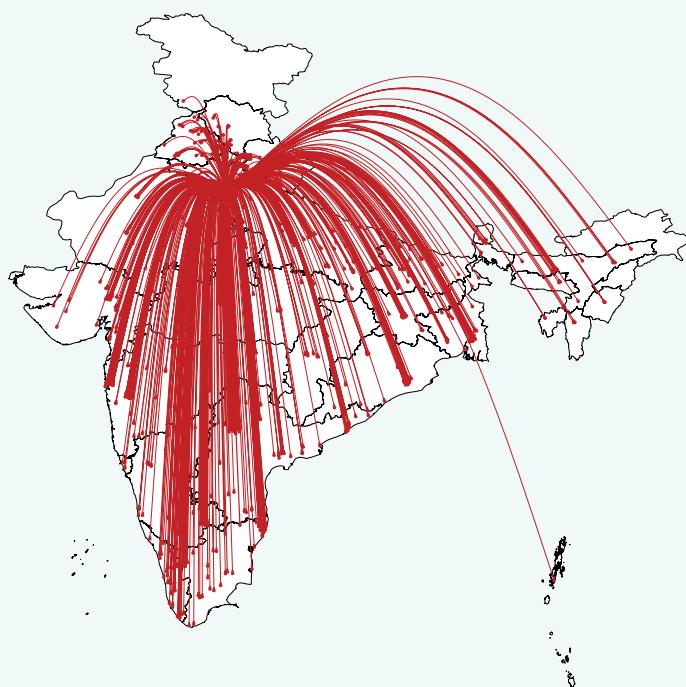


Citation analysis shows that most publications receive between 1 and 100 citations, demonstrating broad scholarly dissemination. At the same time, a notable share surpasses high citation thresholds—exceeding 500 and even 1,000 citations—demonstrating that alongside cumulative knowledge production, selected research outputs achieve significant global visibility and influence.

The publication profile of IIT alumni in QS Top 100 universities thus reflects deep integration into elite research environments—combining high publication volume with sustained citation impact and the presence of globally influential scholars.

Diffusion of Excellence: Strengthening Institutions Across India

Faculty trained at IIT Delhi are distributed across universities and research institutions in India as well as within leading academic systems worldwide. This geographic spread reflects the diffusion of academic capacity from a single institution into multiple layers of national and global higher education ecosystems.



The national distribution of IIT Delhi alumni faculty highlights their role in strengthening India's higher education ecosystem beyond elite institutions. Their presence across newer IITs, IIMs, and NITs reflects a vital capacity-building function, supporting institutional growth, curriculum development, and research stabilisation across regions.

Within India, IIT Delhi alumni contribute across both established and emerging institutions, enhancing teaching quality, expanding research capability, and reinforcing institutional stability. Internationally, their presence across major academic regions signals sustained engagement with global research networks and diverse scholarly cultures.



An alumnus of IIT Delhi, **Venkata Narayana Padmanabhan** is a leading computer scientist working at the intersection of networked systems, mobile computing, and data-driven sensing. He currently serves as Managing Director of Microsoft Research India, where his research has shaped practical technologies in indoor positioning, smartphone-based sensing, and mobile networks—deployed in real-world Microsoft products. Beyond the Shanti Swarup Bhatnagar Prize (2016), he has received numerous national and international accolades. His work has advanced digital infrastructure and strengthened India's industrial impact.

Venkata Narayana Padmanabhan
MD, Microsoft Research India
1993, B.Tech., Computer Science & Engineering

► Academic Human Capital from IIT Delhi

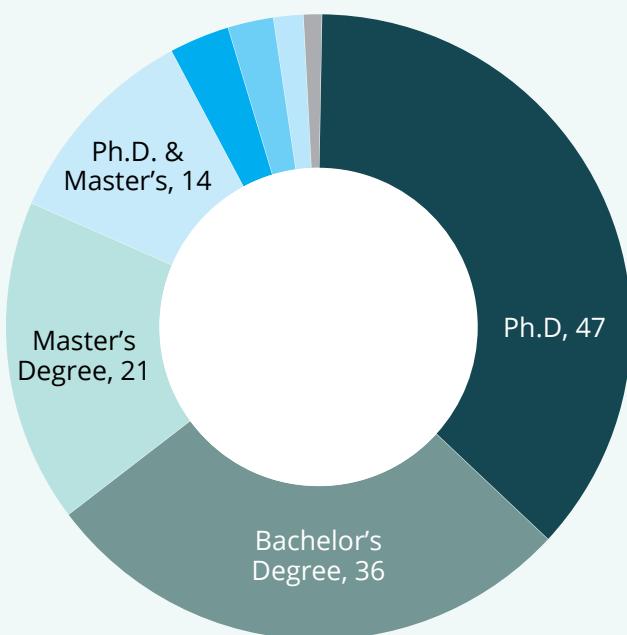
IIT Delhi has emerged as a sustained source of academic human capital for India's higher education ecosystem. Over successive decades, a significant number of its alumni have pursued academic careers, contributing as faculty members, researchers, and mentors across diverse disciplines. This trajectory reflects not only individual scholarly orientation but also the depth of research training, doctoral mentorship, and academic culture fostered within the Institute.

The presence of alumni faculty within IIT Delhi itself further reinforces this institutional continuity. Successive generations of scholars trained at the Institute contribute to teaching, research, and academic governance, enabling IIT Delhi to regenerate its own academic capacity while simultaneously supplying talent to the wider higher education system.

The academic pathways of IIT Delhi alumni highlight the centrality of advanced research training in shaping faculty careers. Doctoral education stands out as the principal gateway into academia, underscoring the importance of sustained research engagement and mentorship in the formation of faculty trajectories.

Core engineering disciplines, Electrical Engineering, Mechanical Engineering, Civil Engineering, Computer Science, and Textile Engineering, continue to form strong and consistent academic pipelines. At the same time, the presence of alumni faculty in emerging and interdisciplinary areas such as energy sciences, biotechnology, design, and the humanities signals a gradual diversification aligned with evolving academic priorities.

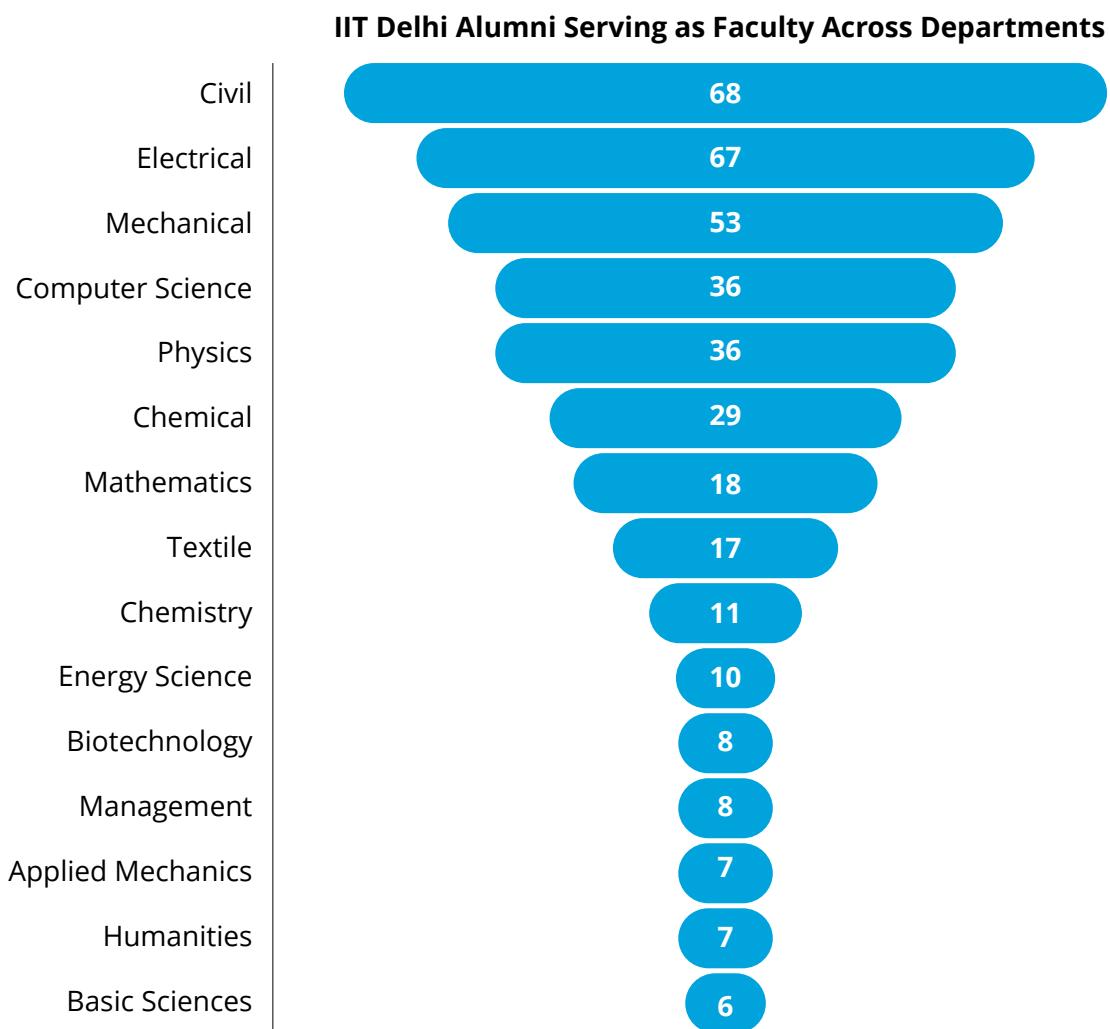
Academic Pathways of IIT Alumni Serving as Faculty



Bachelor's Degree	39
DIIT	3
Master's Degree	21
Master's & Bachelor's	4
MBA	1
Ph.D	47
Ph.D & Bachelor's	2
Ph.D & Master's	14

While academic pathways illustrate how faculty talent is formed, departmental distribution highlights where this talent is concentrated across IIT Delhi's disciplinary ecosystems. A notable feature of these pathways is the layered academic progression within IITs, which signals

continuity in institutional training, mentorship, and scholarly networks. This pattern reflects IIT Delhi's capacity not only to generate academic talent, but also to sustain long-term research ecosystems.



Key insights

● Layered academic progression

● Interdisciplinary expansion

● Institutional self-reinforcement

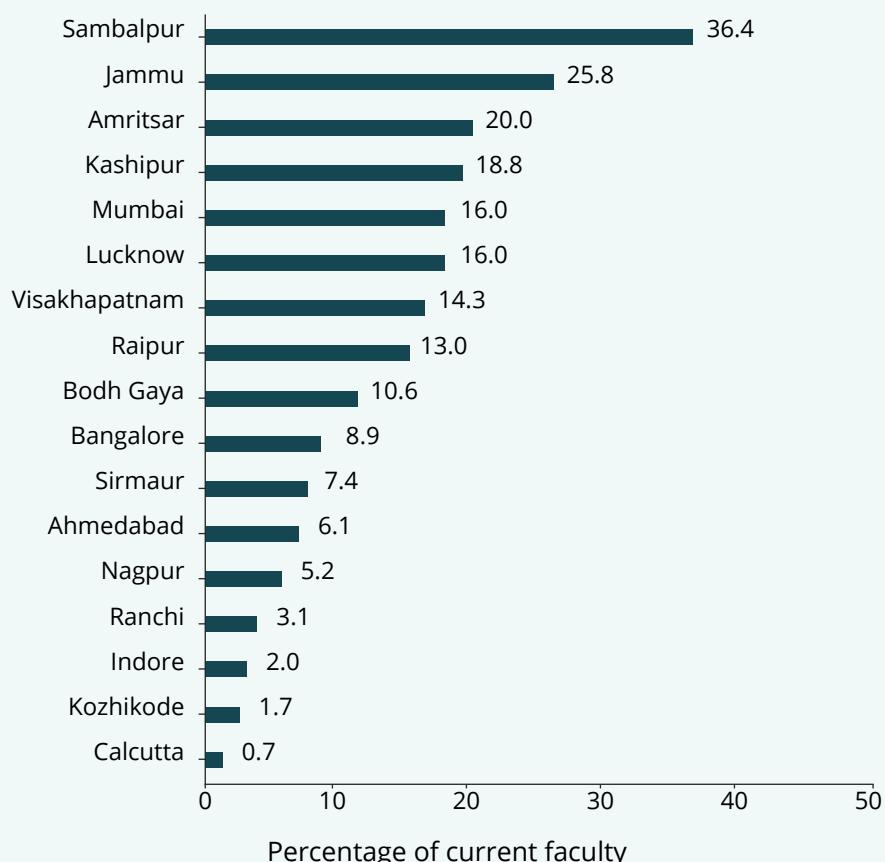
IIT Alumni in National Institutions of Excellence

IIT alumni form a visible component of faculty strength across premier national institutions such as the Indian Institutes of Management (IIMs) and National Institutes of Technology (NITs). Their presence across both older and newer institutions reflects the diffusion of academic capability from IITs into management education

and engineering ecosystems nationwide.

Having established the geographic footprint of IIT Delhi alumni in academia, the next section examines their concentration within the world's most selective universities, highlighting presence at the global academic frontier.

Distribution of IIT Alumni Serving as Faculty Across Indian Institute of Management (IIMs)

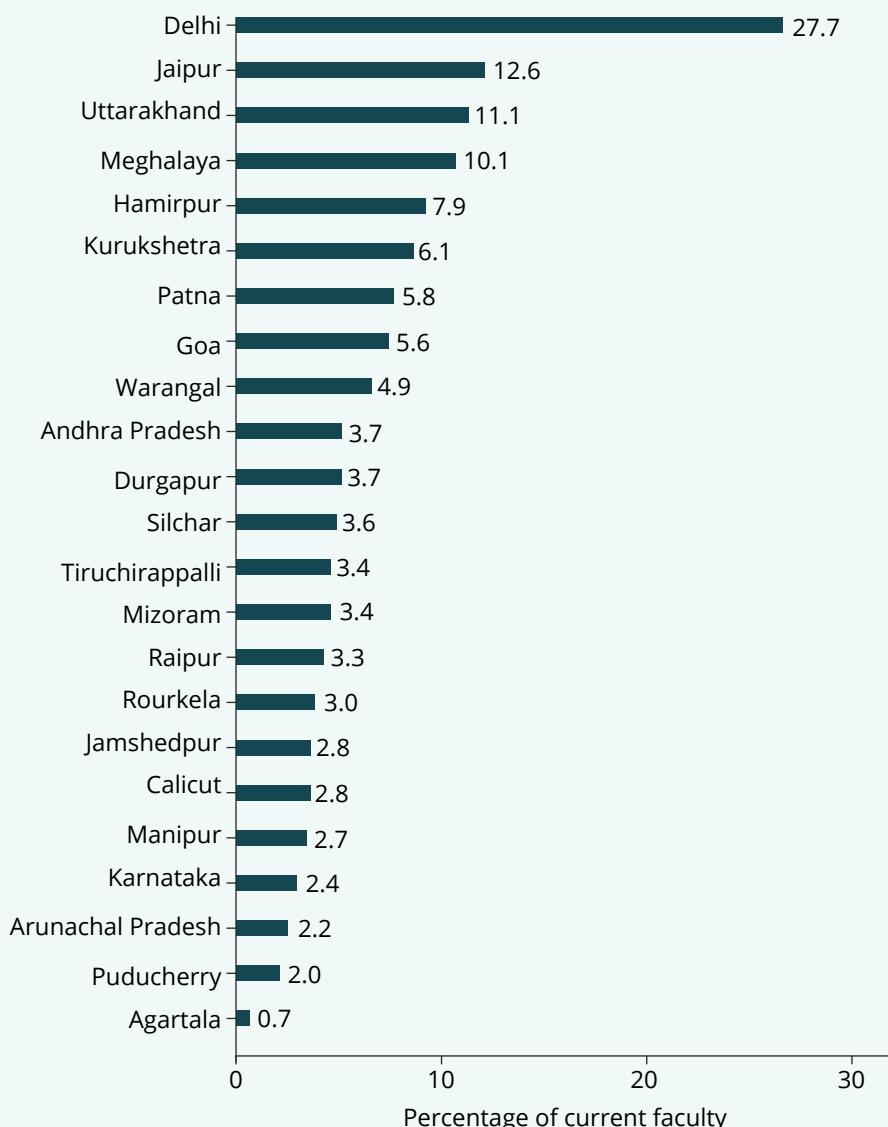


Key insights from the distribution

● **Academic strength beyond IITs:** IIT alumni extend research and teaching capability beyond IITs, strengthening IIMs and NITs within India's higher education ecosystem.

● **Support to emerging institutions:** Higher alumni presence in newer IIMs and NITs reflects a capacity-building role—supporting institutional growth and academic stabilisation.

