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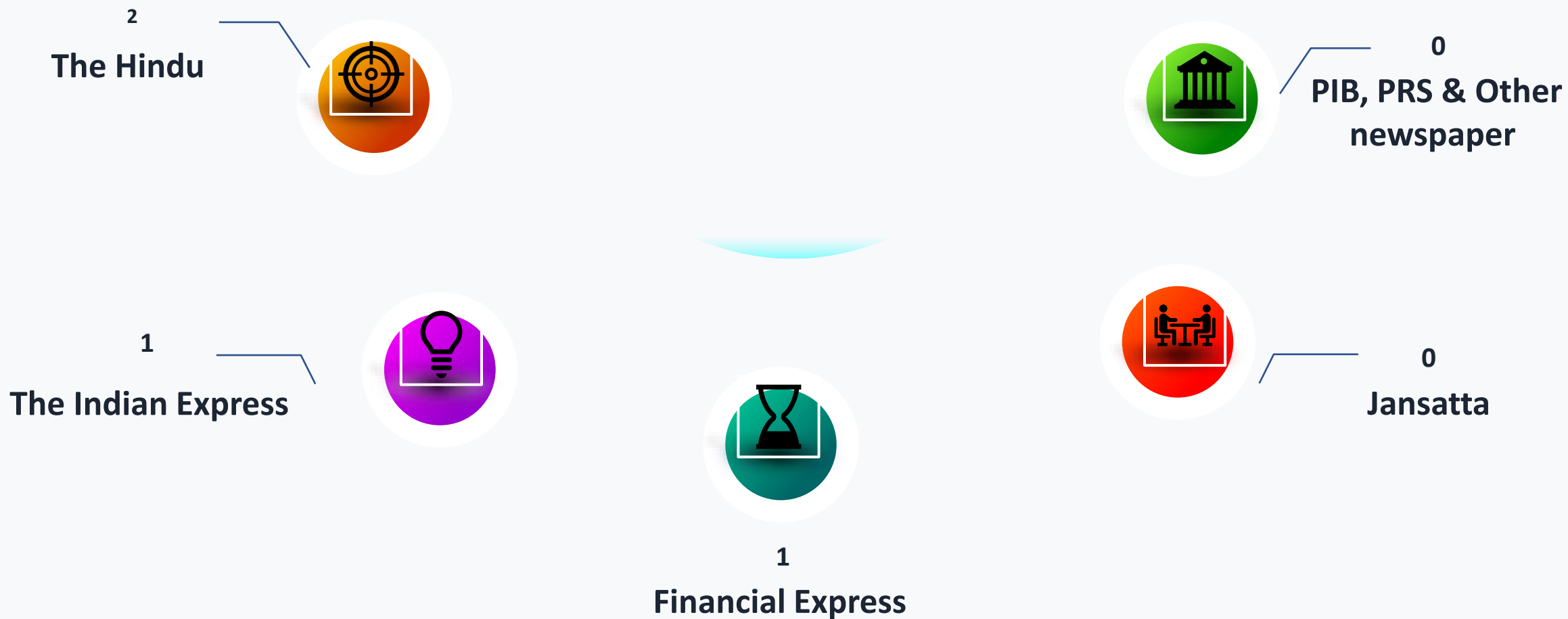


जनसक्ता



The Indian EXPRESS

THE
FINANCIAL
EXPRESS



I love to read. I wish I could
advise more people to read.
There's a whole new world
in books. If you can't afford
to travel, you travel mentally
through reading. You can see
anything and go any place
you want to in reading.

- Michael Jackson



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FOR REGISTRATION

ISRO launches advanced imaging satellite EOS-05

India's first dedicated imaging satellite will provide real-time imagery from about 36,000 km above earth; ISRO breathes easy after successful mission in the wake of back-to-back failures

Hemanth C.S.
BENGALURU

The Indian Space Research Organisation (ISRO) on Friday successfully launched its advanced earth observation satellite EOS-05 aboard the Geosynchronous Satellite Launch Vehicle (GSLV-F17).

The GSLV, on its 19th flight, placed the 2,367-kg EOS-05 into the intended sub-geosynchronous transfer orbit (Sub-GTO) about 18 minutes after lifting off from the second launch pad of the Satish Dhawan Space Centre in Sriharikota at 2.55 a.m.

The EOS-05 is India's first imaging satellite designed to monitor earth from geosynchronous orbit, about 36,000 km above earth.