Distribution of IIT Alumni Serving as Faculty Across National Institute of Technology (NITs)



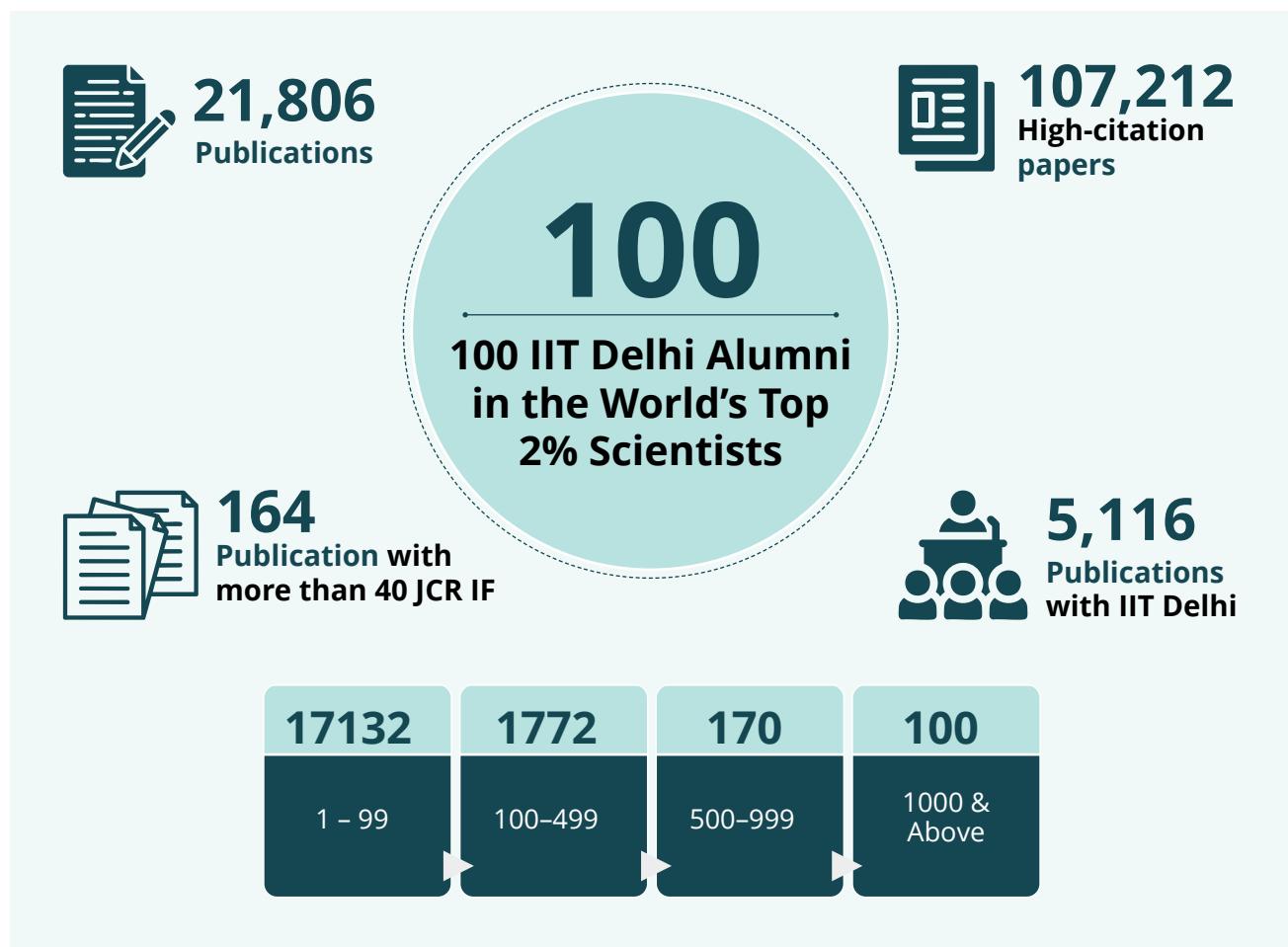
⦿ **Cross-disciplinary influence:** The presence of IIT alumni in IIMs reflects the application of strong technical training into management education and interdisciplinary research.

⦿ **Nation-building relevance:** Faculty distribution across regions helps reduce academic concentration and fosters balanced national development.

● Global Research Excellence of IIT Delhi Alumni

Stanford/Elsevier Top 2% Scientists Recognition

IIT Delhi alumni feature prominently in the Stanford-Elsevier list of the world's top 2 per cent scientists. With 100 alumni represented, their collective output spans over 21,800 publications and more than 107,000 citations, reflecting sustained global research excellence and recognition at the highest international level.

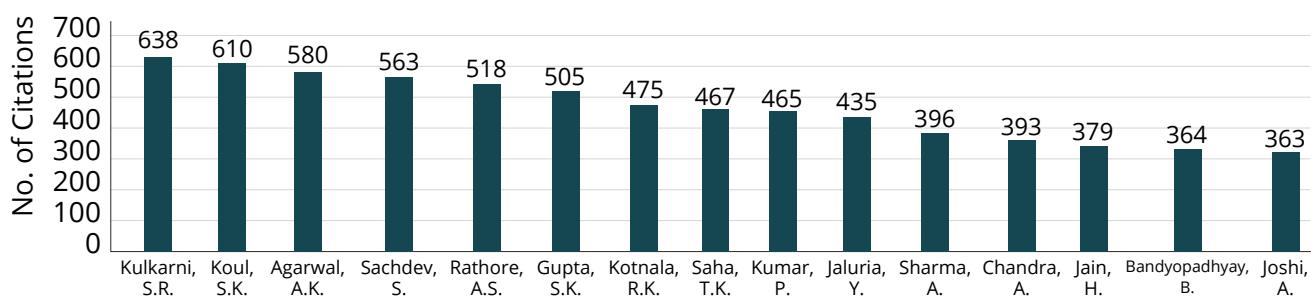
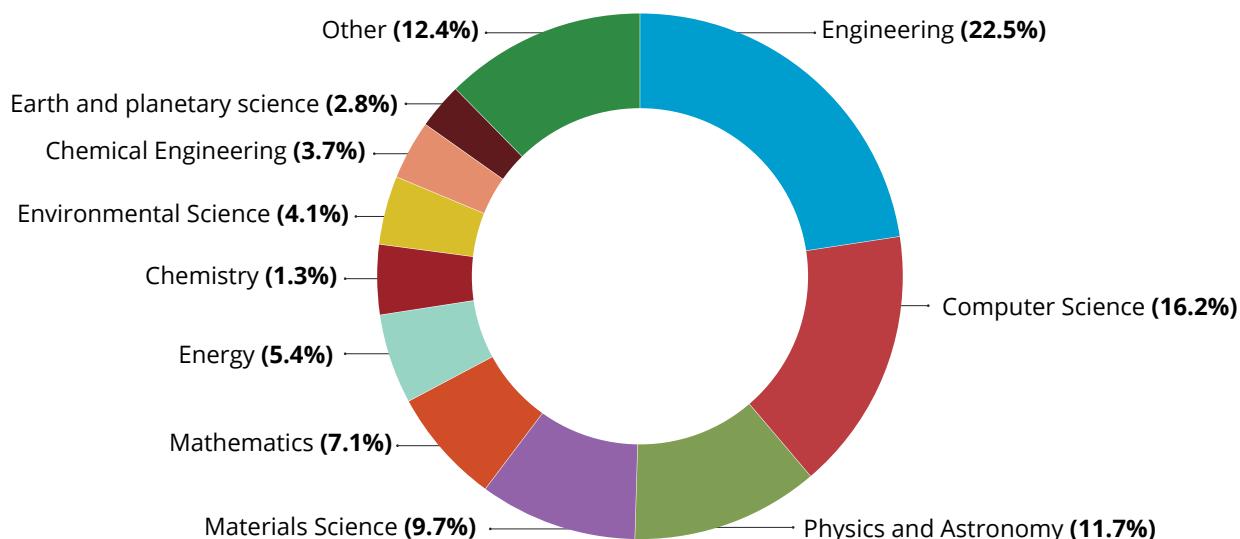


Citation distribution reflects broad research dissemination, with most publications receiving between 1 and 99 citations. At the same time, a visible high-impact tail includes publications cited more than 500 and 1,000 times, signaling the presence of globally influential research alongside cumulative scholarly output.

Publications and Subject Areas

Research output by IIT Delhi alumni spans a wide range of disciplines, with strong concentrations in engineering, computer science, physics, and materials science, complemented by contributions in energy, environment, and interdisciplinary areas. This distribution aligns closely with global frontier research domains.

Documents by subject area



The distribution highlights IIT Delhi alumni with exceptionally high citation counts, reflecting sustained research leadership across disciplines. Consistently strong citation profiles across institutions underscore both the depth and the global influence of IIT Delhi's academic excellence.



Key insights

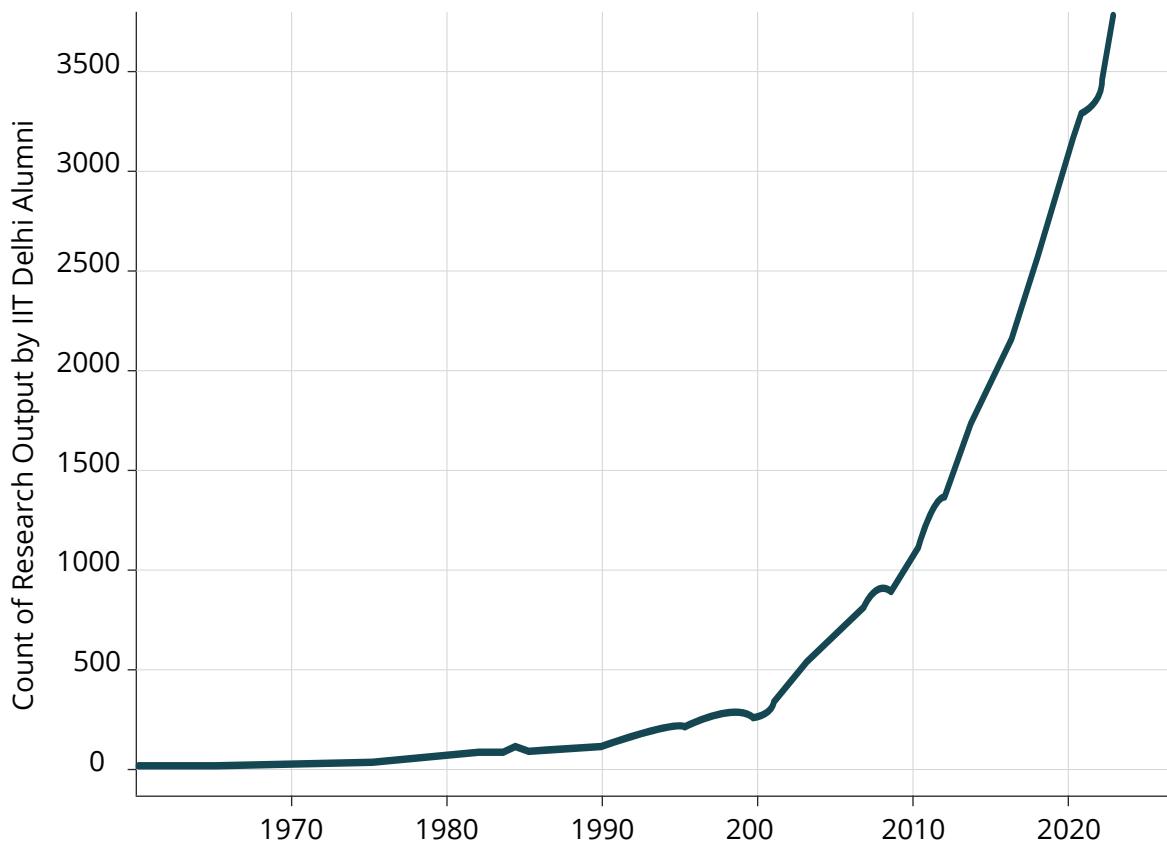
⦿ **A concentrated cohort of IIT Delhi alumni accounts for a disproportionate share of high-impact scholarly influence globally.**

Research Footprint of IIT Delhi Alumni

Overall Research Trajectory

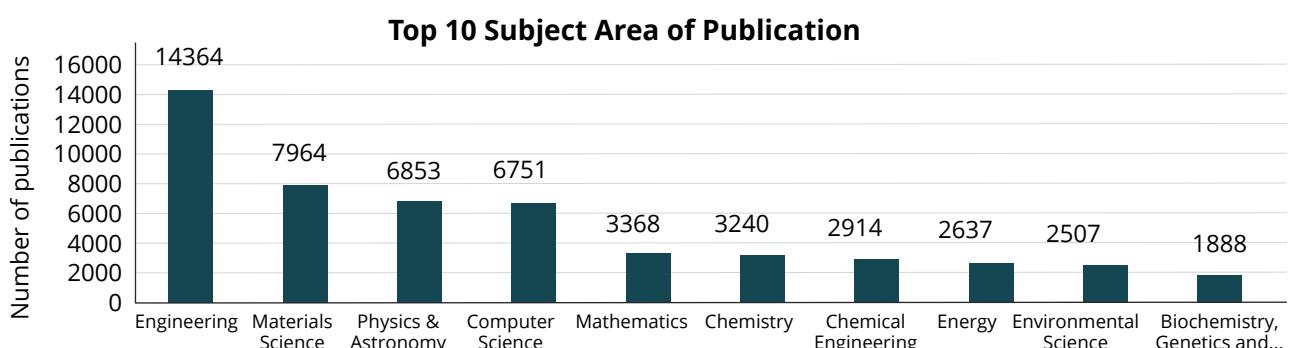
The long-term trend reveals a steady rise in research output by IIT Delhi alumni, with sharp acceleration after the 2000s. This trajectory reflects both the expansion of India's IIT-based research capacity and the sustained alumni engagement in academia.

Research Productivity of India Based IITD Alumni Researchers



While research output among India-based IIT Delhi alumni remained relatively modest for several decades, the mid-2000s marked a clear inflection point. From around 2005, and more prominently after 2010, publication output rose sharply and consistently, signalling a structural shift in research capacity, institutional support, and global integration. This strong upward trajectory continued without interruption until approximately 2022.

Publications are dominated by engineering and the core sciences, with particularly strong representation in materials science, chemical engineering, physics, and computer science, highlighting IIT Delhi alumni influence in nationally strategic disciplines.



Source: Analysis based on the Stanford University-Elsevier "Top 2% Scientists" database (Ioannidis et al.), compiled using Scopus-indexed publication data.

Interpreting the Research Landscape



1 High publication output is driven by a concentrated group of highly productive alumni researchers.



2 Contributions are concentrated in technology- and science-driven fields of high academic and societal relevance.



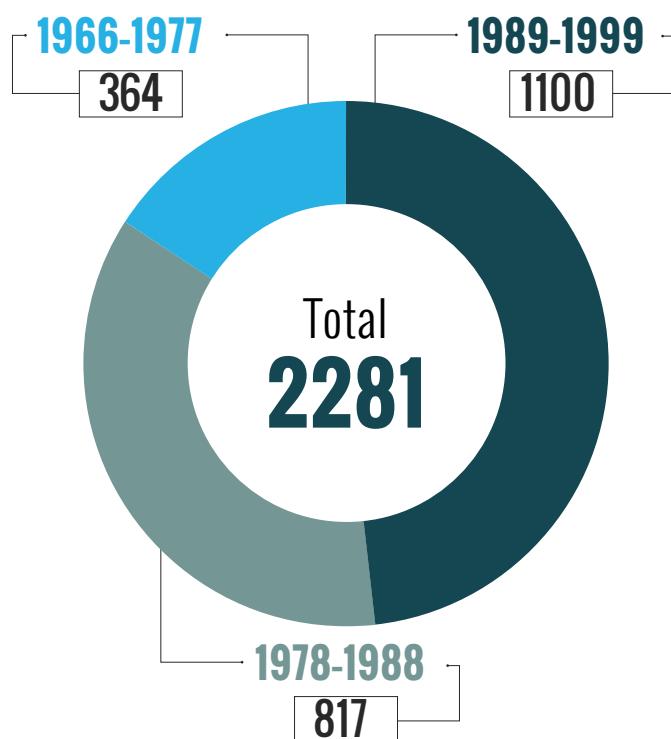
● PhD Formation and Research Capacity Building at IIT Delhi (1966–2025)

Overall Research Trajectory

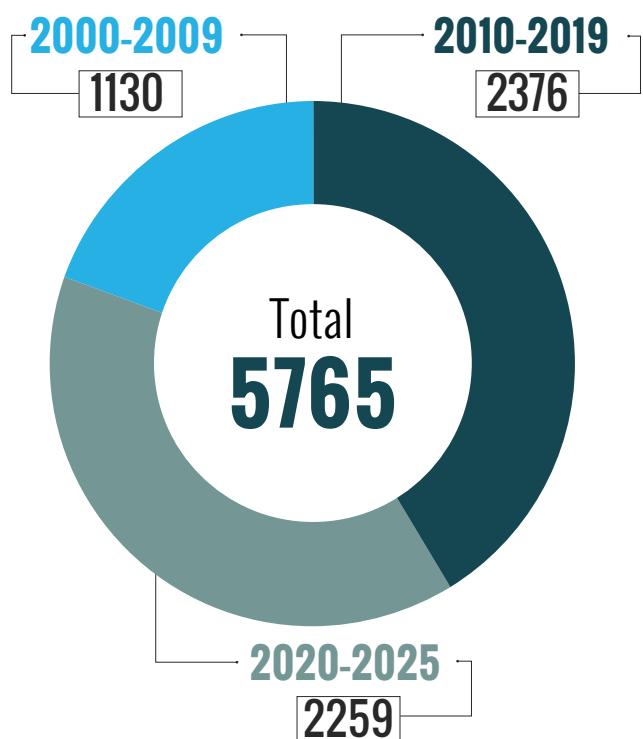
The PhD represents the deepest layer of academic training, anchoring original research, advanced problem-solving, and long-term knowledge creation. Over the decades, IIT Delhi's doctoral scholars have not only strengthened

the institute's research base but have also gone on to shape academia, research labour abroad, industries, industry R&D, and public institutions in India and across. The steady growth in PhD output reflects the maturation of IIT Delhi as a research-intensive institution and highlights the expanding role of its alumni as generators of new knowledge across disciplines.

PhD Produced by IIT Delhi (1966–1999)



PhD Produced by IIT Delhi (2000–2025)





Key Observations from PhD Production Trends



1966-1999

PhD output averaged approximately 70–75 scholars annually, laying the foundation of IIT Delhi's research ecosystem.



2000-2025

Annual PhD production increased to 200 scholars, marking a nearly threefold expansion in doctoral capacity.



2025 peak

PhD output reached 530 scholars, reflecting an almost sevenfold rise over the early decades.



Structural evolution:

This growth has been accompanied by disciplinary diversification and strengthened research infrastructure, indicating systemic maturation.

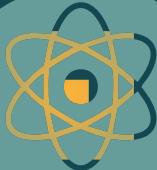
Doctoral scholars trained at IIT Delhi form the backbone of future research leadership, carrying advanced knowledge into academia, industry, policy, and innovation ecosystems, thereby contributing directly to national development and long-term societal progress.



Isha Malhotra, a PhD in Soft Condensed Matter Physics from IIT Delhi in 2019, exemplifies the growing global impact of IIT alumni research. As a Humboldt Postdoctoral Research Fellow at the University of Düsseldorf, she works at the intersection of physics, biology, and computation, modelling complex biological phenomena such as protein folding, membrane dynamics, and cell signalling. Her work applies statistical physics, simulations, and data science to unravel the principles of living systems, with implications for health, advanced materials, and bio-inspired technologies. Recognised in 2023 as only the second woman from IIT to receive the Humboldt Fellowship, her trajectory reflects how IIT-trained fundamental research is being translated into globally relevant, real-world problem solving.

Isha Malhotra

Humboldt Postdoctoral Research Fellow,
University of Düsseldorf
2019, Ph.D, Soft Condensed Matter Physics



Ankit Mondal's journey at IIT Delhi illustrates how alumni support empowers students to pursue learning with confidence and dignity. A President's Gold Medalist and mathematics enthusiast from Kolkata, Ankit consistently prioritised academic depth over immediate outcomes. Receiving an IIT alumni-supported scholarship proved transformative, easing financial anxiety and enabling him to invest fully in his studies, projects, and personal growth. Reflecting on its impact, he notes: "The scholarship gave me financial independence and the confidence to study without guilt or hesitation. I could spend on education-related needs without second-guessing."

With a pre-placement offer secured, Ankit devoted his final year to learning, reflection, and personnel maturity. Grateful for the support he received, he now aspires to give back, sustaining a virtuous cycle that transforms student potential into lasting institutional impact.

Ankit Mondal

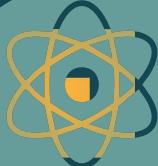
2025, B.Tech., Computer
Science & Engineering



"I am a Sanjay Pillay Chair Professor in the Department of Electrical Engineering. My research group at IIT Delhi works on photonic, plasmonic, and electronic sensors and devices. We are also working on the design and fabrication of photonic integrated circuits. It has been a privilege to receive the Sanjay Pillay Chair Professorship. It has greatly benefited my research work in photonic and electronic sensors as well as in photonic integrated circuits. The funds obtained as a part of this project have helped not only in paying for contingency and consumable purchases but also covering publications charges and conference travel. Most importantly it has helped me and my group to have technical interactions with Mr. Sanjay Pillay as a result of which we have come up with joint research and development collaborations. One such project (on remote optical sensing) funded by Mr. Pillay's company aims to solve practical problems of public interest."

Prof. Anuj Dhawan

Sanjay Pillay Chair Professor, Department of Electrical Engineering, IIT Delhi
1995, B.Tech., Textile Engineering



"At a time when climate extremes are becoming everyday realities, alumni-supported research can make a real difference." Holding the Mittal Foundation Chair in Climate Sciences at IIT Delhi, Prof. Sandeep Sukumaran's work addresses some of India's most urgent challenges, ranging from erratic monsoons to extreme heat and humidity in cities such as Delhi. "The Chair allowed me to expand our work toward predicting climate extremes at regional and local scales," he quotes, combining physical climate science with machine learning. The endowment has enabled new research directions, supported graduate training, and fostered interdisciplinary collaborations. "Most importantly, it has helped translate climate science into tools with direct societal relevance," he adds, demonstrating how alumni support strengthens science that informs policy, protects communities, and builds long-term climate resilience.

Prof. Sandeep Sukumaran

Associate Professor, Centre for Atmospheric Sciences, IIT, Delhi &
Mittal Foundation Chair in Climate Sciences

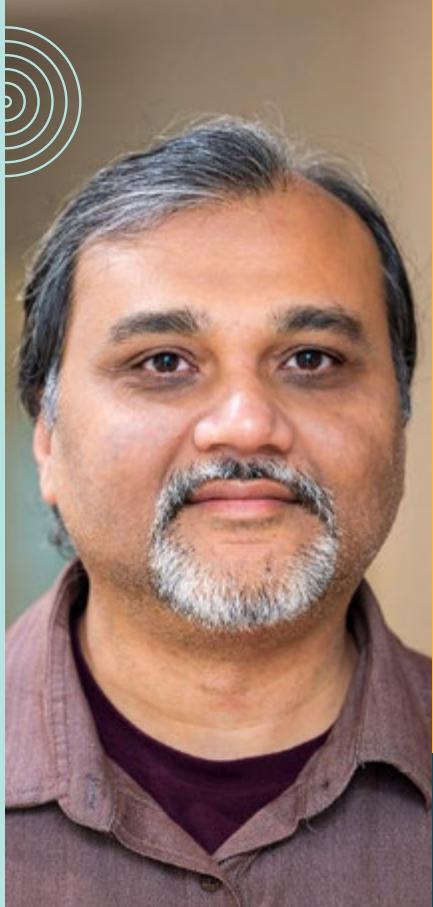
● Alumni Catalysts in Building Research Leadership at IIT Delhi

IIT Delhi alumni have played a pivotal role in strengthening the Institute's research infrastructure and global academic standing. Alumni support has helped establish flagship research schools and centres that drive education and innovation.

Amar Nath and Shashi Khosla School of Information Technology (SIT) is an established academic unit focused on core and interdisciplinary IT education and research, advancing excellence in computing and its applications. The Yardi School of Artificial Intelligence (ScAI), founded by alumnus Anant

Yardi, anchors cutting-edge AI research, doctoral training, and industry collaboration to expand IIT Delhi's leadership in artificial intelligence and machine learning. Alumnus Arun Duggal has further supported the research culture through endowed initiatives such as the CERCA Chair and contributions to ScAI, enabling excellence in teaching and interdisciplinary inquiry.

Prof. Mausam notes, these contributions illustrate how alumni engagement extends beyond philanthropy to build durable research ecosystems that benefit students, faculty, and society



At the heart of IIT Delhi's research excellence lies a deeply ingrained ethos of knowledge sharing, nurtured through a strong culture of mentorship from the earliest stages of academic life. Emphasising this mentorship-driven research culture as a critical driver of IIT Delhi's global research standing, Prof. Mausam notes: "I find that engaging undergraduates in research plays a major role in our research productivity. Our undergraduates are unusually sharp, but they need closer mentorship, which is often provided by PhD students. Often, these partnerships between PhD and UG students become win-win partnerships." This ethos instills a lasting commitment among alumni to mentor and share knowledge, creating a ripple effect that extends well beyond the campus into wider academic and societal spaces.

Prof. Mausam

Prof, Department of CS & Engineering, IIT Delhi
1996, B.Tech., Computer Science & Engineering





*The academic impact of IIT Delhi alumni is expressed through sustained knowledge sharing, mentoring, and guidance across institutions, workplaces, communities, and everyday spaces of learning. Rooted in the spirit of *Āno bhadrāḥ kratavo*, "let noble thoughts come to us from all directions", this openness to learning and teaching gives their contribution depth and reach. Such guidance remains essential, and the legacy of shared knowledge and mentorship continues to flourish ●●●*

3.5

Guardians of Capability - Engineering India's Defence Readiness

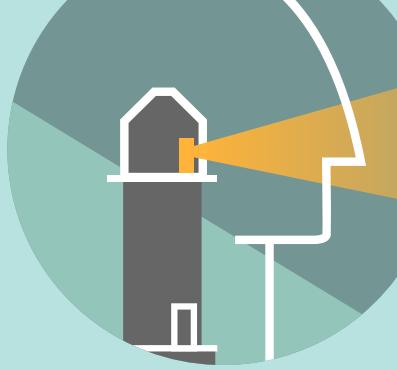
Alongside its ground personnel strength, defence power rests on the depth of human capability that conceives, designs, evaluates, and sustains complex systems over decades. IIT Delhi alumni have contributed quietly yet decisively to this national endeavour, across education, research, system design, industrial execution, and institutional leadership. Their work spans frontline technology development, applied research, policy-informed technical decision-making, and long-term stewardship of complex defence systems.

From specialised academic programmes such as the Naval Construction Wing (NCW), which has shaped generations of naval architects for indigenous warship and submarine design, to advanced centres like the Centre for Applied Research in Electronics (CARE), IIT Delhi has



functioned as a critical bridge between academic rigour and operational defence needs. Alumni trained through these ecosystems have gone on to serve in the armed forces, defence research establishments, strategic public sector units, and defence-oriented industries, often in roles where technical judgement directly strengthens national capability.

Beyond institutional pathways, individual alumni have contributed as designers, researchers, programme leaders, and system integrators—supporting indigenous development, technology absorption, lifecycle management, and industrial scale-up. Collectively, these contributions reflect a defence engagement rooted in competence, continuity, and quiet excellence—where academic foundations translate into enduring national security outcomes.



INSV Kaundinya: Sailing India's Maritime Memory



Commander Y Hemant Kumar, an alumnus of IIT Delhi, serves as Officer-in-Charge of INSV Kaundinya, a rare heritage vessel that revives India's ancient maritime traditions. Closely associated with the project since its conceptual stage, he has played a pivotal role in translating historical scholarship into a living, seaworthy craft.

INSV *Kaundinya* is constructed using the ancient stitched-ship technique, with wooden planks sewn together using coir rope and no metal fastenings—an approach inspired by 5th-century depictions from the Ajanta Caves. Recreating vessels that once linked India's western coast with Oman and the wider Indian Ocean world, the ship was flagged off from Porbandar on its historic voyage to Muscat, symbolising continuity between India's maritime past and present naval stewardship.

Cdr. Y Hemant Kumar

Officer-in-Charge, INSV Kaundinya
2010, PGDIIT

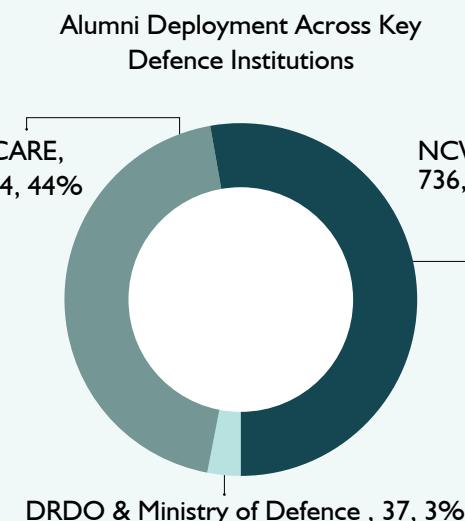
● Strengthening India's Defence Capability - Alumni Contributions to National Protection

India's defence capability is ultimately measured by its ability to protect national sovereignty over time, through preparedness, technological self-reliance, and resilient systems that function under the most demanding conditions. IIT Delhi alumni have contributed meaningfully to this national objective by strengthening the human, technical, and institutional foundations of India's defence ecosystem. Across the armed forces, defence research establishments, strategic industries, and policy institutions, IIT Delhi graduates have played sustained roles in shaping how defence systems are conceived, developed, evaluated, and governed. Their contributions span advanced education and training, applied research, indigenous design, systems integration, lifecycle management, and informed decision-making at both operational and strategic levels.

This distribution highlights the spread of IIT Delhi alumni across major defence-linked institutions that contribute to national security capability. A majority of alumni engagement is concentrated in specialised training and capacity-building ecosystems, with 53per cent associated with the

Naval Construction Wing (NCW) and 44per cent through CARE/CAP programmes, reflecting a strong emphasis on advanced education, systems design, and long-term technical preparedness. A smaller but significant share of alumni serve within defence research and policy environments, including the DRDO and the Ministry of Defence, where their roles shape research direction, technology evaluation, and strategic decision-making.

Together, this distribution illustrates how IIT Delhi alumni contribute to defence preparedness not through a single pathway, but through complementary roles across training, research, industry-facing programmes, and policy institutions. This multi-institutional presence strengthens the defence ecosystem as a whole, supporting indigenous capability development, informed technology choices, and resilient systems that underpin national protection. The sections that follow examine these contributions in greater depth, demonstrating how alumni impact translates into sustained defence capability across domains.



● IIT Delhi Alumni as Architects of Defence Technology and Capability

NCW at IIT Delhi: From National Need to Enduring Capability

India's indigenous naval design capability did not emerge overnight. In the years following Independence, the absence of domestically trained naval architects posed a strategic vulnerability for a nation seeking self-reliance in shipbuilding and maritime defence. To address this gap, the Indian Navy and the Government of India established the Naval Construction Wing (NCW) at IIT Kharagpur in 1967, alongside the Department of Ocean Engineering and Naval Architecture. NCW introduced India's first structured postgraduate programme in warship and submarine design, integrating naval operational experience with academic rigour. As indigenous shipbuilding ambitions expanded and defence design challenges grew more

complex, NCW required deeper integration with advanced engineering disciplines and research ecosystems. This evolution led to its relocation to IIT Delhi, where the programme matured within a broader interdisciplinary environment. Operating through a joint academic model, naval officers serve as adjunct faculty for specialised domains, supported by IIT faculty delivering core engineering and systems training. Guided by a vision to become a national centre of excellence in naval architecture and allied fields aligned with the Indian Navy's strategic priorities, NCW at IIT Delhi has emerged as a strategic national asset—strengthening indigenous design capability through sustained human capital development.





Pioneering Wireless Systems and Defence-Driven Innovation



Arogyaswami Paulraj exemplifies the translation of deep engineering research into national and global impact. While on deputation from the Indian Navy, he undertook advanced research at IIT Delhi, where his work in systems engineering, signal processing, and applied defence research laid a strong foundation for his subsequent career. During this period, he led the development of advanced antisubmarine sonar systems that significantly strengthened India's naval capabilities and contributed to early models of industry-academia collaboration in defence technology.

Beyond naval systems, he went on to spearhead major national initiatives in defence computing and advanced research, including leadership roles at C-DAC and the founding of the Centre for Artificial Intelligence and Robotics. At Stanford University, Professor Paulraj pioneered multiple-antenna wireless technologies that reshaped modern global communications. Spanning signal processing, parallel computing, and wireless systems, his work has earned wide recognition across defence, industry, and academia. For his sustained and transformative contributions to national defence, advanced engineering research, and global communications, he was awarded the Padma Bhushan by the Government of India.

Arogyaswami Paulraj

Professor Emeritus, Department of Electrical Engineering, Stanford University
1973, Ph.D., Electrical Engineering

▶ Building Indigenous Naval Capability: NCW Alumni Impact Over Five Decades

Year-wise Output of Naval Officers from the NCW Programme (1977-2025)

The following chart presents the year-wise number of Naval officers trained through the Naval Construction Wing (NCW) programme at IIT Delhi since its inception. It reflects the sustained

role of NCW in building indigenous naval architecture and shipbuilding expertise for the Indian Navy over nearly five decades.



- NCW has produced **736 Naval officers** over the period shown, demonstrating institutional continuity and scale.
- Output has remained **consistent across decades**, reflecting sustained trust in the programme.
- A clear **increase after 2005** aligns with intensified indigenous shipbuilding initiatives.
- Peak outputs in recent years highlight the Navy's growing reliance on in-house design and lifecycle management capabilities.
- 15 Naval Constructors have successfully completed PhD programmes at IIT Delhi.**

Key Findings from the Chart



NCW Alumni Leadership and Professional Contributions



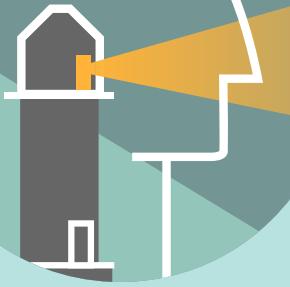
Rear Admiral G K Harish has been a key contributor to the Indian Navy's 'Make in India' vision, helping de-risk the construction of complex combat platforms and strengthen indigenous capability. Over more than 18 years in the Navy's Design Organisation, he drove significant design innovations, including the development of a unique superstructure expansion joint for the Shivalik Class Frigates.

As Director General Naval Design, he oversaw the functional design and construction of major warship programmes exceeding one lakh crore rupees, including the Kamorta Class Corvettes, Nilgiri Class Frigates, Visakhapatnam Class Destroyers, and the Indigenous Aircraft Carrier Vikrant. The delivery of Vikrant marked a historic milestone, placing India among a select group of nations capable of designing and building aircraft carriers. He also spearheaded the transformation of the Navy's Design Organisation into a Warship Design Bureau.

His contributions to infrastructure development, ship repair, and shipbuilding policy have been recognised with the Ati Vishist Seva Medal and other professional honours, bringing distinction to both the Indian Navy and IIT Delhi.

Rear Admiral G K Harish

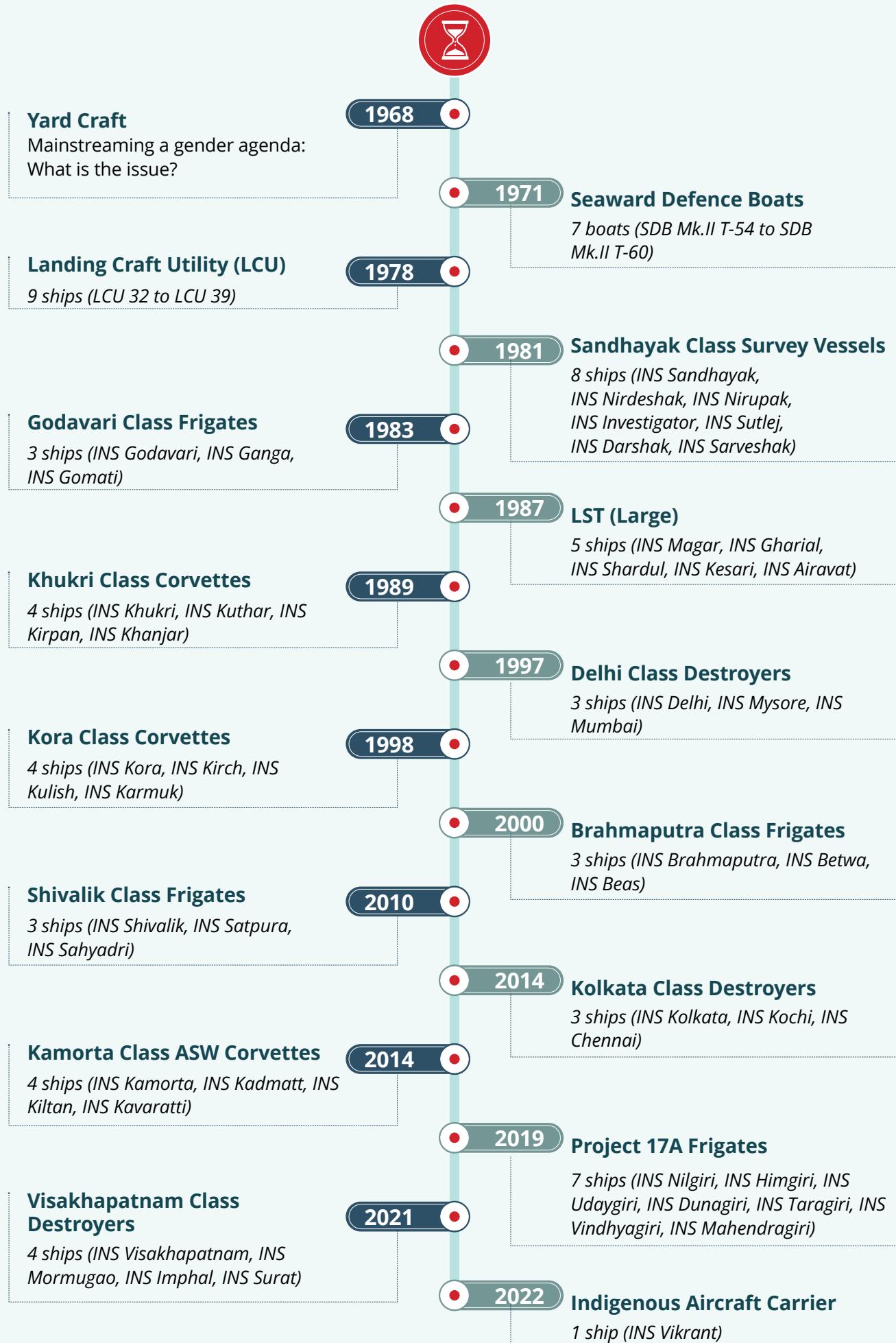
AVSM, VSM (Retd.)
DIIT, 1989



NCW Alumni Contributions to Warship Design, Construction, and Maintenance

NCW-trained alumni of IIT Delhi have played a critical role in strengthening India's defence forces through sustained contributions to indigenous warship design, construction, and lifecycle support. Their work spans multiple generations of naval platforms, from yard craft and survey vessels to frontline combatants and aircraft carriers. Collectively, these outputs demonstrate the tangible impact of NCW alumni in building, sustaining, and modernising India's naval capability.