"I am very happy to announce that the GSLV-F17 vehicle has successfully and precisely injected the advanced earth observation satellite EOS-05 into the intended and required orbit," ISRO Chairman V. Narayanan said.

He said this was the 107th launch from the spaceport in Sriharikota and the 19th mission of the GSLV.

"The first launch of the GSLV-D1 was done with a payload of 1,536 kg. From that, we have gradually im-



EOS-05 is India's first dedicated imaging satellite placed in the geosynchronous orbit, about 36,000 km above the earth

Eye in the sky



Wonder awaits: A child watches the EOS-05 launch through binoculars. PTI

At 2,367 kg, EOS-05 is the heaviest satellite launched by the GSLV

Key purposes: Near real-time imagery will aid agriculture, environment monitoring, and disaster management

■ **Strategic data** from the geo platform will support "national activities"

Lifespan: The satellite has an operational life of **nine years** and is equipped with multi-band operating capabilities

■ This is the **19th GSLV mission** and the 107th launch from Sriharikota



■ EOS-05 replaces the EOS-03 satellite lost in the **unsuccessful GSLV-F10 mission** in August 2021

■ **3-stage, 51.7 metre GSLV**, with its third stage being cryogenic, has a lift-off mass of 420.5 tonnes

proved the performance of this vehicle by optimising the structural mass and improving the propulsion systems. Today, we have injected the heaviest satellite, a 2,367-kg satellite, using this launch vehicle," he added.

Dr. Narayanan said that once operationalised, EOS-05 would become In-

dia's first dedicated imaging satellite operating from the geosynchronous orbit, providing important strategic data for the country.

'Operating perfectly'

"From the satellite data, we confirm that all the valves are operating perfectly, the solar panel is deployed, and the health of

the satellite is perfectly all right. In the coming days, we will raise the orbit and take it to the required orbit and place the satellite in the geo platform for national activities," Dr. Narayanan said.

The EOS-05, dubbed an "eye in the sky", will provide real-time imagery, helping sectors such as agriculture, environment and disaster management.

A huge relief

The successful launch comes as a huge relief for ISRO, which has not carried out a launch since the failure of the PSLV-C62 mission carrying the EOS-NI earth observation satellite on January 12, 2026.

The space agency, following the back-to-back failures of the PSLV-C62 in January 2026 and the PSLV-C61 on May 18, 2025, had taken a cautious approach and refrained from carrying out further launches.

Though seven missions, including the GSLV-F17/EOS-05 mission, had been scheduled to take place in the first quarter of 2026, ISRO did not launch any satellites during the period.

The successful launch of the 2367-kg EOS-05 also puts behind the failure ISRO had encountered in August 2021 with the GSLV-F10/EOS-03 mission.

Parameter	Details from the report
Satellite	EOS-05
Organisation	ISRO
Type	Advanced Earth Observation / Imaging Satellite
Launch Vehicle	GSLV-F17
Satellite mass	2,367 kg
Launch site	SDSC, Sriharikota, Andhra Pradesh
Launch pad	Second Launch Pad
Initial orbit	Sub-Geosynchronous Transfer Orbit (Sub-GTO)
Intended operational region	Geosynchronous/geostationary region, ~36,000 km
Operational life	9 years
GSLV height	51.7 metres
GSLV lift-off mass	420.5 tonnes
GSLV configuration	3-stage
GSLV mission number	19th GSLV mission
Launch from Sriharikota	107th launch , according to report
Major applications	Agriculture, environment, disaster management
Strategic role	Geo-platform data for national activities
Earlier related satellite	EOS-03
EOS-03 mission	Failed aboard GSLV-F10 in August 2021

Why is EOS-05 Important?

The biggest feature is its ability to provide **frequent imagery from very high altitude.**

Conventional idea

Low-Earth-orbit satellite → moves rapidly around Earth → revisits a location periodically

versus

EOS-05 concept

~36,000 km region → continuous/frequent observation of a very large area → near-real-time monitoring

This makes it particularly useful for rapidly developing events.



Sector	Possible use
 Agriculture	Crop monitoring, vegetation assessment
 Disaster Management	Cyclones, floods and other rapidly evolving disasters
 Environment	Forest/vegetation and environmental monitoring
 Weather-related observation	Cloud and large-scale atmospheric observation where payload capabilities permit
 Water resources	Large-scale surface monitoring
 National planning	Geospatial information
 Strategic applications	Report says geo-platform will support “national activities”

Geostationary Orbit (GEO)

Special type of geosynchronous orbit

Orbital period $\approx$ Earth's rotation period

Circular

Located over **equator**

Appears stationary over one longitude

Altitude $\approx$ **35,786 km** for GEO

Geosynchronous Orbit

Broader category

Orbital period $\approx$ Earth's rotation period

May be circular or elliptical

May have inclination

May not appear completely stationary

Orbit defined primarily by period

Feature	LEO	MEO	GEO
Full form	Low Earth Orbit	Medium Earth Orbit	Geostationary Earth Orbit
Approx. altitude	~160–2,000 km	~2,000–35,786 km	35,786 km
Relative ground coverage	Smaller	Medium	Very large
Detail possible	Generally higher for comparable sensors	Intermediate	Lower spatial detail for comparable sensor design
Revisit/continuity	Depends on constellation/orbit	Depends on orbit	Continuous view of same region
Common uses	Earth observation, ISS	Navigation	Communication/weather
Example	Cartosat-type EO missions	Navigation constellations	INSAT-type missions

Parameter	GSLV-F17
Full form	Geosynchronous Satellite Launch Vehicle
Mission	EOS-05
Height	51.7 m
Lift-off mass	420.5 tonnes
Number of stages	3
Mission significance	19th GSLV mission
Satellite carried	2,367 kg EOS-05

Parameter	PSLV	GSLV	LVM3
Full form	Polar Satellite Launch Vehicle	Geosynchronous Satellite Launch Vehicle	Launch Vehicle Mark-3
Traditional strength	Polar/SSO & varied missions	Higher-energy/GTO missions	Heavy-lift missions
Cryogenic upper stage	No conventional cryogenic upper stage	Yes	Yes
Famous mission examples	Chandrayaan-1, Mars Orbiter Mission	Several communication/EO launches	Chandrayaan-2/3 launch vehicle family
Payload capability	Lower than LVM3	Intermediate	India's heavier operational launcher

EOS-03	EOS-05
Earlier imaging mission	New advanced imaging mission
Launched August 2021	Launched 2026
GSLV-F10	GSLV-F17
Mission unsuccessful	Successful launch according to report
Satellite lost	EOS-05 successfully injected
Similar broader objective of high-frequency Earth observation	Advances that imaging capability

Consider the following statements:

1. A geostationary satellite must orbit approximately over the equatorial plane.
2. Every geosynchronous satellite is necessarily geostationary.
3. GSLV uses a cryogenic upper-stage architecture.
4. EOS-05, according to the report, is an Earth-observation satellite intended for high-frequency imaging.

Which of the statements given above are correct?

- A. 1 and 2 only**
- B. 1, 3 and 4 only**
- C. 2, 3 and 4 only**
- D. 1, 2, 3 and 4**

SC pushes for raising retirement age in district judiciary as backlog tops 5 cr.

Top court says it is 'crying need of the hour' to stop attrition of experienced judicial talent otherwise access to justice would remain a mere chimera; only 7 States have responded positively to SC's call, while others are hesitant or plain fence-sitting

Krishnadas Rajagopal
NEW DELHI

As 5.18 crore cases lie pending in district courts across the country, the Supreme Court has sent a distress call to States to enhance the retirement age of experienced judicial officers from 60 to 62 years.

The court said the "crying need of the hour" is to stop the attrition of the experienced judicial talent lest access to justice remain a mere chimera due to unfilled posts.

Only seven States have so far responded positively to the SOS from the Supreme Court. Chhattisgarh, Karnataka, Madhya Pradesh, Maharashtra, Sikkim, Tamil Nadu and West Bengal have agreed to enhance the retirement age of their judicial officers.

A three-judge Bench headed by Chief Justice of India Surya Kant, in a September 1 order published on Friday, directed these State governments to amend the service rules within two months. The State High Court concerned would enhance the age of superannuation to 62 years of judicial officers,

Most of the recruitment drives undertaken in the various States have not resulted in optimum recruitment or in the filling up of the sanctioned cadre strength, and a yawning gap between the sanctioned and working strength persists across the board

SUPREME COURT



subject to their suitability assessment, on their attainment of 60 years of age.

The other States and Union Territories have varied between a direct negative response to plain fence-sitting.