► Beyond Shipbuilding: Sustaining India's Naval Capability

While indigenous warship and submarine design remains a visible outcome of the Naval Construction Wing, the responsibilities carried by NCW-trained naval architects extend far beyond construction. Across naval dockyards and design organisations, they are deeply involved in the maintenance, refit, repair, and lifecycle management of ships, submarines, and auxiliary craft, ensuring that platforms remain safe, operational, and combat-ready over decades of service.

Their work spans hull integrity assessments, structural modifications, system upgrades,

damage control analysis, safety certification, docking and refit planning, and the integration of new technologies into existing fleets. NCW-trained officers also contribute to standards formulation, technical governance, human resource development, and professional oversight through bodies such as the Directorate of Naval Architecture, supporting informed decision-making across the Navy's material and infrastructure domains.

Together, these responsibilities sustain not just individual vessels, but the long-term resilience, readiness, and reliability of India's naval force.

Krith Vishwatishayini – May What We Produce Be the Best



Guided by its enduring motto, Krith Vishwatishayini, the Naval Construction Wing has nurtured generations of professionals whose contributions transcend conventional measures of impact. The work of NCW-trained alumni is seldom visible in isolation, yet it is deeply embedded in the safety, readiness, and resilience of the nation's maritime defence capability. Their influence lies not only in ships designed or systems sustained, but in lives protected, territories secured, and institutional knowledge preserved over decades. Many outcomes of defence capability cannot be reduced to metrics or timelines, they endure silently, often unnoticed, until tested. In this sense, NCW's legacy is defined not by what is easily counted, but by what steadfastly safeguards the nation, a tradition of quiet excellence in service of India's security.

CARE (IIT Delhi) and Defence Capacity Building

The Centre for Applied Research in Electronics (CARE) at IIT Delhi was established to address a national requirement for advanced technical capability within India's defence ecosystem. Its mandate has been closely aligned with the needs of defence services and strategic agencies, particularly in domains involving complex systems, high reliability, and indigenous capability development. CARE's engagement with defence personnel has emphasised application-oriented learning, enabling officers and scientists to address real-world technological challenges, system integration issues, and long-term operational responsibilities. Over time, this approach has evolved into a sustained training pipeline for personnel from the Indian Navy, Army, Air Force, and defence research organisations.

CARE, conceived as a national capability-building institution, is closely aligned with the evolving technical and strategic needs of India's defence ecosystem. Its vision is to develop deep technical

competence in defence-critical electronics and systems, while preparing officers and scientists to operate effectively under real-world constraints where reliability, integration, and long-term stewardship are paramount. Through applied research, advanced training, and close engagement with defence services, CARE has consistently sought to bridge academic rigour with operational relevance.

The true measure of this vision is reflected in the outcomes of its alumni. CARE-trained personnel have assumed critical technical, managerial, and leadership roles across the armed forces, defence research establishments, and system-level organisations. Their wide distribution across services and functions, coupled with sustained contributions over time, demonstrates how CARE's approach has translated into strengthened defence capability, informed decision-making, and institutional continuity—outcomes that extend far beyond the classroom or laboratory.

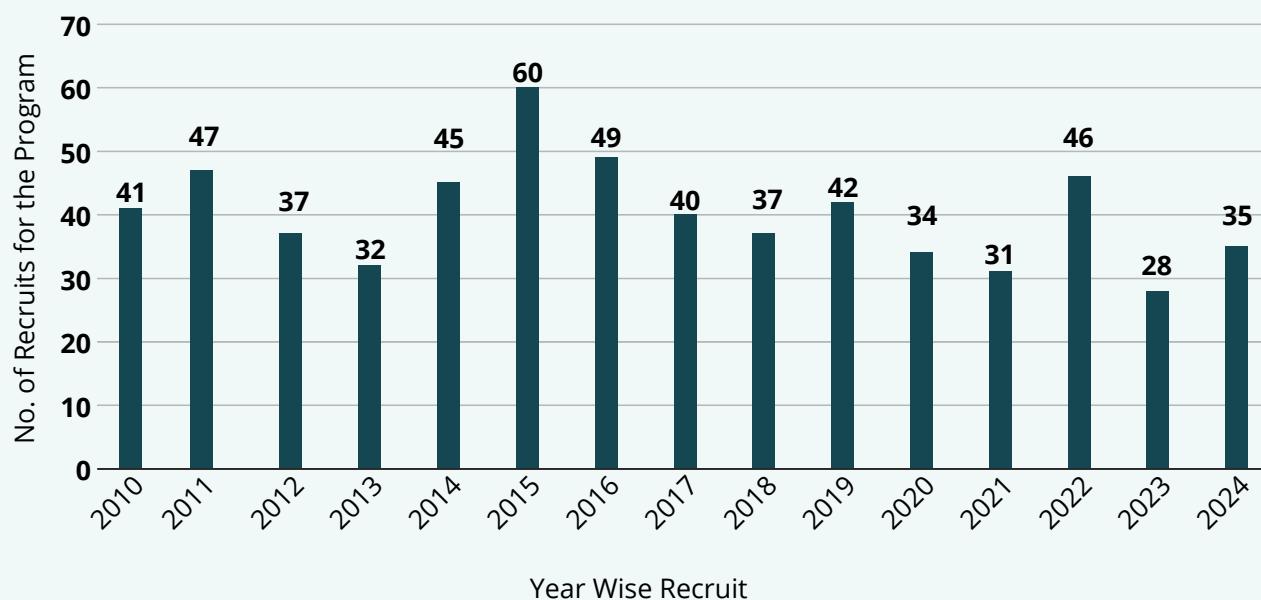


● Induction of Defence Personnel: Trends and Significance (2010 Onwards)

Since 2010, CARE has witnessed a steady and sustained induction of defence personnel into its postgraduate and advanced training programmes. Data on officer intake during this period indicates that CARE continues to be regarded by the defence services as a relevant and reliable platform for advanced technical training. The consistency of this induction is

significant. Defence services operate under tight personnel planning and do not nominate officers for long-duration academic programmes unless the training is considered to contribute directly to organisational capability. Continued nominations over multiple years therefore reflect institutional confidence in the outcomes of CARE training.

Year-wise Induction of Defence Personnel into CARE Programs (2010-2024)



Year-wise Induction Trends

An examination of year-wise intake shows that CARE's defence engagement has not been episodic. Instead, it reflects:



Sustained demand across multiple years



Participation from diverse defence services and technical cadres



Alignment with evolving technical requirements rather than a fixed skill set

These trends suggest that CARE's programmes have retained relevance even as defence technologies and operational environments have become more complex. Rather than reflecting expansion for its own sake, the induction

pattern points to selective and purpose-driven participation, with officers nominated on the basis of role requirements and anticipated future responsibilities.



Engineering Resilience in Uniform



"I serve where engineering meets responsibility," says Lt Col Ankit Kumar, capturing a role that spans combat engineering, critical infrastructure, and long-term national preparedness. As an officer in the Corps of Engineers, his work integrates operational support to the fighting arms with the execution of major civil and electrical projects. Currently serving as an Executive Engineer, he is tasked with strengthening and modernising military garrison infrastructure, ensuring that defence installations remain reliable, secure, and future-ready.

His time at IIT Delhi marked a decisive shift. "I didn't just learn advanced power systems, I learned how to think with precision," he reflects. Specialising in renewable energy and grid-forming converters, and graduating as Batch Topper with a CGPA of 9.23, he benefitted from rigorous academics, advanced laboratories, and close faculty mentorship. That foundation now translates into tangible impact: he has overseen the upgradation of station power infrastructure from 11 kV to 33 kV, implemented SCADA-based monitoring systems, commissioned a 1.7 MVA solar power plant, and initiated a landmark MoU with IIT Kanpur to steer his garrison toward carbon neutrality. "Engineering," he says, "is ultimately about responsibility, to people, institutions, and the nation."

Ankit Kumar

Lt Col, Corps of Engineers, Indian Army
2022, M.Tech, Power Systems
(Electrical Engineering)

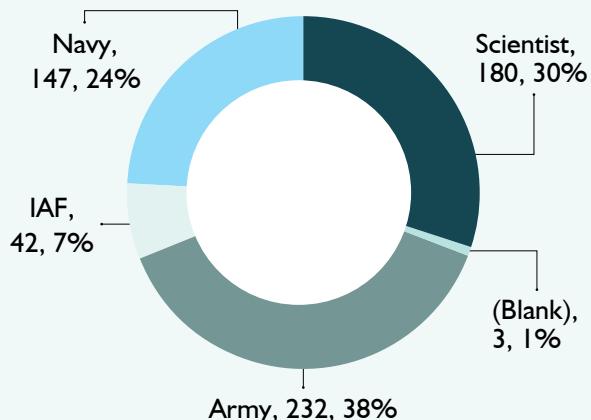
Service-wise and Functional Distribution of CARE-Trained Personnel

Representation Across Defence Services

CARE-trained personnel have been drawn from multiple arms of the defence establishment, including:

- The Indian Navy
- The Indian Army
- The Indian Air Force
- Defence Scientists

Service-wise Composition of Defence Personnel Trained At CARE (2010–2024)



Key Interpretations

Broad-based Defence Engagement

The distribution demonstrates participation from all major arms of the defence ecosystem, including the Army, Navy, Air Force, and defence scientists. This confirms that CARE operates as a cross-service training platform rather than a service-specific institution.

Strong Representation of Technical and Scientific Cadres

Defence scientists constitute a substantial share (30 per cent), underscoring CARE's relevance not only for uniformed officers but also for scientific personnel engaged in research, development, and technology management roles.

Dominant Participation from the Army and Navy

Army personnel constitute the largest group (38 per cent), followed by the Navy (24 per cent). This distribution suggests strong uptake from services with extensive operational, systems, and lifecycle management responsibilities, where advanced technical training is particularly critical.

Focused, Selective Participation from the Air Force

Army personnel constitute the largest group (38 per cent), followed by the Navy (24 per cent). This distribution suggests strong uptake from services with extensive operational, systems, and lifecycle management responsibilities, where advanced technical training is particularly critical.



Functional and Departmental Spread

Beyond service affiliation, CARE-trained personnel have been deployed across a wide range of functional domains, including:



CARE's alumni footprint illustrates a capability pipeline that spans services and specialisations. By placing technically trained officers and scientists at critical functional nodes, CARE strengthens system-level resilience and enables informed decision-making across defence operations.



● Design Development and Technology Advancement at CARE: An Institutional–Alumni Continuum

Indigenous Radar and Phased Array Technologies

CARE undertook advanced research in radar signal processing and phased-array technologies, developed RF and microwave subsystems along with measurement methodologies, and placed strong emphasis on indigenous design, system validation, and operational reliability.

Alumni contribution and continuity

- Direct participation in design, testing, and integration during training.
- Application of expertise in system evaluation and lifecycle management.
- Senior roles supporting technology governance and sustained deployment.

Technology Absorption and System Integration Capability

Another key contribution of CARE has been the creation of applied research environments closely aligned with defence system requirements, coupled with the development of robust testing, validation, and performance assessment methodologies, with a strong emphasis on system integration under real-world operational constraints.

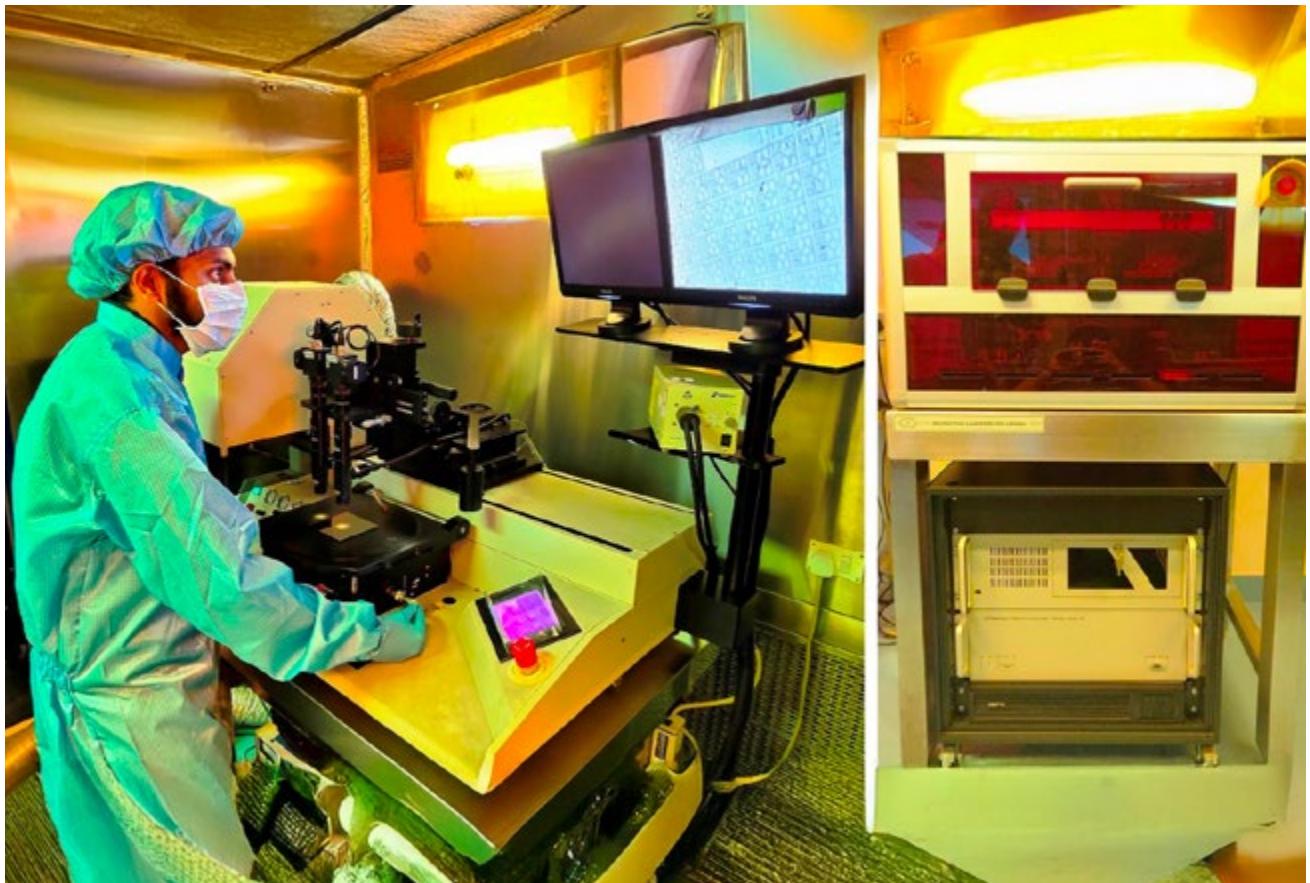
Alumni contribution and continuity

- Transfer of applied knowledge into operational and technical appointments.
- Support for informed acquisition, modernisation, and upgrade decisions.
- Leadership ensuring continuity of indigenous technical capability.

CARE's contribution to indigenous radar and phased array technologies is acknowledged in national defence literature, including Dr. A. P. J. Abdul Kalam's *Wings of Fire*. Kalam notes that CARE faculty at IIT Delhi, working in collaboration with defence laboratories and industry partners, helped break Western monopolies in critical radar components such as ferrite phase shifters used in multifunction phased-array radar systems. This effort strengthened India's self-reliance in strategic radar capability and informed subsequent defence system development and leadership roles.



Alumni Leadership and Institutional Impact

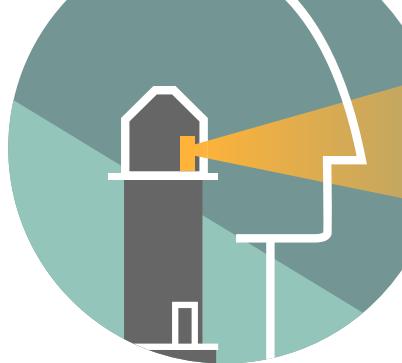


CARE's contribution to defence capacity building is most clearly reflected in the senior leadership roles attained by its alumni. Officers trained at CARE have progressed into positions where technical judgement, system-level understanding, and institutional responsibility converge, demonstrating the long-term value of CARE's defence-focused training approach.

Apex Technical Appointment: Chief of Material (Indian Navy)

The Chief of Material (COM) is a pivotal technical leadership position in the Indian Navy, entrusted with the lifecycle management of major engineering, electrical, electronic, weapons, sensor, and IT systems across ships and submarines. The role also oversees the planning and execution of critical marine and technical infrastructure projects, directly shaping fleet readiness and driving modernisation.