The court has directed them to take a decision on enhancement of retirement age of their judicial officers to 62 years in two weeks. These States include Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Goa, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Kerala, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Punjab, Rajasthan, Telangana, Tripura, Uttarakhand, Uttar Pradesh, NCT of Delhi, Jammu and Kash-

mir, and Puducherry.

Their hesitation, the court discovered, was fuelled by a sense of insecurity over the financial burden the move would entail. Plus, these States apprehend that employees in other State services would also demand parity.

The Bench said the apprehensions of these States were entirely misconceived. Judicial officers do a specialised service.

Benefit to society

"The alleged financial burden that would be thrown on the State exchequer on account of the enhancement of the superannuation age as a result of the payment of the maximum salary in the pay scale to the officers for a further

period of two or five years as the case may be, and on account of the higher outlay on their retiral benefits, is negligible considering the enormous advantage that the administration of justice and the society at large would derive from the enhancement in the age of retirement," the Bench quoted a 1992 judicial precedent.

Besides, the court said simple math showed that a State, by retaining the retirement age of 60 years, would double-spend post-retiral dues of superannuated judicial officers as well as pay the salaries of the newly-appointed ones.

On the contrary, if experienced members of the judicial cadre were permitted to continue in service till the age of 62, the additional burden of bearing such post-retiral dues would stand correspondingly postponed.

Besides, the recruitment of independent and competent judicial officers was an arduous task.

"Most of the recruitment drives undertaken in the various States have not resulted in optimum recruitment or in the filling up of the sanctioned cadre

strength, and a yawning gap between the sanctioned and working strength persists across the board," the court pointed out.

The Bench pointed out that most State High Courts have consented to the enhancement of the retirement age as they were face-to-face with the "crisis in dispensation of justice".

Some High Courts, including Madras, the court recorded has "wisely" introduced relevant riders so that the deadwood did not take advantage of the proposal to enhance superannuation age. These High Courts have recommended a thorough assessment of judicial work as a condition precedent to ensure that only competent officers of proven integrity were permitted to continue in the cadre.

"This suggestion is most welcome as it would balance the preservation of experienced judicial officers, while removing the clog of deadwood, blocking the entrance of young blood invigorating the system," the Supreme Court observed.

The court listed the case again on October 1.

Point	Details
Present retirement age discussed	60 years
Proposed/enhanced age	62 years
Cases pending in district courts	5.18 crore
States that responded positively	7
Bench	3-judge Bench
Headed by	CJI Surya Kant
Objective	Retain experienced judicial officers + improve access to justice
Enhancement	Subject to suitability assessment
Rules involved	State judicial service rules
Main structural problem	Gap between sanctioned strength and working strength

No.	State
1	Chhattisgarh
2	Karnataka
3	Madhya Pradesh
4	Maharashtra
5	Sikkim
6	Tamil Nadu
7	West Bengal

Why Does the Supreme Court Want 62 Years?

Problem → Proposed solution

5.18 crore pending cases



Vacancies + inadequate recruitment



Experienced judges retire at 60



Loss of institutional experience



Greater pressure on remaining judiciary



Retain suitable officers until 62

The Court emphasised that recruitment drives in many States have **not filled the sanctioned cadre strength**.

Financial Argument — Interesting Concept

Some States argued that increasing the retirement age would impose an additional financial burden.

Supreme Court's reasoning:

If an officer retires at **60**:

Government pays → Pension/retiral dues + Salary of newly appointed officer

If an experienced officer continues until **62**:

Retirement benefits are postponed + officer continues delivering judicial services

Therefore, the Court considered the claimed additional financial burden relatively small compared with the benefit to the **administration of justice and society**.

Constitutional structure

Union Judiciary → Articles 124–147

High Courts → Articles 214–231

Subordinate Courts → Articles 233–237

Article

Provision

Article 233

Appointment of **District Judges**

Article 233A

Validation of certain appointments/judgments of district judges

Article 234

Recruitment of persons **other than District Judges** to State judicial service

Article 235

Control over subordinate courts vested in High Court

Article 236

Interpretation/definitions

Article 237

Application to certain classes of magistrates

- **Who Appoints District Judges? ★ ★ ★**
- **Article 233**
- District Judges are appointed by:
- **Governor of the State**
- in consultation with the
- **High Court exercising jurisdiction over that State**
- **Exam Trap 🚨**
- ✗ District Judge is appointed directly by High Court.
- ✗ District Judge is appointed by Supreme Court.
- ☒ **Governor appoints in consultation with High Court.**

Level	Broad position
Supreme Court Judge	President after constitutionally prescribed parliamentary process
High Court Judge	Similar constitutional process
District/Subordinate judiciary	Governed by constitutional/service-law framework under State judicial service, with High Court control

14. Why Is District Judiciary Important?

For most citizens, the **district/subordinate judiciary** is the **primary point of interaction** with the **justice system**.