CARE alumni who have served as Chief of Material include:



Vice Admiral D. S. P. Verma

AVSM, VSM (2005–2007)

M.Tech in Electrical Engg., 1985

Vice Admiral Sandeep Naithani

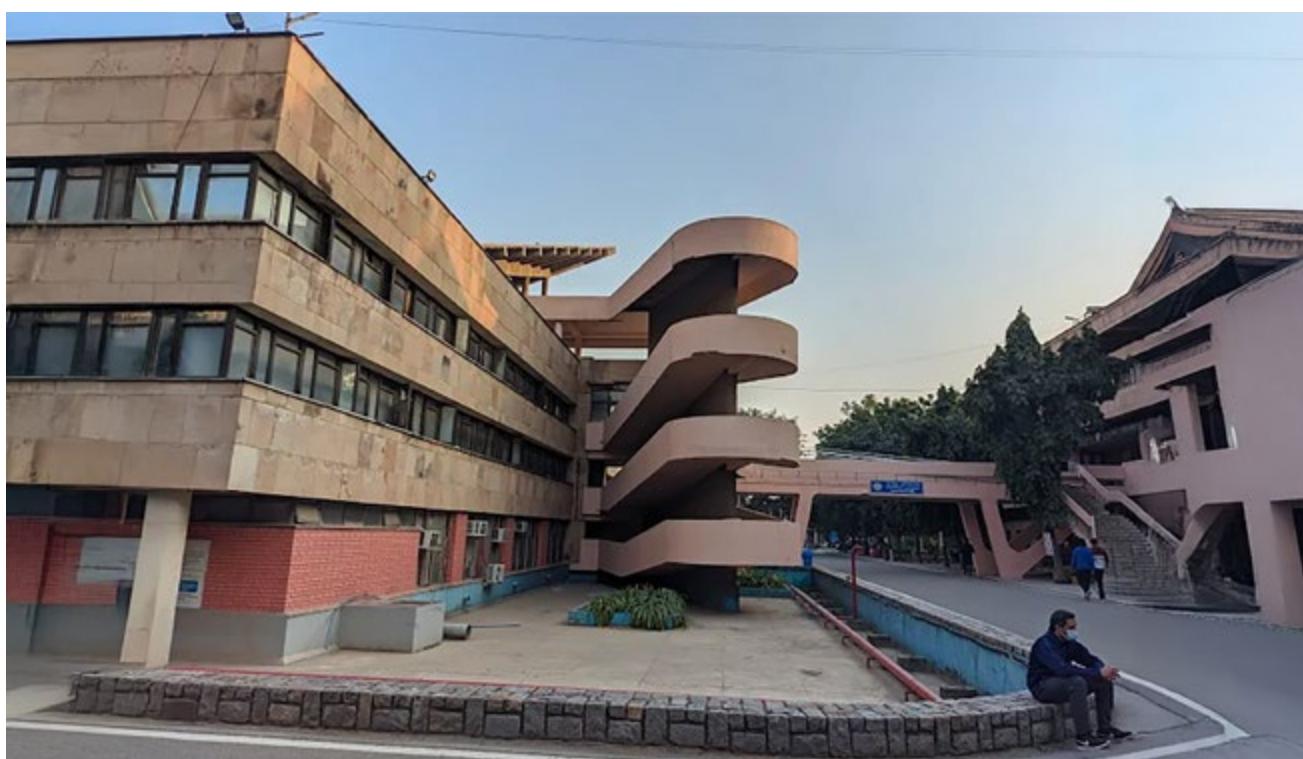
AVSM, VSM (2021–2023)

B.Tech in Mechanical Engg., 1988

The progression of CARE-trained officers to this apex technical role highlights the centre's role in nurturing leaders capable of managing complex defence systems and sustaining institutional capability. It reflects enduring confidence in CARE alumni to guide critical, technology-intensive functions within the Indian Navy.

India's defence capability is shaped through the coordinated work of institutions and departments such as CARE, NCW, DRDO, Ministry establishments, and service organisations—each contributing specialised expertise to a larger national architecture. Much of this work

remains unseen—embedded within enclosures, laboratories, platforms, and subsystems—yet its impact is realised through reliability, readiness, and long-term resilience. When individual components are integrated, they form complex systems that quietly safeguard national interests and operational preparedness. These efforts reflect not isolated achievements but sustained collaboration across technical, institutional, and human domains. Strengthening and advancing this protective framework remains a shared responsibility—adaptive in nature, and continually evolving.





3.6

Politics and Public Policy: Shaping Frameworks of Collective Choice

Politics and public policy determine how societies define priorities, allocate resources, and respond to long-term challenges. Beyond electoral participation or administrative roles, policy influence often operates at the level of ideas—through legislation, institutional design, global frameworks, and advisory processes that shape outcomes across sectors and borders.

This section highlights how IIT Delhi alumni engage with public policy as influencers and

architects of decision-making frameworks. Their roles span electoral politics, legislative processes, international institutions, and policy advisory platforms, where technical expertise, analytical rigour, and public purpose converge. Collectively, these trajectories illustrate how policy influence is exercised—not merely through the management of systems, but by shaping the rules, directions, and choices that guide them.

▶ Engineering-Led Policy Reform at the National Level

Politics plays a decisive role in shaping citizens' daily lives, influencing access to opportunity, institutional quality, and the effectiveness of public service delivery. While IIT Delhi is best known for producing leaders in industry, research, and technology, a select number of its alumni have also made meaningful contributions to political leadership and governance.

Alumni data indicate that active electoral politics is not a common career path among IIT Delhi graduates. Those who do enter politics typically do so after distinguished professional or administrative careers, and they operate at senior levels of government where policy design, institutional reform, and systems thinking are central. The individuals highlighted in this section exemplify this selective yet high-impact engagement.

Administrative Leadership and Public Accountability



Kiran Bedi's career reflects a governance-led pathway into public life, shaped by academic rigour and long administrative experience. Holding a doctoral degree from IIT Delhi, she combined analytical thinking with decades of service in policing and public administration before taking on political leadership responsibilities.

As Lieutenant Governor of Puducherry, Bedi led a Union Territory administration with a strong emphasis on governance reform, transparency, and citizen engagement. Drawing on her extensive experience in law enforcement, she advanced rule-based administration, institutional accountability, and performance monitoring. Her journey from policing to academia and executive governance illustrates how IIT Delhi's interdisciplinary environment can produce leaders whose influence lies in administrative reform and executive oversight rather than mass electoral politics.

Kiran Bedi

Former Lieutenant Governor, Puducherry
1993, PhD, Social Sciences

Engineering-Led Policy Reform at the National Level

Jayant Sinha exemplifies how analytical training can translate into high-impact public leadership. As Union Minister of State in the Ministries of Finance and Civil Aviation, he held positions of significant policy influence at the national level.

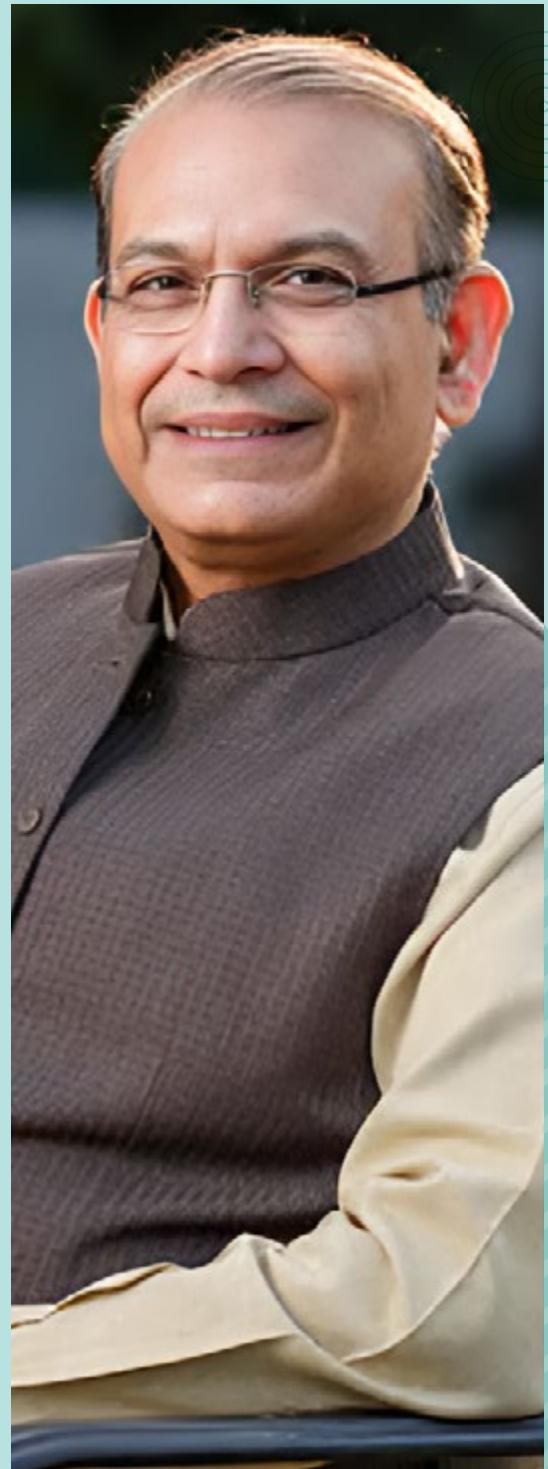
In the Ministry of Finance, he played a key role in landmark reforms, including the Insolvency and Bankruptcy Code, PM Mudra Yojana, and the Indradhanush bank recapitalisation programme—strengthening credit access, financial stability, and institutional confidence. He also contributed to the creation of long-term investment vehicles such as NIIF and the India Aspiration Fund, supporting infrastructure and entrepreneurship.

As Minister of State for Civil Aviation, he championed the UDAN regional connectivity scheme, advanced Air India's privatisation, and introduced digital initiatives such as DigiYatra and Digital Sky, expanding mobility and modernising aviation governance.

As Chair of the Parliamentary Standing Committee on Finance, he further shaped discourse on banking, the digital economy, and sustainability—demonstrating how engineering-led governance can deliver scalable public value.

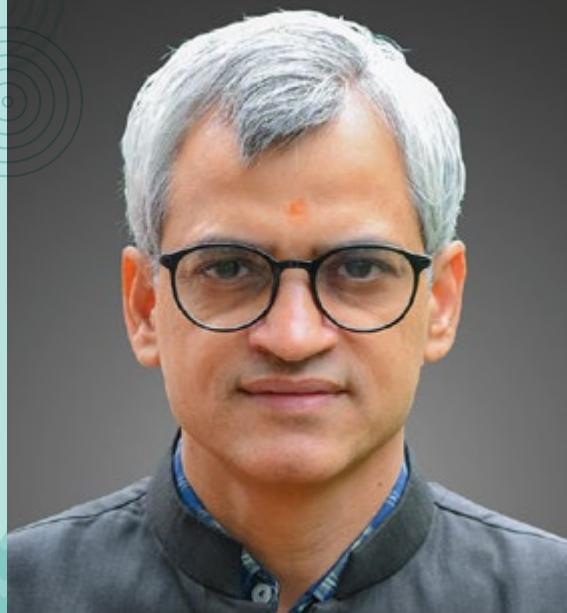
Jayant Sinha

Former Union Minister of State for Civil Aviation & Finance
1985, B.Tech., Chemical Engineering



Emerging Political Engagement: The Next Generation

While senior leaders illustrate established pathways, younger alumni reflect early-stage political participation, signaling evolving forms of engagement.



Ashish Chaturvedi based in Rajasthan, serves as a state-level party spokesperson. His role centres on political communication, policy articulation, and organizational representation—illustrating how technical professionals increasingly contribute to political ecosystems beyond electoral contests.

Ashish Chaturvedi

State-level party spokesperson
2000, B.Tech., Textile Technology



Shashant Shekhar contested elections in Bihar as a Congress candidate. Although unsuccessful electorally, his entry into the political arena reflects a clear willingness to engage directly with democratic processes. Such participation, even without immediate victory, signals a long-term commitment to public life and grassroots transformation.

Shashant Shekhar

Member, INC
2014, B.Tech., Civil Engineering

These cases underline that political contribution is not limited to holding office. Campaigning, policy advocacy, party organization, and public dialogue are equally critical components of democratic engagement.

This selective but high-impact participation reinforces the idea that engineering education can enrich political leadership—particularly in contexts where governance challenges require systems thinking and long-term planning.

● IIT Delhi Alumni as Policy Influencers Beyond Electoral Politics

Framing the Policy Influence Landscape

While electoral politics represents a visible and often public-facing dimension of governance, much of the substantive work of statecraft and development occurs within the quieter domains of policy formulation, advisory support, and institutional design. Public policy professionals shape regulatory frameworks, design development programmes, advise governments and multilateral institutions, and translate political intent into implementable outcomes. It is within this domain that the influence of IIT Delhi alumni emerges most strongly and consistently.

Analysis of the Policy Influencers dataset highlights a distinct pattern: IIT Delhi alumni are prominently represented in senior policy advisory

and governance roles, both within India and across global institutions. Unlike electoral politics, which requires mass mobilisation and political capital, policy advisory roles demand analytical rigour, sectoral expertise, and systems thinking, capabilities closely aligned with technical and interdisciplinary training.

The dataset identifies 38 individuals actively engaged in public policy and governance roles. These alumni operate across national governments, multilateral development institutions, and United Nations agencies. Importantly, the data highlights mid-to-senior and senior leadership positions, underscoring that alumni engagement occurs at levels where policy direction, institutional reform, and programme scale are determined.



Anil Sood as Vice President for Strategy and Resource Management, World Bank shaped global policy on industrial restructuring, public sector reform, and transition economies. His leadership strengthened institutional capacity, improved resource allocation, and advanced poverty reduction and market-oriented reforms across multiple regions worldwide

Anil Sood

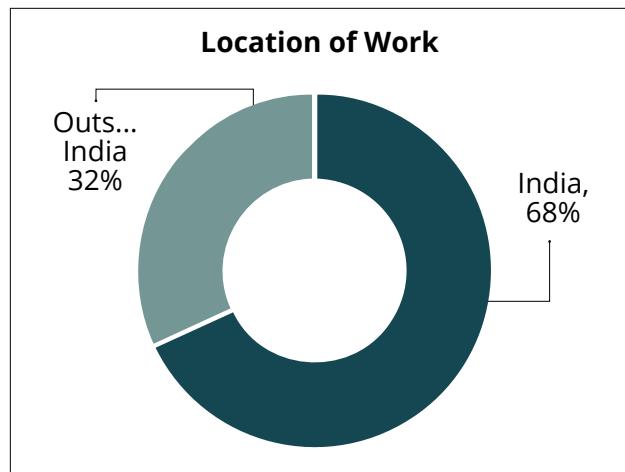
Vice President, Strategy and Resource Management, World Bank
1971, B.Tech., Mechanical Engineering

Geographic Distribution of Policy Influence

A defining feature of the dataset is the **geographic spread of alumni influence**, underscoring the dual role played by IIT Delhi graduates in domestic governance and global development.

Approximately **one-third of the identified policy influencers are based outside India**, working in international organizations and multilateral institutions. Despite being geographically located abroad, these alumni often contribute directly to policy design, financing, and advisory processes that shape outcomes in India and other developing economies.

The remaining **two-thirds operate within India**, embedded in government bodies, national policy institutions, and India-based offices of international organisations. This distribution



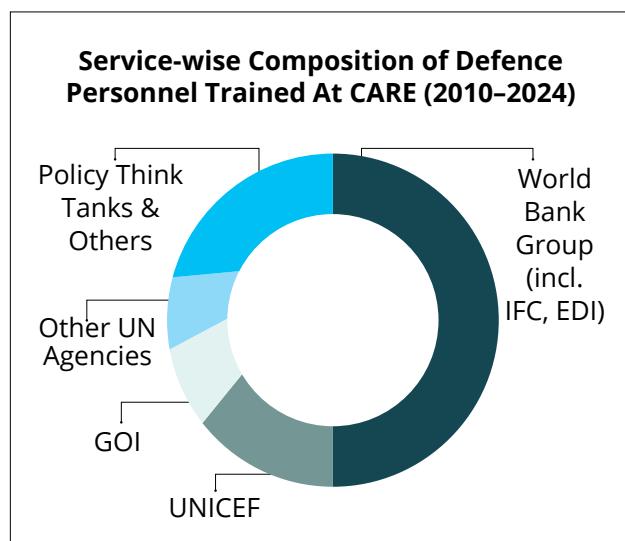
reflects a **balanced ecosystem of policy engagement**, where global exposure and domestic implementation capabilities reinforce each other.

Institutional Concentration and Policy Platforms

Beyond geography, institutional affiliation offers critical insight into where and how policy influence is exercised. The dataset reveals a strong concentration within a select group of global policy platforms.

The World Bank Group, accounting for nearly half of all policy influencers in the dataset, emerges as the single most significant platform of alumni engagement. This concentration reflects the close alignment between the Bank's emphasis on evidence-based policy, economic modelling, infrastructure planning, and institutional reform—and the technical competencies cultivated through IIT-trained professionals.

UN agencies such as **UNICEF**, along with other development bodies, represent the next significant cluster of alumni engagement—particularly in areas of human development,



nutrition, education, and social protection. Government of India roles, though fewer in number, are concentrated at strategic policy and advisory levels rather than operational or clerical functions.

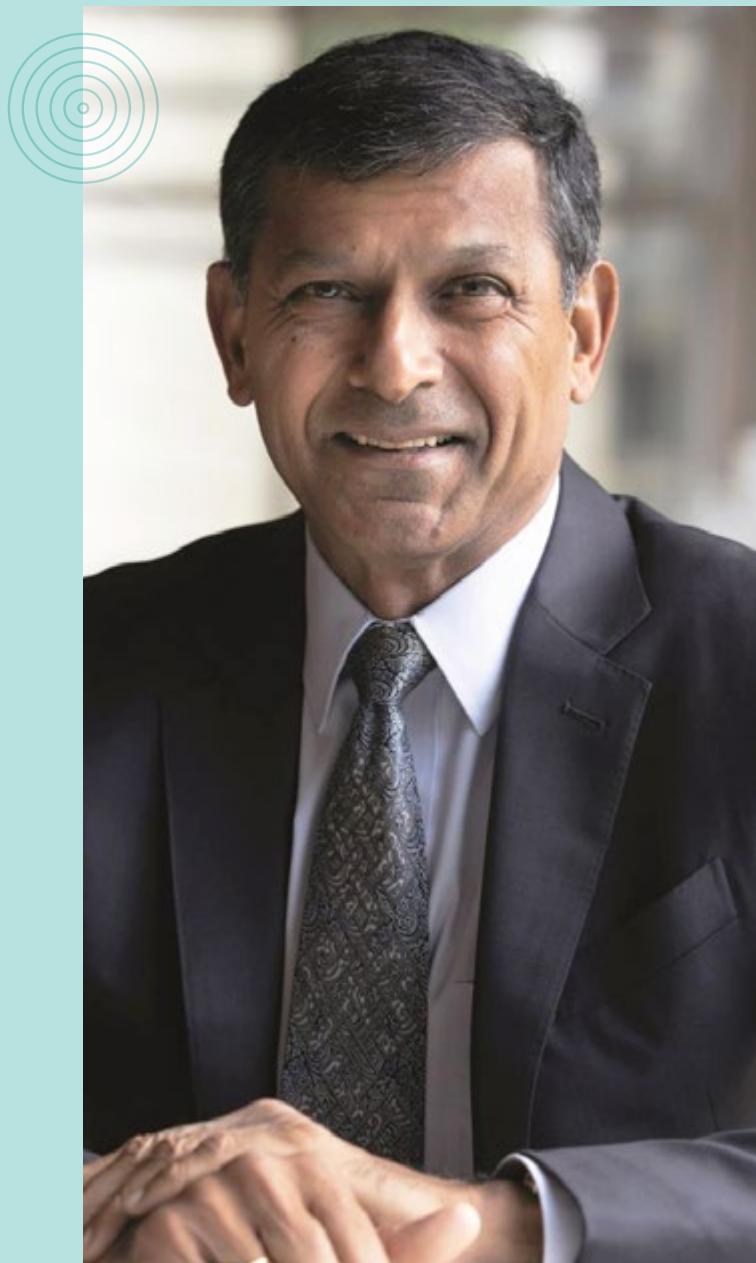
Nature and Seniority of Roles

The job roles and responsibilities reveal a consistent pattern of **senior-level engagement**. Alumni occupy positions such as Chairpersons, Senior Economists, National Programme

Managers, Presidents of Regional Boards, and Senior Project Officers. Notably, there is no representation of junior or entry-level policy positions.