It deals with enormous volumes of:

Civil disputes | Criminal cases | Family disputes | Property disputes | Commercial disputes | Sessions trials | Other local litigation

Hence, vacancies at this level directly affect **access to justice**.

15. Major Problem Highlighted by SC

The Court pointed to a:

“yawning gap between the sanctioned and working strength”

Meaning:

Sanctioned Strength

Number of judicial posts officially approved.

Working Strength

Number of judges actually serving.

Vacancy

Vacancy = Sanctioned Strength – Working Strength

Even if posts exist on paper, justice delivery suffers if recruitment does not fill them.

- **Consider the following statements:**

- District Judges are appointed by the Governor in consultation with the High Court.
- Control over district and subordinate courts is vested in the High Court.
- A Supreme Court judge retires at 62 years.
- Article 50 deals with separation of judiciary from executive.

- Which are correct?

- **A. 1 and 2 only**
- B. 1, 2 and 4 only**
- C. 2, 3 and 4 only**
- D. All four**

EXCHANGE'S LISTING COULD BE THE COUNTRY'S BIGGEST EVER

NSE gets SEBI nod for IPO, may eye listing this month

Akash Mandal
Mumbai, September 4

THE DECKS have been cleared for what may be the country's biggest-ever listing, as the markets regulator has approved the estimated Rs 30,000 crore IPO of the National Stock Exchange (NSE), over two months after it filed the papers, and about a decade after it first tried to hit the primary market.

The country's largest stock exchange may get listed as soon as this month, reports suggested.

The approval clears a key regulatory hurdle for the exchange after it had first filed its IPO papers back in June. The price band for the issue is likely to be announced on September 15, with plans to list in the week starting September 21, *Reuters* reported, citing unnamed sources.

The Securities and Exchange Board of India (SEBI) issued an observation letter with the green light to NSE on Friday. With the path now clear, the issue could end up as the country's biggest-ever IPO, surpassing Hyundai Motor India's Rs 27,870 crore issue in 2024. The unlisted market indicates a valuation of around Rs 5 lakh crore for the exchange.

The valuation and the amount raised now depend on the price band of the issue.

Rival BSE had raised Rs 1,243.43 crore through its public issue back in 2017. The stock has since gained nearly 29 times from its listing price, becoming among the most lucrative stocks in the market.

NSE dominates India's equity derivatives market and is the world's most active derivatives exchange by contracts traded. It also leads BSE in terms

India's biggest IPOs



Company	Year	Amount raised
Hyundai Motor	2024	₹27,859 Cr
LIC	2022	₹20,557 Cr
Paytm	2021	₹18,300 Cr
Tata Capital	2025	₹15,512 Cr
Coal India	2010	₹15,199 Cr
HDB Financial Services	2025	₹12,500 Cr
Reliance Power	2008	₹11,544 Cr
LG Electronics India	2025	₹11,607 Cr
Swiggy	2024	₹11,327 Cr
General Insurance	2017	₹11,176 Cr

SOURCE: EXCHANGES, OFFER DOCUMENTS

liquidity. It will also be interesting to see if the regulator allows NSE's shares to trade on its own exchange through the "permitted-to-trade" route.

What is the IPO structure

The issue will entirely be an offer for sale (OFS) of 14.89 crore shares, representing around 6% of the exchange's stake.

Funds raised via OFS are pocketed by selling shareholders and are not utilised in a company's business. SBI will offload up to 2.48 crore shares in the OFS. MS Strategic (Mauritius) will sell up to 1.6 crore shares. Other major listed en-

stakeholders include Bank of Baroda, General Insurance Company of India, and the New India Assurance Company. Shares of many of these companies have skyrocketed in the run-up to the issue.

For example, shares of New India Assurance shot up over 18% on Friday.