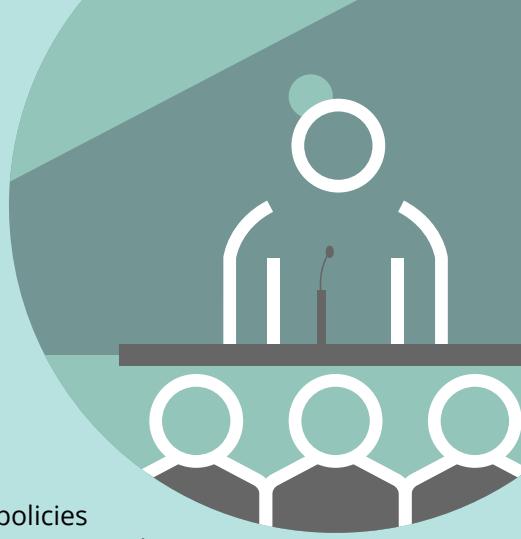
This pattern indicates that IIT Delhi alumni typically enter the policy domain after accumulating substantial professional expertise, enabling them to contribute meaningfully to high-stakes decision-making. Their roles frequently involve:

- Advising governments on reform agendas
- Designing large-scale development programmes
- Managing cross-country or multi-sector portfolios
- Aligning national policies with global development goals. Such positions carry both technical responsibility and public accountability, reinforcing the alumni's role as institutional stewards rather than as individual actors.



Raghuram G Rajan has played a defining role in shaping policy governance in India and globally. Before returning to India, he served as Chief Economist at the International Monetary Fund, where he contributed to global thinking on financial stability and systemic risk. As Governor of the Reserve Bank of India from 2013 to 2016, he spearheaded major monetary and financial sector reforms, including the adoption of inflation targeting, strengthened banking regulation, asset quality reviews to address non-performing assets, and measures to expand financial inclusion. These reforms enhanced macroeconomic stability, restored investor confidence, and reinforced the resilience of India's financial system.

Raghuram G Rajan
Former Governor, RBI
1985, B.Tech., Electrical Engg.



Thematic Areas of Policy Engagement

The policy influence exercised by these alumni spans multiple domains critical to societal development. Key thematic clusters, as highlighted in the infographics, capture the breadth of their engagement. These thematic engagements underscore that alumni contributions are not symbolic gestures but deeply embedded in development outcomes affecting millions of people.

Thematic Areas of Policy Engagement by IIT Alumni

Development Finance & Economic Policy

Financing mechanisms, fiscal reforms, and investment frameworks supporting growth and poverty reduction.



Infrastructure & Transport Policy

Urban mobility, logistics, and connectivity projects enabling economic integration.

Climate Change & Sustainability

Low-carbon strategies, climate-resilient infrastructure & sustainability framework.



IIT D Alumni



Institutional Reform & Capacity Building

Governance reform, performance monitoring, and polity implementation support



Health, Nutrition & Human Development

Child nutrition, maternal health, education, and social protection programs (UNICEF/UN)

policy influence exercised by these alumni spans multiple domains critical to societal development. Key thematic clusters, as highlighted in the infographics, capture the breadth of their engagement. These thematic engagements

underscore that alumni contributions are not symbolic gestures but deeply embedded in development outcomes affecting millions of people.

Impact Synthesis: Community and System-Level Outcomes

Drawing from institutional mandates and role responsibilities, the collective impact of IIT Delhi alumni policy influencers can be synthesised into the following outcomes:

1

Expanded access to development finance for emerging and low-income economies

2

Strengthened public sector institutions through governance and accountability reforms

3

Improved infrastructure planning and service delivery at national and subnational levels

4

Enhanced climate resilience and integration of sustainability in development programmes

5

Improved child nutrition, health, and education outcomes through evidence-based policy

6

Increased effectiveness of poverty alleviation and social protection strategies

7

Adoption of data-driven decision-making in public policy design

8

Capacity building of government agencies and local institutions

9

Alignment of national development strategies with global frameworks such as the SDGs

10

Transfer of global best practices into domestic policy environments

These impacts operate simultaneously at both community and systemic levels, influencing not only immediate beneficiaries but also strengthening the long-term capacity of institutions to serve public needs.



As this section demonstrates, IIT Delhi alumni have contributed to public life by shaping policies, frameworks, and ideas that influence societies at scale. With the establishment and growth of the School of Public Policy, the Institute is positioned to deepen this tradition by preparing future leaders to address complex policy challenges across both national and global contexts. This evolving ecosystem of education, research, and practice reinforces IIT Delhi's role in public policy influence, and this engagement will continue ●●●

3.7

From Engineering to Empathy: IIT Delhi Alumni in NGOs and Philanthropy

Social impact, for IIT Delhi alumni, has rarely been an act of charity alone. It is an extension of responsibility—an effort to apply analytical thinking, systems design, and problem-solving to challenges that are complex, persistent, and deeply human. When alumni engage with the social sector, they do so not merely as volunteers but as builders of institutions, platforms, and processes intended to endure. Their engagement spans education, health, livelihoods, climate action, governance reform, and community development. Across these domains, a common approach emerges:

defining problems carefully, designing scalable interventions, and embedding accountability into execution. Whether at the grassroots or within national and global organisations, these efforts reflect a conviction that social change must be structured, measurable, and sustainable.

This section explores how IIT Delhi alumni engage with the development sector—how they begin their journeys, what they build, and the distinctive imprint they leave through sustained commitment rather than episodic intervention.

▶ Engineering Beyond Institutions

IIT Delhi alumni contribute to social development through diverse pathways, including non-profit institution building, personal philanthropy, CSR leadership within companies, board and trustee roles, mentoring, and pro bono professional support. Much of this engagement remains decentralised and informally structured, and is therefore not comprehensively reflected in available institutional records.

Given these limitations, this chapter adopts a conservative, evidence-based approach. It focuses exclusively on documented cases in which IIT Delhi alumni have played a foundational or senior leadership role in registered non-profit organisations, and where the organisation's purpose, programmes, and outcomes can be credibly described.

This section presents a landscape view based on:

- A documented set of 23 alumni-founded or alumni-led NGOs
- Thematic mapping across key development domains
- Select examples that illustrate the depth and diversity of engagement

These organisations are treated as representative anchors, offering insight into patterns of leadership and institutional social impact, without claiming to be exhaustive or attempting to quantify the full extent of alumni philanthropy or CSR-linked contributions.

● Mapping the NGO Landscape: Domains and Thematic Distribution

IIT Delhi alumni-founded and alumni-led non-profit organisations operate across diverse development domains, addressing complex social challenges through sustained institutional engagement .

Consolidated Community Impact ➔ 30 Key Achievements ➔

Reach & Inclusion

▶ **4+ million families reached** through early childhood and education initiatives

▶ **1.5+ million people impacted** across multi-sector development programmes

▶ **152,000+ people supported** through relief and rehabilitation efforts

▶ **400,000+ global beneficiaries** through humanitarian engineering initiatives

▶ **1 million+ lives impacted** through PanIIT alumni-led programmes

Water Security & Climate Resilience

▶ **4,505 rainwater harvesting tanks** constructed

▶ **59,841 people** gained year-round access to safe drinking water

▶ **93.43 crore litres of water harvested** through relief and rehabilitation efforts

▶ **158.24 crore litres of groundwater recharged**

▶ **128 recharge wells, 3,409 soak pits, 6 ponds** through PanIIT alumni-led programmes

▶ **89 villages** covered by scientific groundwater studies

▶ **49 villages** equipped with rain gauges

▶ **55 villages** engaged in water-awareness campaigns



Environment & Ecology

- ▶ **4+ lakh trees planted** through community and family planting
- ▶ **1,084 orchards developed**, reducing groundwater use by **72%**
- ▶ **136.56 crore litres of water saved** through orchard-based farming
- ▶ **119.25 hectares** of pasture and grazing land restored
- ▶ **2.45 crore income generated** via horticulture (269 farmers)



Sanitation, Women & Social Systems

- ▶ **2,361 toilets constructed**, benefiting **16,808 residents**
- ▶ **89 ODF villages, 14 plastic-free, 62 fully clean villages**
- ▶ **54 Self-Help Groups** empowering **659 women**



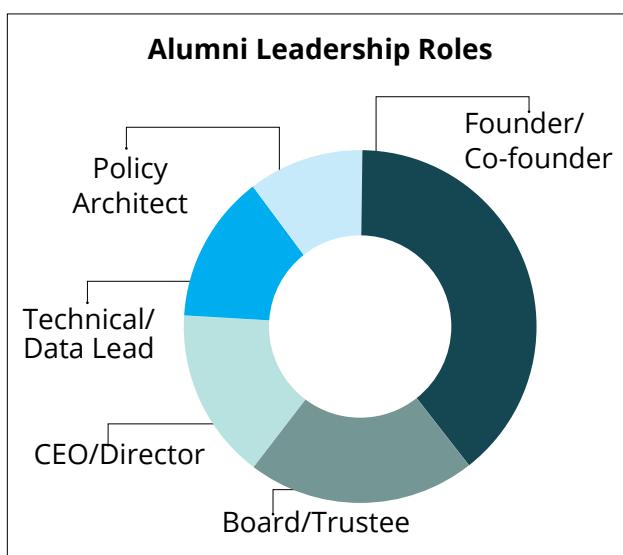
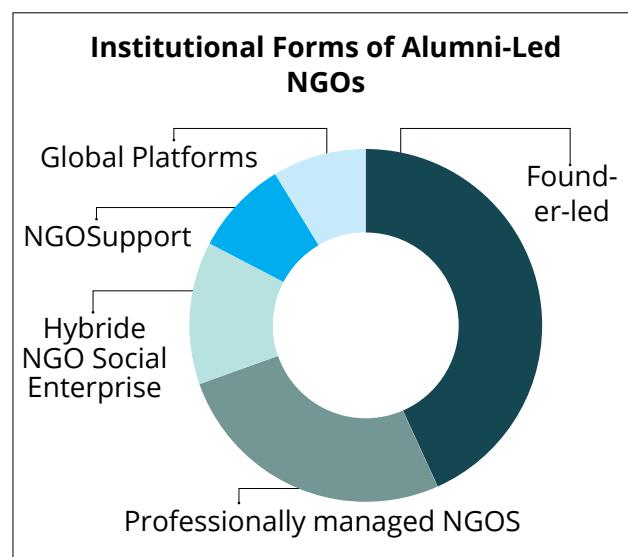
Agriculture & Livelihoods

- ▶ **7,850 farmers supported** across **15,350 hectares**
- ▶ **1,802.54 crore litres of water saved** through efficient farming practices
- ▶ **161.56 crore increase in farmer income**
- ▶ **35% average income increase; 22-50% rise in crop productivity**
- ▶ **225 vermicompost & 875 decomposer units** established
- ▶ **102 solar units & 176 drip systems** deployed
- ▶ **12 Kisan clubs** benefiting **534 farmers**
- ▶ **3,949 families** supported under nutrition (Badi) programmes
- ▶ **106 farmers** practising indigenous cow-based organic farming

● IIT Delhi Alumni as Institution Builders in the Social Sector

The non-profit organisations documented in this chapter represent diverse institutional forms through which IIT Delhi alumni engage with social development. These include founder-led grassroots initiatives, professionally managed non-profits, hybrid models that integrate social enterprise with non-profit structures, and global platforms rooted in India.

This diversity reflects varied responses to social challenges, ranging from community-based service delivery to system-level reform, while maintaining a shared emphasis on governance, accountability, and long-term institutional sustainability. Rather than short-term or episodic interventions, these organisations demonstrate sustained presence, structured leadership, and programmatic continuity. The distribution of institutional forms highlights a strong orientation



A defining feature of alumni-led NGOs is the application of systems thinking to social issues. Programmes are typically designed with an emphasis on scalability, data-driven decision-making, and institutional partnerships with governments, donors, and civil society networks. Technology is employed selectively as an

toward founder-led and professionally managed organisations, underscoring the emphasis IIT Delhi alumni place on institution-building and governance. The presence of hybrid models, ecosystem-support institutions, and global platforms further reflects alumni engagement beyond direct service delivery, extending into systems strengthening, knowledge networks, and collaboration.

enabling tool rather than as a primary objective, while governance structures are prioritised to ensure transparency and long-term sustainability. This orientation enables alumni-led NGOs to operate not only as service providers but also as catalysts for sector-wide learning and reform.

▶ Key Themes and Enduring Insights

Amarnath Raja conceptualised and founded IEEE SIGHT in 2011 to mobilise engineers globally for community-driven solutions in areas such as disaster resilience, energy access, water systems, and digital inclusion. Today, SIGHT encompasses more than 150 groups across 50 countries, working on initiatives that range from sustainable irrigation to photovoltaic systems. Raja is also the founder of BEDROC, which focuses on disaster management in the coastal regions of Tamil Nadu.

Amarnath Raja served on the advisory board of the International Centre for Free and Open Source Software, established by the Government of Kerala to promote free and open-source software. His professional journey spans roles at the National Dairy Development Board, Milma, IBM, and the founding of InApp in Silicon Valley. In recognition of his transnational impact, he received the 2015 Larry K Wilson Transnational Award from IEEE.

Amarnath Raja
Founder IEEE SIGHT
1979, B.Tech., Chemical Engineering

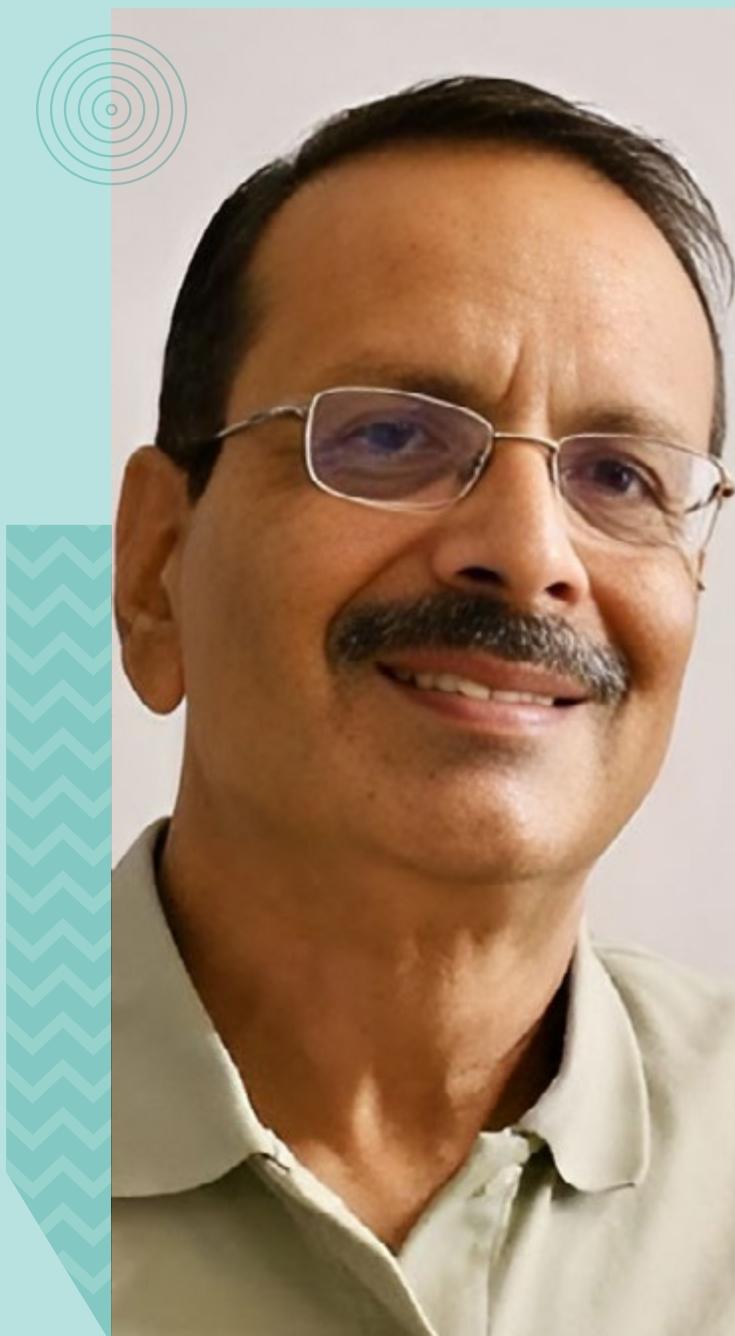




Raghu Hari Dalmia, an alumnus of IIT Delhi has translated industrial success into sustained grassroots transformation. His philanthropic initiatives have strengthened water security, livelihoods, and environmental resilience across rural Rajasthan, addressing chronic scarcity through large-scale rainwater harvesting, groundwater recharge, and scientific monitoring. These efforts have enabled year-round access to safe drinking water for thousands of villagers.

Complementing this, Dalmia's agricultural initiatives promote integrated and organic farming, water-efficient practices, renewable energy adoption, and improved inputs—raising farmer incomes while easing pressure on natural resources. Programmes in plantation, orchard development, sanitation, and women's self-help groups have further enhanced ecological balance and social well-being. Guided by systems thinking and compassion, his work exemplifies how inclusive, long-term philanthropy can deliver enduring community impact.

Raghu Hari Dalmia
Philanthropist
1972, B.Tech., Mechanical Engineering



Rajiv Kuchhal (B.Tech. in Electrical Engineering, 1986, IIT Delhi) brings over three decades of leadership across technology, operations, and entrepreneurship. Formerly the COO of OnMobile Global Limited and a co-founder of Progeon Limited, he has combined corporate leadership with sustained social commitment. As a member of the Advisory Board of the Dhwani Foundation, he supports grassroots NGOs through strategic guidance, institutional capacity-building, and mentorship. An active angel investor, he continues to advise social enterprises and technology start-ups, helping them scale responsibly.

Rajiv credits IIT Delhi as central to his leadership formation. He reflects that organising, campaigning, and engaging with diverse peers on campus helped build the interpersonal skills essential for life beyond the institute—values that continue to shape his philanthropic approach, grounded in service and long-term institution building.

Rajiv Kuchhal

General Partner, Exfinity Venture Fund
Founder & Trustee, Plaksha University
1986, B.Tech., Electrical Engineering



Siddhant Sachdeva is a social entrepreneur and co-founder of Rocket Learning, an EdTech non-profit that reaches more than a million low-income children across India. Rocket Learning partners with central and state governments to strengthen early childhood care and education (ECCE) and foundational learning for children aged 3-8 years. Its innovations in promoting early learning have been featured as case studies by Harvard Business School, UNESCO, and Forbes, and researched by MIT J-PAL and the Brookings Institution. The organisation has also been recognised by MIT Solve and the World Economic Forum. Sachdeva leads operations and behaviour change initiatives and was named among Business World Social Impact Leaders in 2022.

Siddhant Sachdeva
Co-founder, Rocket Learning,
2014, B.Tech., Production & Industrial
Engineering

The Yardi Foundation was established by Anant Yardi as the philanthropic arm of Yardi, a global leader in real estate and property management software headquartered in Santa Barbara, California. Over the decades, the Foundation has supported nonprofits worldwide in areas such as education, environmental sustainability, homelessness, humanitarian aid, and community development, partnering with NGOs to amplify impact. In Pune, India, it collaborates with local NGOs on sanitation, health, education, vocational training, and youth development, partnering with organisations including Maher Ashram, CFAR, BSSK and India Sponsorship Committee to strengthen grassroots change through collaborative programmes.

Anant Yardi
Founder, Yardi Foundation
1984, B.Tech., Mechanical Engg.





Rajendra S Pawar

Co-founder, NIIT
1972, B.Tech., Electrical
Engineering



Vijay Thadani

Co-founder, NIIT
1972, B.Tech., Electrical
Engineering

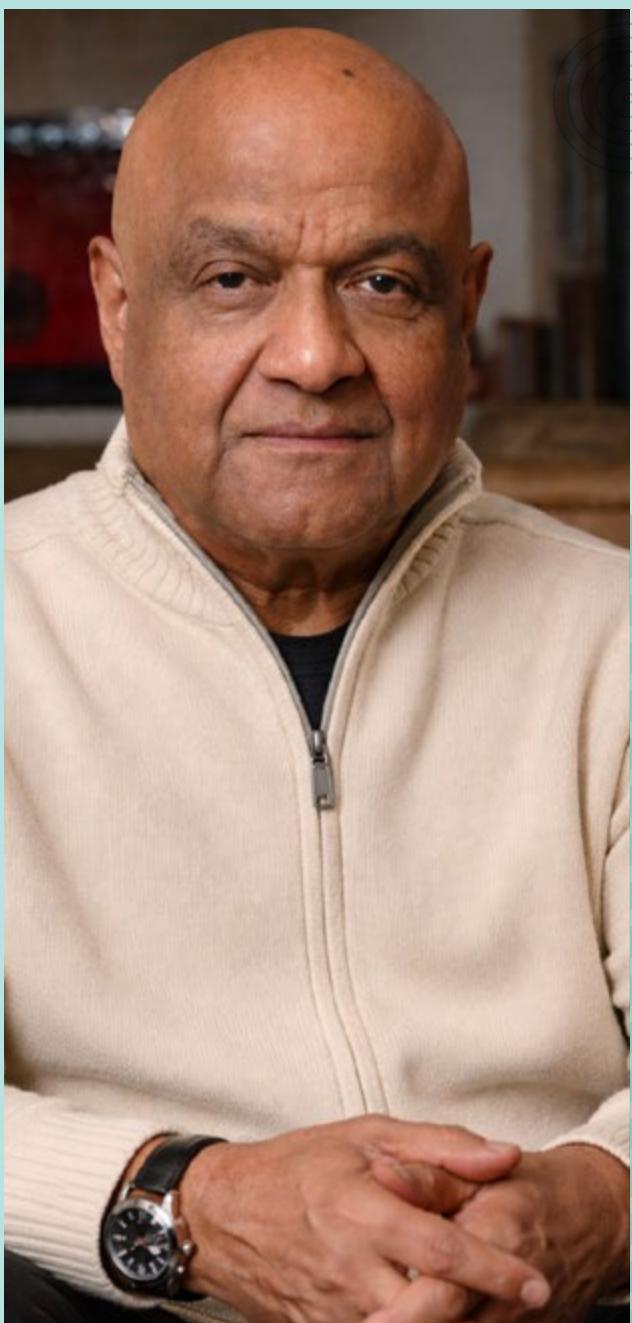
Rajendra S Pawar and Vijay Thadani exemplify how entrepreneurial achievement can evolve into large-scale educational philanthropy. As co-founders of NIIT, they played a pioneering role in shaping India's IT and skills-training ecosystem. Beyond commercial success, they consciously reinvested their expertise and resources to address deeper structural gaps in education and employability. Through the establishment of NIIT University and the NIIT Foundation, their philanthropic initiatives extend well beyond Delhi and the NCR, reaching underserved and marginalised communities across India, including remote and resource-scarce regions. By focusing on industry-relevant education, digital skills, and livelihood training, they have enabled thousands of young people to access opportunities otherwise beyond their reach. Their work reflects a sustained commitment to education as a public good, leveraging institutional models to create scalable, long-term social impact.

Lalit Mehra exemplifies a life where professional success and social responsibility advanced in parallel. Alongside his business career in the wire and cable industry, he devoted sustained effort to public welfare through healthcare, education, and service leadership. He strengthened his family foundation, which operates a medical centre and homeopathic dispensaries in Delhi serving hundreds of patients daily, and supports a primary school providing free education to underprivileged children. A committed Rotarian, he played a pivotal role in India's polio eradication efforts. Deeply connected to IIT Delhi, he established scholarships, endowed professorships, instituted student awards, and contributed to hostel and academic infrastructure—reflecting a lifelong commitment to giving back through institutional philanthropy.

Lalit Mehra

Philanthropist

1966, B. Tech., Mechanical Engineering





Saurabh Mittal is a self-made entrepreneur, global investor, and institution builder whose work spans business, education, and social impact. As Founder and Chairman of Mission Holdings, he has pursued a long-term ownership philosophy, backing core platforms such as ONE Championship, Incedo Inc., and Everstone Holdings, alongside investments in fintech and public markets. Earlier, he co-founded Indiabulls Group, helping build one of India's leading financial services and real estate enterprises, and later served as a senior partner at Noonday, affiliated with Farallon Capital. Beyond investing, he is deeply committed to philanthropy, focusing on child health, education, and leadership development. He actively supports institution-building through roles with Plaksha University, Parivaar, Avasara Academy, and the IIT Delhi Endowment, reflecting a belief that lasting progress comes from nurturing strong, mission-driven institutions.

Saurabh Mittal

Founder & Chairman, Mission Holdings
1995, B.Tech., Electrical and Electronics
Engineering



The individuals highlighted here represent only a small part of a much larger philanthropic landscape shaped by IIT alumni. Many others continue to support people and institutions across regions through voluntary action, financial contributions, and professional engagement. Alumni support has taken concrete forms, including the establishment of academic chairs within IITs and sustained backing of social and developmental initiatives. Equally significant are those who contribute quietly, choosing impact over visibility. Together, these visible and unseen efforts form a continuing flow of support ●●●



3.8

Cultural, Media and Literary Influence of IIT Delhi Alumni

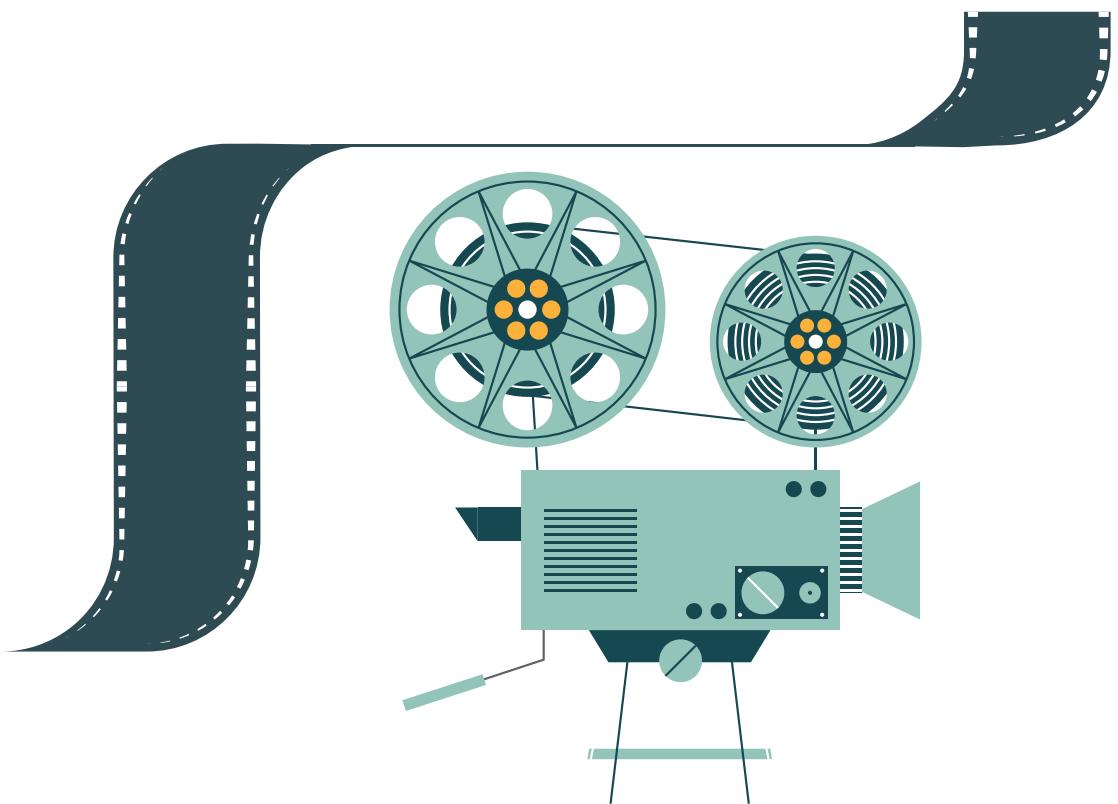
Where Engineers Become Storytellers – Curtain Raiser

Behind the equations, laboratories, and start-ups that define IIT Delhi lies another powerful inheritance: a living culture of expression. Hostels echo with late-night music and poetry, dramatics societies stage human conflict and comedy, literary clubs debate ideas with passion, and festivals transform the campus into a theatre of stories. In these spaces, students do not merely study, they feel, perform, argue, sing, and remember. Over time, these experiences become far more than extracurricular activity; they become the seeds of voice, imagination, and public influence.

 **IIT Delhi alumni today shape India's cultural and narrative landscape through books, films, journalism, digital media, music, and spiritual discourse.**

This creative ferment travels far beyond the campus. IIT Delhi alumni today shape India's cultural and narrative landscape through books, films, journalism, digital media, music, and spiritual discourse. Some have become bestselling novelists and literary award winners; others have authored influential memoirs and policy books after distinguished careers as IAS officers, economists, scientists, and corporate leaders. Many now work in cinema, OTT platforms, and media production, influencing what millions watch and discuss. Still others lead global spiritual and philosophical movements, publishing widely and reaching audiences in the millions.

At alumni reunions, it is often not grades that return first to memory, but a song, a poem, or a performance. IIT Delhi is more than only an academic institution, it is a shared emotional archive, a repository of voices and experiences that continue to shape how society thinks, feels, and understands itself.



● Culture at IIT: A Living Campus of Art, Expression, and Discovery

Life at the Indian Institute of Technology Delhi extends far beyond classrooms and laboratories. The campus nurtures a rich and inclusive cultural ecosystem where students are continually immersed in art, creativity, and collective expression. Through a wide range of cultural clubs, spanning music, dance, drama, design, literature, photography, quizzing, fine arts, debating, and language forums, every student finds space to participate, explore, and engage.

This cultural vibrancy is amplified by flagship festivals such as Rendezvous, the institute's grand cultural festival, and Tryst, its technical festival infused with creative and performance elements. Added to this is the cultural life within hostels, each with its own committees, events, and traditions, which transforms the campus into a continuous stage for performances, workshops, fashion shows, literary evenings, stage plays, traditional arts, electronic nights, and live concerts.

Not everyone arrives at IIT Delhi as an artist, nor does everyone leave as one. Yet almost every IITian learns to experience art, appreciate creativity, and engage with culture in a positive, participatory way. For some, this exposure quietly reveals hidden potential, guiding them toward deeper engagement and mastery over time. For others, it becomes a lifelong source of balance, joy, and perspective.

In essence, the institution offers not only technical excellence but also a fertile cultural platform, one that nurtures expression, builds confidence, and affirms that nurtures innovation and creativity flourish side by side.



Every IITian learns to experience art, appreciate creativity, and engage with culture in a positive, participatory way.



From Campus Voices to a Nation's Conversation

IIT Delhi alumni operate across the entire cultural value chain, not only as writers, performers, and speakers, but also as editors, producers, media professionals, digital platform innovators, and institutional leaders. This means they do not just make content; they also help decide what gets printed, shown, streamed, and talked about.

One prominent group consists of full-time cultural creators, novelists, musicians, actors, filmmakers, and spiritual teachers, who directly produce books, films, concerts, and discourses consumed by millions. Alongside them is a larger cohort of alumni who, after careers in the civil services, science, economics, or

corporate leadership, have authored influential memoirs, policy books, business texts, and social commentaries. Their writing transforms lived experience in governance, markets, and institutions into knowledge accessible to the wider public.

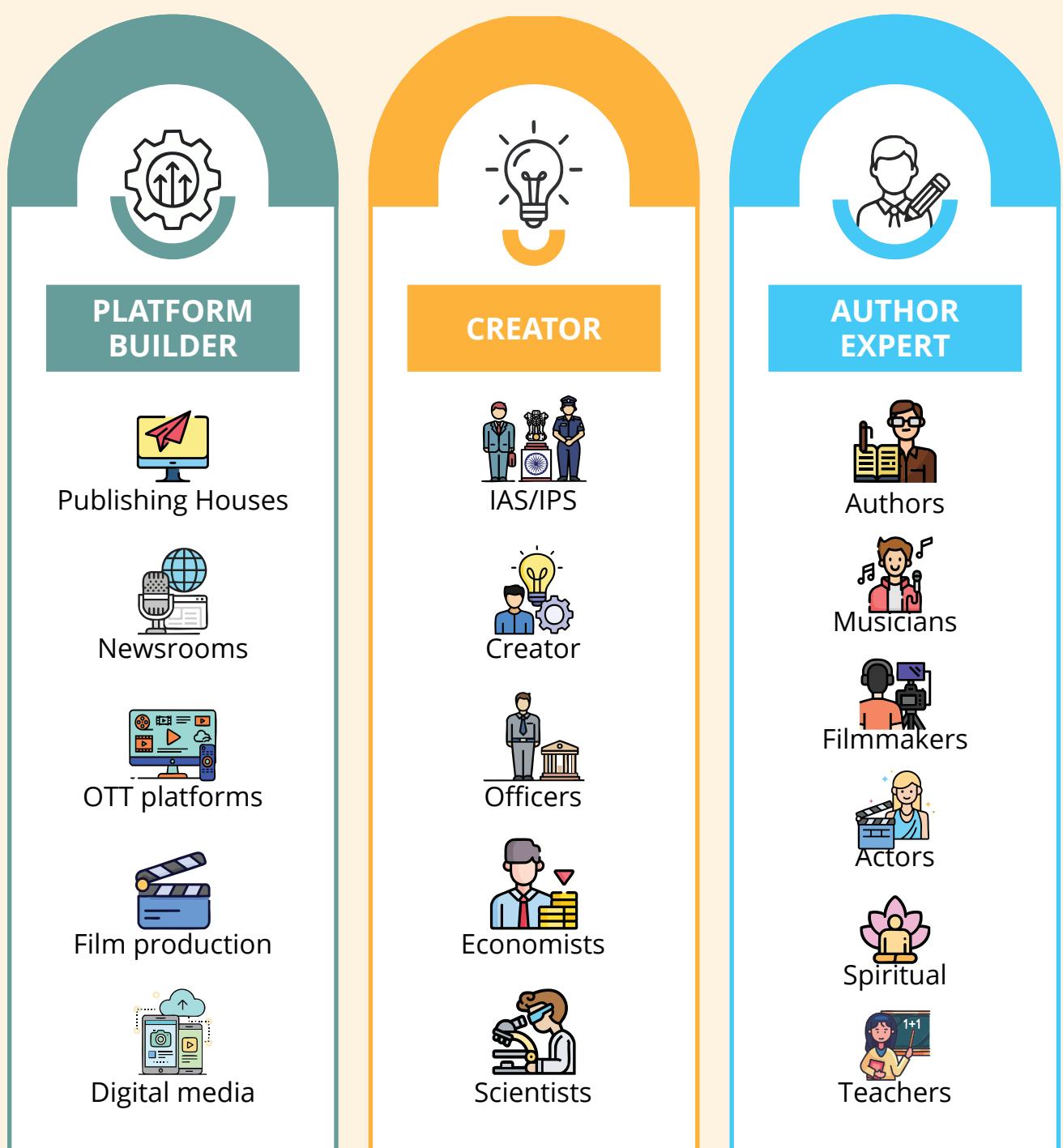
A third layer operates within the very infrastructure of culture, publishing houses, newsrooms, OTT platforms, film production, digital media, and communications. These alumni ensure that ideas, stories, and voices move seamlessly from creators to audiences.

Together, these three roles, creator, author-expert, and cultural platform builder, give IIT Delhi alumni a unique presence in India's literary and media ecosystem. Their influence extends beyond individual success stories; it operates at a structural level, shaping how culture is produced, disseminated, and remembered.

Together, these three roles, creator, author-expert, and cultural platform builder, give IIT Delhi alumni a unique presence in India's literary and media ecosystem.



IIT Delhi Alumni Shaping India's Culture



THE WRITERS OF IIT DELHI

● How IIT Delhi Alumni Shape What India Reads



IIT Delhi is among the rare technical institutions to have nurtured a sustained community of writers whose work resonates with both mass audiences and serious intellectual readers. From bestselling fiction to globally acclaimed non-fiction, IIT Delhi alumni have helped shape what contemporary India, and the world—reads.

At one end of the spectrum stands **Chetan Bhagat**, India's biggest-selling English-language novelist, whose books have sold in the millions and inspired blockbuster films that shaped how an entire generation perceives education, relationships, and ambition. At the other end, **Amitabha Bagchi** represents IIT Delhi in serious fiction, earning international recognition through awards such as the DSC Prize and appearances on major literary shortlists.

Tushar Raheja offers a uniquely IIT Delhi story. His cult bestseller *Anything for You, Ma'am*, celebrated for its humour and youthful spirit—was written during his years on the IIT Delhi campus, making it one of the most successful works of Indian popular fiction to emerge directly from



AMITABHA BAGCHI



CHETAN BHAGAT



TUSHAR RAHEJA

student life. **Parul Mittal**, one of the few IIT Delhi women novelists, has explored modern Indian relationships and identity through widely read contemporary fiction, while **Anirban Mukherjee** has drawn richly on campus culture and youth experiences in his storytelling.

Beyond fiction, IIT Delhi alumni have also made a powerful mark in non-fiction. **Raghuram Rajan**, one of the world's most widely read Indian economists, has authored globally bestselling books on finance, democracy, and development, shaping how audiences in India and abroad understand markets and governance.