In fact, the stock has gained 34% over just a month. Having bought shares early on at an average cost of under a rupee, the IPO, which targets high valuations, is expected to unlock significant cash for the likes of SBI, Bank of Baroda, and the insurance companies.

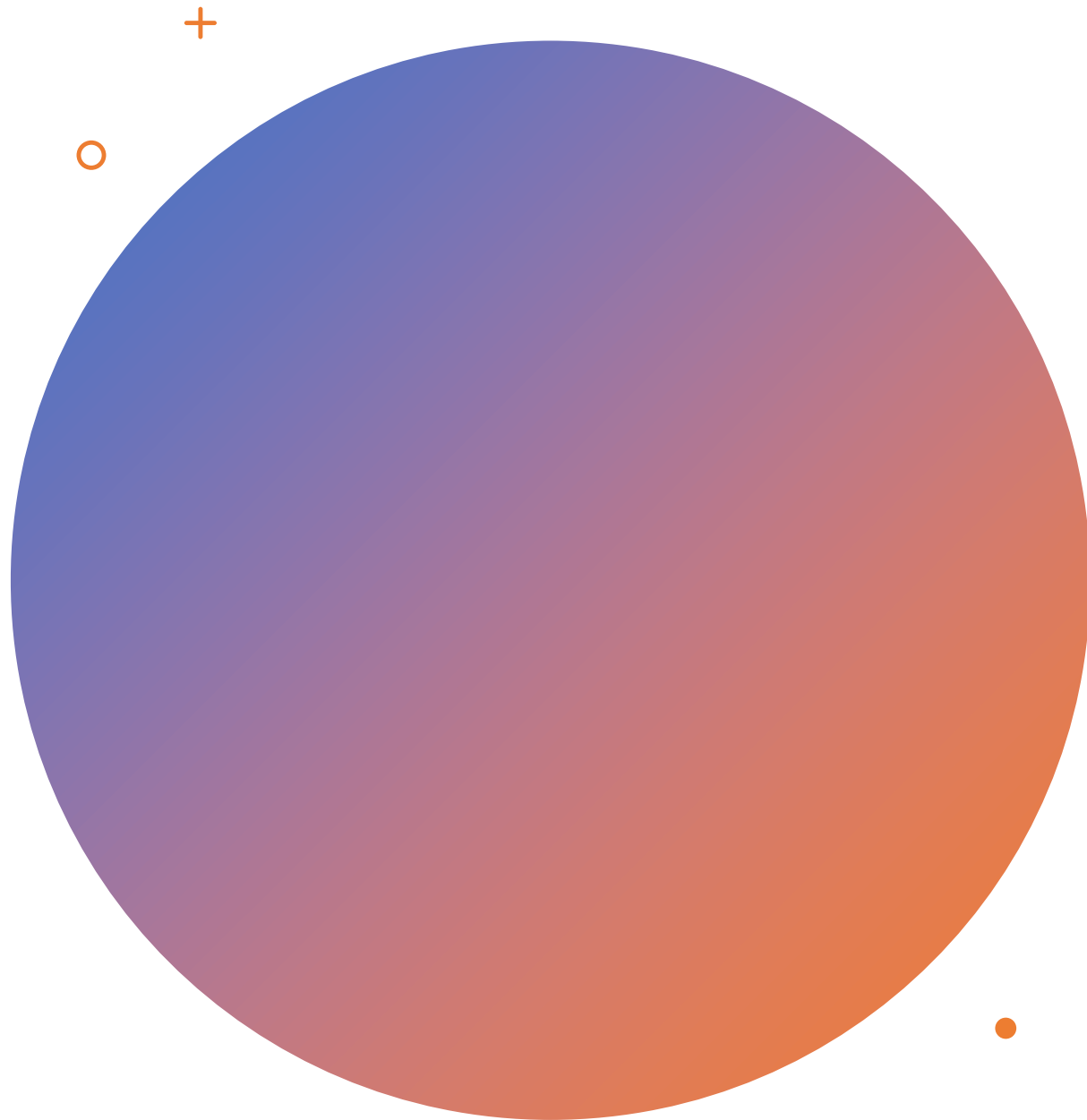
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Parameter	Details
Institution	National Stock Exchange of India (NSE)
Regulator	SEBI
Development	SEBI gave regulatory clearance/NOC for proposed IPO
Estimated IPO size	Around ₹30,000 crore
Structure	100% Offer for Sale (OFS)
Shares proposed in OFS	14.89 crore shares
Approx. stake	Around 6% of NSE
Fresh issue	Nil, as reported
Existing biggest Indian IPO	Hyundai Motor India – ₹27,859 crore (2024)
NSE's indicated unlisted valuation	Around ₹5 lakh crore, according to the article
Rival listed exchange	BSE Ltd.
BSE IPO	2017
BSE IPO amount	About ₹1,243 crore