A new digital generation is exemplified by **Nishant Jindal**, whose bestselling exam-prep books and extensive YouTube following place him among India's most influential education content creators, blending authorship with mass digital reach.

Together, these writers demonstrate that IIT Delhi alumni do not merely analyse society, they narrate it, interpret it, and shape how millions of readers understand their world.



PARUL MITTAL



RAGHURAM RAJAN



ANIRBAN MUKHERJEE



NISHANT JINDAL

● IIT Delhi on Screen and in Media



If IIT Delhi alumni shape what India reads, they also profoundly influence what India watches. Over the past two decades, graduates from the Institute have become visible contributors to India's film, OTT, and broadcast media ecosystem, carrying stories born on campus into homes across the country and beyond.

A striking example is **Amit Lodha**, an IPS officer whose bestselling crime memoir *Bihar Diaries* was adapted into the Netflix series *Khakee: The Bihar Chapter*. By transforming real-life policing into nationally streamed storytelling, Lodha exemplifies how IIT Delhi alumni translate lived public experience into mass entertainment and enduring public memory.

On screen, **Amol Parashar** has emerged as one of the most recognisable faces of India's OTT generation, with performances in widely watched web series and films that reach millions of viewers across platforms. His work illustrates how IIT Delhi alumni are integral to India's new digital entertainment wave.

Behind the camera, **Ashish Lal**, founder of RedAsh Films, embodies IIT Delhi's presence in professional media production. His company produces content for global institutions such as the United Nations and Amazon, spanning films, advertising, and knowledge media.

Beyond individual creators, IIT Delhi alumni also contribute across major media houses and platforms such as Netflix, Disney, Zee Entertainment, Sky, and Jio Hotstar. In roles spanning content strategy to analytics, they help shape which stories reach audiences and how those stories are experienced.

Together, these alumni form part of the invisible architecture of modern entertainment—shaping not just stories, but also the platforms that deliver them.



ASHISH LAL



AMIT LODHA



AMOL PARASHAR

MUSIC, ART, AND SPIRITUAL EXPRESSION

● IIT Delhi Alumni Influencing Emotion, Art, and Inner Life



KASHISH MITTAL



TUSHAR SABALE



ACHARYA
PRASHANT



SWAMI
MUKUNDANANDA

Beyond books and screens lies a deeper cultural impact—one that stirs hearts, shapes aspirations, and influences life choices. IIT Delhi alumni have made powerful contributions in music, visual art, and spiritual philosophy, bringing together creative excellence and measurable reach to their fields.

In music, **Kashish Mittal** stands out as a Hindustani classical vocalist of the prestigious Agra Gharana. Recognised as an 'A Grade' artiste by All India Radio and Doordarshan and as an 'Established Artiste' by the Indian Council for Cultural Relations, his transition from IAS officer to full-time classical performer has seen him perform at major national cultural festivals such as Tansen Samaroh and Jashn-e-Rekhta. His voice, cultivated since childhood, now resonates with audiences across India and on digital platforms, where his viral performances have reached millions of listeners.

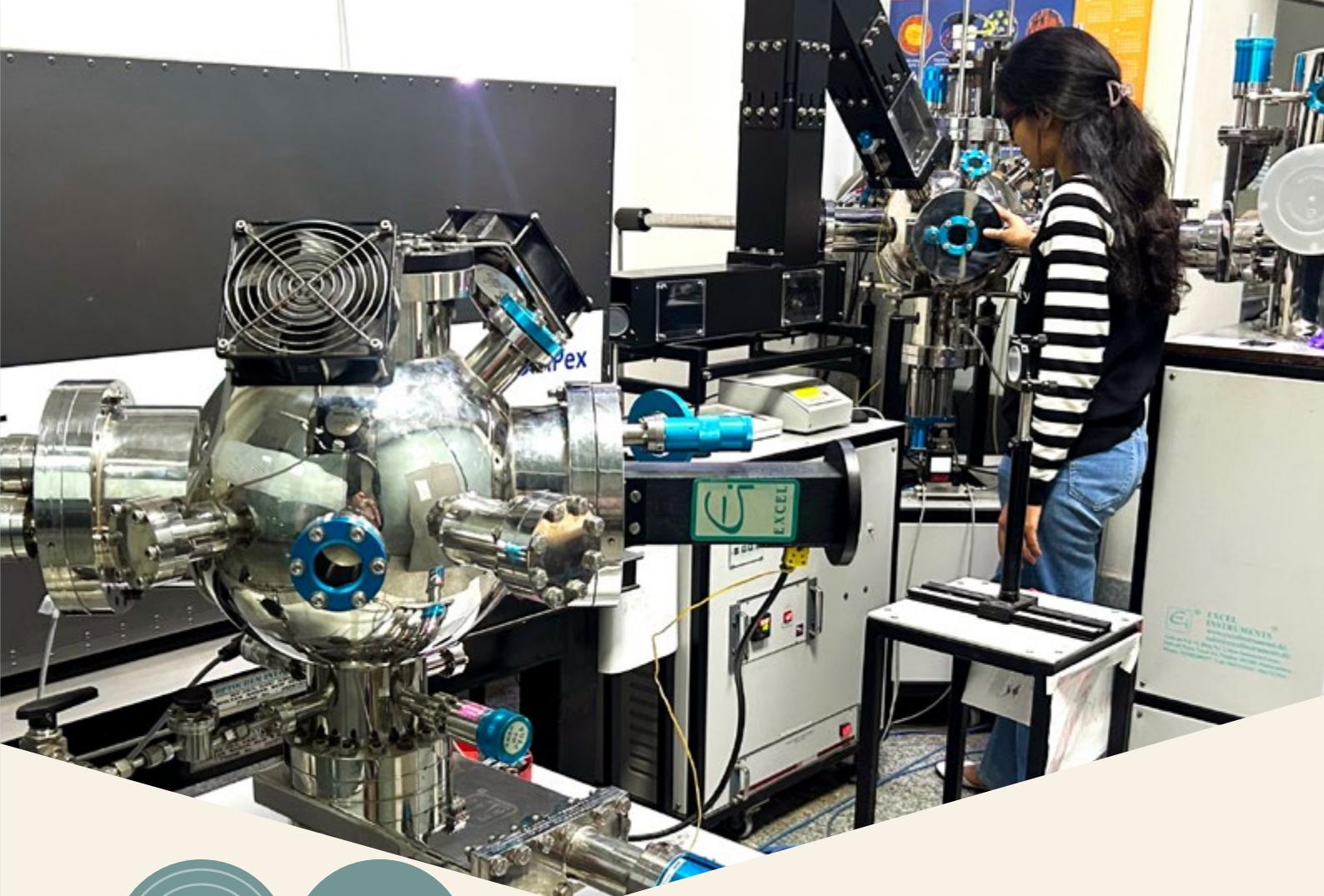
In visual arts, **Tushar Sabale** has built an international reputation as an award-winning oil painter based in London. Represented by respected galleries and affiliated with groups such as The Wapping Group of Artists and The British Plein Air Painters, his work bridges Impressionism and Realism. Sabale's paintings have been showcased in major exhibitions, including Landscape Artist of the Year, aired on Sky Arts.

Spiritual and philosophical influence extends to global audiences through teachers such as **Acharya Prashant** and **Swami Mukundananda**. Acharya Prashant's digital presence is extraordinary: with more than 59 million YouTube subscribers and over 5 billion total views, his teachings engage audiences worldwide on ethical, ecological, and existential themes. Swami Mukundananda's official accounts report millions of followers across more than 50 countries, reflecting the deep global resonance of his work.





In a world where narratives shape identity and culture shape the future, IIT Delhi's alumni stand not only as problem-solvers but also as storytellers, artists, thinkers, and guides. While only a few may pursue these paths as specialists, the campus culture ensures that art is experienced, valued, and internalised by many. Over time, more IITians are likely to recognise their creative and scholarly potential, contributing to literature, performance, media, and public thought. As new voices emerge and cultural engagement deepens, the Institute's legacy expands beyond innovation alone, its influence across minds and society will endure ●●●



SHAPING THE FUTURE: IIT Delhi's Continuing Transformation

4

From Teaching Institute to Research & Innovation University

Over the recent years, IIT Delhi has been undergoing a fundamental transformation, evolving from a premier undergraduate teaching institute into a comprehensive, research-driven knowledge university. This change has not diminished the centrality of undergraduate education; rather, it has deepened and strengthened the entire academic ecosystem by adding new layers of research, postgraduate learning, and innovation.

Undergraduate education continues to be the foundation of IIT Delhi's identity and scale, producing large numbers of highly trained engineers and scientists who power India's technology, infrastructure, and industrial sectors. At the same time, the rapid expansion of postgraduate and doctoral education has added a new dimension to this foundation. Today, undergraduates, postgraduates, and PhD scholars form a single, integrated academic ecosystem, combining classroom learning with advanced research and real-world problem solving.

Within this ecosystem, postgraduate students and doctoral researchers play an increasingly critical role. They contribute to cutting-edge research, work closely with faculty on national and global scientific challenges, and often translate their work into startups, patents, and industry collaborations. This has strengthened IIT Delhi's position not only as a producer of skilled professionals but also as a generator of new knowledge, technologies, and enterprises.

Through this shift, IIT Delhi has become a more powerful contributor to India's science, engineering, and innovation landscape—integrating education, research, and entrepreneurship into a single institutional engine. And as the Institute looks ahead, this academic transformation continues to be guided by regular review, renewal, and forward-looking curriculum reform, ensuring that every generation of students is prepared for a rapidly changing world.



Re-engineering Learning for a Changing World

As IIT Delhi's academic mission has expanded, its curriculum and teaching philosophy have been systematically re-engineered to keep pace with a rapidly changing world. This transformation is anchored in the National Education Policy 2020 and reinforced through continuous internal review and renewal of academic programmes.

A major step in this direction has been the introduction of Professors of Practice (PoP) from 2022 onwards. These distinguished professionals, drawn from industry and applied domains, bring decades of real-world experience into the classroom. By integrating professional expertise with academic learning, IIT Delhi has strengthened the bridge between theory and practice, helping students become more industry-ready and socially relevant.

In 2025, IIT Delhi introduced a revised undergraduate curriculum designed around three core principles: greater flexibility, deeper hands-on learning, and alignment with the needs of the modern world. The curriculum places new emphasis on environment and sustainability, creative expression, ethical reasoning, and emerging technologies, such as artificial intelligence and machine learning. One important innovation has been the integration of AI-based code generators into introductory programming courses, enabling students to learn how to use AI responsibly to write better programmes and solve more complex problems in less time.

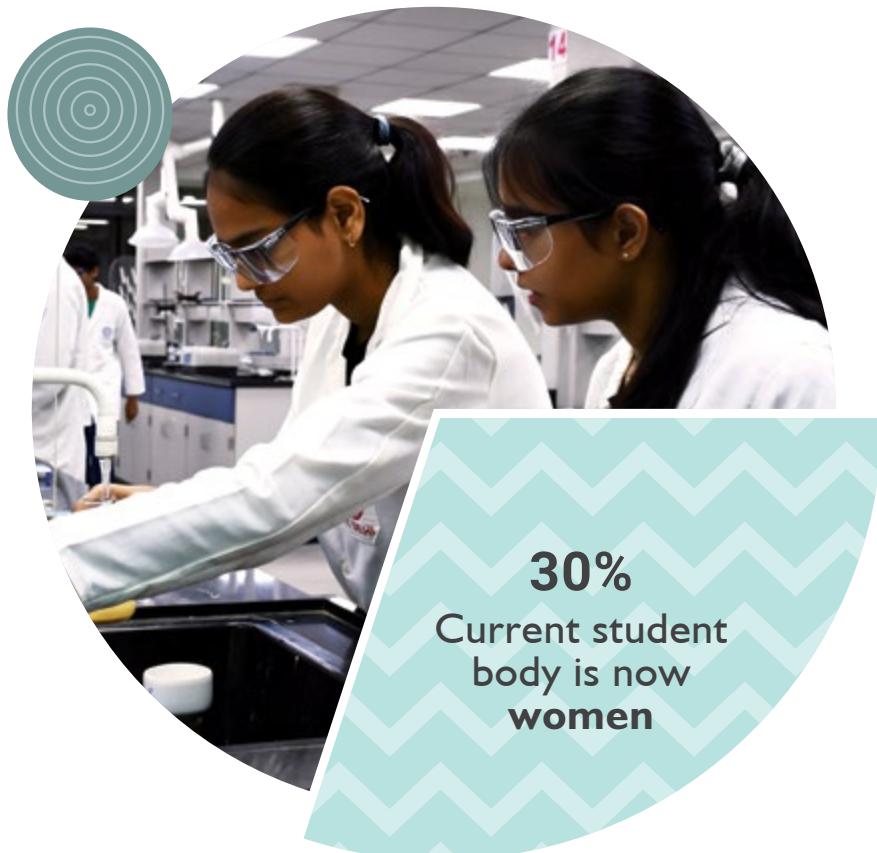
Postgraduate education has undergone a similar redesign. The revised MTech and MS (Research) programmes now follow an outcomes-based structure with strong industry and project

orientation. Mandatory capstone projects and summer internships ensure that students gain practical experience in teamwork, problem-solving, and real-world engagement. Flexibility across disciplines and the option to complete master's theses in industry further expand learning pathways, while high-performing students are encouraged to transition seamlessly into PhD research.

Together, these reforms reflect IIT Delhi's commitment to building a curriculum that is not only academically rigorous but also **future-ready, socially relevant, and globally competitive.**



Broadening Access, Deepening Excellence



As IIT Delhi has expanded its academic mission, it has also undergone a powerful transformation in the size, composition, and diversity of its student body. Today, the Institute educates far more students than in earlier decades, and those students now come from a much wider range of economic, social, and geographical backgrounds.

This widening of access has turned IIT Delhi into more than a centre of academic excellence, it has become a vehicle of social and economic mobility. Students from different regions, communities, and life circumstances now share the same classrooms, laboratories, and hostels, creating an environment where opportunity is shaped by talent and effort rather than background alone.

One of the most visible indicators of this shift is the change in gender balance. Nearly 30 per

cent of the current student body is now women, marking a major departure from the past and steadily reshaping the culture, leadership pipeline, and future alumni network of the Institute.

Despite this growing diversity, IIT Delhi students are united by a common ethos: a belief in hard work, creativity, and the power of knowledge to transform lives. This shared commitment binds together students across disciplines, regions, and identities, ensuring that IIT Delhi remains both inclusive and deeply merit-driven.

Through its expanding and diversifying student body, IIT Delhi is extending its impact far beyond its campus—shaping not only who receives an education, but also who gains the opportunity to lead, innovate, and contribute to society.

Sustaining Transformation, Shaping the Future

The transformation of IIT Delhi is not a short-term project but a long-term institutional journey. At the heart of this journey stands a powerful global community of more than 65,000 alumni, whose engagement has become central to the Institute's capacity to grow, innovate, and remain future-ready.

Alumni today contribute far beyond nostalgia or networking. They actively support student mentoring, career guidance, research collaboration, scholarships, and endowed academic positions. Most significantly, the IIT Delhi Endowment Fund, built entirely through alumni contributions, provides the Institute strategic flexibility to invest in new ideas, expand academic programmes, and sustain excellence without being constrained by short-term funding cycles.

This alumni-powered model is now aligned with a bold institutional roadmap. Through an Institute-wide review and visioning exercise, IIT Delhi is developing a Vision 2035 (which is under preparation) that seeks to engage more deeply with emerging intellectual fields while also responding to India's and the world's major

developmental and global challenges.

Geographically, this future is already taking shape. New campuses in Abu Dhabi and Sonipat extend IIT Delhi's reach beyond its Hauz Khas roots. Abu Dhabi connects the Institute to the global knowledge economy through international undergraduate and postgraduate programmes, while Sonipat anchors advanced research infrastructure within the National Capital Region. Together, they position IIT Delhi as both a national and international institution.

IIT Delhi seeks to ensure that its transformation enriches the journey of every student who passes through its doors, and that its alumni, wherever they may be in the world, remain active partners in this shared endeavour. In the coming years, we want our alumni to be even more proud of their association with the Institute, and we want the Institute to be equally proud of its alumni and their positive impact on the world. As the Institute expands its knowledge base, global footprint, and societal engagement, it looks ahead with confidence, purpose, and responsibility, knowing that this story of innovation, inclusion, and impact is not complete, but continuing...



New campuses in **Abu Dhabi and Sonipat** extend IIT Delhi's reach beyond its Hauz Khas roots.



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Individuals who supported this report through analysis, integration of inputs, and narrative synthesis.

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Visionaries

This report emerges from a moment of institutional reflection—where leadership chose not to declare achievements, but to question the journey itself. It is shaped by those who asked why this story needed to be told now, and what it should reveal for the future.

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Chief Executive Officer
IIT Delhi Endowment Management Foundation

Disclaimer and Scope

This report has been prepared to document and illustrate alumni pathways, achievements, and indicative institutional impact associated with the IIT Delhi. The analysis and visual representations presented herein are based on a combination of secondary data sources, institutional inputs, and original analytical work undertaken for this study.

Primary inputs include publicly available information from alumni profiles, published reports, institutional records, and secondary documentation, along with alumni-related data obtained through surveys and other accessible archival sources facilitated by IIT Delhi. In addition, selected third-party platforms such as LinkedIn, Tracxn, and LiveAlumni have been used to supplement contextual and longitudinal understanding. These datasets have not been subjected to independent audits or individual-level verification and may therefore contain omissions, inconsistencies, or time-bound inaccuracies. The report does not claim exhaustive coverage of all alumni or outcomes.

Reflections, contributions, and publicly documented trajectories of alumni recognised through institutional distinctions, including Distinguished Alumni Award (DAA), Distinguished Service Award (DSA), and Gold Medal awardees, have also informed parts of the narrative and analytical framing, where relevant, as representative illustrations of alumni impact.

Charts, infographics, and visualisations for which no explicit external source is cited have been developed in-house through analytical interpretation. The study follows a mixed-methods approach, integrating quantitative trend and scale analysis with qualitative narrative synthesis and comparative benchmarking based on reference-style analytical reports. While due care has been taken to ensure internal consistency and methodological rigour, the outputs should be understood as indicative rather than exact representations.

Background and contextual information on IIT Delhi included in this report is intended solely to support interpretive understanding and does not substitute for official institutional records, rankings, statutory disclosures, or audited data. Any forward-looking statements, inferred trajectories, or comparative observations reflect analytical judgment based on information available at the time of preparation.

This report is designed for informational and illustrative purposes only and should not be used as the sole basis for policy decisions, financial assessments, rankings, or formal evaluations without reference to independently verified data sources or official publications.

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The links provided below are cited as reference sources for this material and were used to verify narratives, institutional data, and contextual insights.

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