Parameter	NSE
Full form	National Stock Exchange of India Ltd.
Type	Stock Exchange
Established	1992
Recognition as stock exchange	1993
Operations began	1994
Headquarters	Mumbai
Major benchmark index	NIFTY 50
Regulated by	SEBI
Major competitor	BSE
Important market position	Dominant in India's equity derivatives market





- Unlisted Company
- ↓
- IPO
- ↓
- Shares offered to investors
- ↓
- Listing on Stock Exchange
- ↓
- Shares become exchange-traded

Feature	Fresh Issue	Offer for Sale (OFS)
Who sells shares?	Company issues new shares	Existing shareholders sell shares
New shares created?	☒ Yes	☒ No
Money goes to	Company	Selling shareholders
Equity capital changes?	Usually increases	No new equity capital from the sale
Dilution	Existing holders' percentage can be diluted	No creation of additional shares
NSE proposal	☒	☒ OFS

6. Who May Sell NSE Shares?

The article mentions that existing institutional shareholders include:

State Bank of India (SBI)

Bank of Baroda

General Insurance Corporation of India (GIC)

New India Assurance Company

It also reports that **MS Strategic (Mauritius)** could sell up to **1.6 crore shares** through the OFS.

7. What is SEBI? ★★ ★

Securities and Exchange Board of India

Parameter	Details
Established	1988
Statutory status	1992
Main legislation	SEBI Act, 1992
Type	Statutory regulatory body
Headquarters	Mumbai
Broad responsibility	Securities/capital market regulation

Parameter	SEBI	RBI
Main area	Securities/capital markets	Monetary & banking system
Stock exchanges	☑	✗ Primary regulator
Mutual funds	☑	—
IPO regulation	SEBI	✗
Monetary policy	✗	RBI
Repo rate	✗	RBI
Currency management	✗	RBI
Banks	Limited market-related roles	Primary banking regulator

Parameter	NSE	BSE
Full name	National Stock Exchange	BSE Ltd./Bombay Stock Exchange
Established	1992	1875
Location	Mumbai	Mumbai
Major index	NIFTY 50	SENSEX
Regulator	SEBI	SEBI
Listed company itself?	Proposed listing	Yes
BSE listed	—	2017
Electronic trading	Major pioneer in nationwide screen-based trading	Older exchange later modernised

Rank*	Company	Year	Amount Raised
1	Hyundai Motor India	2024	₹27,859 Cr
2	LIC	2022	₹20,557 Cr
3	Paytm	2021	₹18,300 Cr
4	Tata Capital	2025	₹15,512 Cr
5	Coal India	2010	₹15,199 Cr
6	HDB Financial Services	2025	₹12,500 Cr
7	Reliance Power	2008	₹11,544 Cr
8	LG Electronics India	2025	₹11,607 Cr
9	Swiggy	2024	₹11,327 Cr
10	General Insurance	2017	₹11,176 Cr

Primary Market

Securities are
issued/offered to investors

IPO occurs here

Company/existing sellers
offer shares

Example: NSE IPO

Secondary Market

Existing securities are
traded

Normal stock-market
trading occurs here

Investors trade among
themselves

Buying a listed NSE share
later



- **Consider the following statements:**
 - SEBI is a statutory body established under the SEBI Act, 1992.
 - NIFTY 50 is associated with the National Stock Exchange.
 - In an Offer for Sale, the proceeds from shares sold by existing shareholders go to the selling shareholders.
 - NSE's proposed IPO, according to the report, consists entirely of a fresh issue of shares.
- Which of the statements given above are correct?
- **A. 1 and 2 only**
- **B. 1, 2 and 3 only**
- **C. 2, 3 and 4 only**
- **D. All four**



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Adobe taps Anil Chakravarthi to succeed Narayen, effective Dec 1

POULOMI CHATTERJEE
New Delhi, September 4

ADOBE HAS NAMED Anil Chakravarthi as its new president and chief executive officer (CEO), succeeding Shantanu Narayen, who will move to the role of executive chair after leading the US software major for more than 18 years.

Chakravarthi will take charge on December 1, Adobe said in an announcement on Thursday. The leadership transition comes as the company steps up its focus on artificial intelligence (AI) and its integration across its creative, productivity and customer experience businesses.

"I could not be more confident that Anil is the right person to lead Adobe's growth in an AI-driven era, and I look forward to working closely with him in my

SHANTANU NARAYEN,
CEO, ADOBE

I could not be more confident that Anil is the right person to lead Adobe in an AI-driven era



new role as executive chair," Narayen said in a statement.

Chakravarthi currently serves as president of Adobe's customer experience orchestration business and worldwide field operations. He joined Adobe in January 2020 as executive vice-president and general manager of its digital experience business.

ANIL CHAKRAVARTHY,
PRESIDENT-CUSTOMER
EXPERIENCE, ADOBE

Honoured and incredibly excited for what's ahead at Adobe



He took on additional responsibility for worldwide field operations in September 2020, overseeing enterprise customer engagement across Adobe's portfolio, including its creativity and productivity products. He became president of digital experience and worldwide field operations in December 2021.

"Honoured and incredibly excited for what's ahead at Adobe," Chakravarthi said in a LinkedIn post, adding that customers, employees and AI innovation would remain his priorities.

The leadership change will also see the departure of David Wadhwani, president of Adobe's creativity and productivity business and one of the contenders for the CEO position. Wadhwani, who joined Adobe in 2021, announced his exit following the appointment of Chakravarthi.

Chakravarthi brings experience across enterprise software and technology businesses. Before joining Adobe, he served as CEO of enterprise cloud data management company Informatica for four years, having joined the company in 2013 as executive vice-president.

Parameter	Details
Company	Adobe
Incoming CEO	Anil Chakravarthy
Effective from	December 1, 2026
Predecessor	Shantanu Narayen
Narayan's new role	Executive Chair
Narayan's tenure leading Adobe	More than 18 years, as stated in the article
Chakravarthy's current role	President, Customer Experience Orchestration & Worldwide Field Operations
Joined Adobe	January 2020
Earlier major company	Informatica
Position at Informatica	CEO for four years
Key strategic challenge	Leading Adobe in an increasingly AI-driven era

Parameter	Shantanu Narayen	Anil Chakravarthi
Role in this transition	Outgoing CEO	Incoming CEO
New role	Executive Chair	President & CEO
Leadership association	Led Adobe for 18+ years	Joined Adobe in 2020
Background highlighted	Long-term Adobe leadership	Enterprise software, cloud/data management & customer experience
Transition date	Dec. 1, 2026	Dec. 1, 2026

Career Stage	Details
Before Adobe	Worked at Informatica
Joined Informatica	2013 as Executive Vice-President
Later role	CEO of Informatica for about four years
Joined Adobe	January 2020
Initial Adobe position	EVP & GM — Digital Experience Business
Additional responsibility	Worldwide Field Operations — September 2020
Later role	President of Digital Experience & Worldwide Field Operations — December 2021
2026 development	Selected to become Adobe CEO

Product	Main Use
Photoshop	Image editing
Illustrator	Vector graphics
Acrobat	PDF/document workflows
Premiere Pro	Video editing
After Effects	Motion graphics/VFX
Lightroom	Photography/image processing
Adobe Express	Content creation
Firefly	Generative AI for creative workflows

Executive	Company association
Satya Nadella	Microsoft
Sundar Pichai	Alphabet/Google
Arvind Krishna	IBM
Shantanu Narayen	Adobe
Anil Chakravarthy	Adobe — incoming CEO according to supplied article

CEO

Chief Executive Officer

Executive management

Responsible for business execution

Day-to-day operational leadership

Usually reports to board

Chairperson

Leads Board of Directors

Board leadership

Governance & strategic oversight

Supervises/coordinates board functioning

Board evaluates executive leadership



100% **MONEY BACK** **STOCK** **MARKET** **COURSE**

BATCH B2

NEW BATCH STARTS

14 SEPT

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FOR REGISTRATION

Word of the day

Boulevard:

a wide street or thoroughfare

Synonyms: avenue

Usage: *The hotel overlooks a tree-lined boulevard.*

Pronunciation: newsth.live/boulevard

International Phonetic Alphabet: /'buː.ləˌvɑːd/

Thank you 🙏

