

Insightable

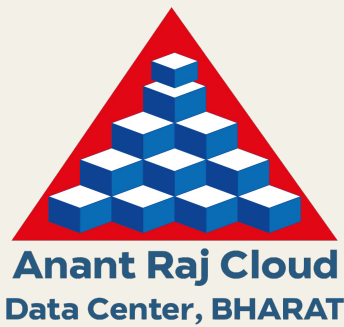


CONVERSATIONS WITH LEADERS

In conversation with

Sameer Srivastava

COO & CISO



On Enterprise AI
and Better decisions



QUESTION 01

You helped establish UIDAI's Aadhaar data centre and are now building hyperscale ready infrastructure at Anant Raj Cloud. With AI changing computing requirements, how has your understanding of what makes infrastructure future ready evolved, and what are you prioritising today that might not have mattered as much a few years ago?

SAMEER'S PERSPECTIVE

My understanding of future ready infrastructure has evolved from ensuring availability, scalability and security to building an integrated ecosystem that can adapt to fundamentally different computing requirements. During my seven years establishing and managing the Aadhaar National Data Centre, the priority was to ensure that mission critical national digital infrastructure remained secure, resilient and continuously available at scale. Today, AI is redefining infrastructure planning.

We must think beyond server capacity to power availability, high density compute, advanced cooling, high speed networking, data locality and energy efficiency. Modularity and adaptability are equally important because technology cycles are becoming shorter than infrastructure investment cycles.

I believe future readiness is not about predicting every technological change, it is about designing infrastructure that can absorb change without requiring fundamental reinvention. The real strategic advantage lies in combining engineering resilience, operational discipline and capital efficiency with the flexibility to support tomorrow's workloads.

QUESTION 02

Much of the AI conversation focuses on models and applications, but scaling AI depends on power availability, cooling, compute density and operational reliability. From your experience, which infrastructure constraint do you think organisations are most likely to underestimate as AI adoption accelerates?

SAMEER'S PERSPECTIVE

I believe the most underestimated constraint is the ability to deliver power to the rack and remove the resulting heat reliably, at the required density and scale. Organisations may secure land, procure GPUs and plan data centre capacity, but these investments deliver limited value if the electrical infrastructure, cooling systems and utility connections cannot support the intended workloads.

AI infrastructure is fundamentally different from conventional enterprise computing. High density GPU deployments can place significant demands on power distribution, thermal management, redundancy and operational monitoring. Cooling is no longer simply a facility level consideration; it directly influences compute availability, performance and economics.

The challenge is therefore not just power availability, but the entire chain from grid connectivity and electrical distribution to heat rejection and continuous operations. I would add that water availability, equipment lead times and the availability of skilled personnel can compound these constraints.

The strategic lesson is simple: **AI capacity should be measured not merely in megawatts or GPUs, but in reliable, usable compute that can be delivered sustainably and economically.**

QUESTION 03

Data centre infrastructure involves long investment cycles, while AI workloads and technology requirements are evolving rapidly. How do you balance building for current demand with preparing for future workloads without compromising capital efficiency or operational flexibility?

SAMEER'S PERSPECTIVE

The answer lies in disciplined phasing, modular design and investment decisions driven by credible demand rather than technology hype. Data centres are long life assets, whereas compute architectures and AI workloads can evolve rapidly. Building everything upfront risks locking capital into capacity that may not be required immediately; building only for today's requirements risks expensive retrofits and missed opportunities.

My approach is to establish a scalable master plan while deploying capacity in phases aligned with customer commitments, market demand and infrastructure readiness. Power distribution, cooling architecture, network pathways and physical space should incorporate planned expansion options wherever economically justified. At the same time, equipment selection must reflect workload characteristics rather than assuming every future requirement will be GPU intensive.

I also believe capital efficiency must be assessed through lifecycle economics, including utilisation, energy consumption, maintenance, refresh cycles and resilience not simply initial CapEx per megawatt.

The objective is to preserve future options without paying prematurely for capacity that current demand cannot justify. That is how infrastructure strategy balances ambition with financial discipline.

QUESTION 04

As COO and CISO, you are responsible for both operational performance and security. As AI workloads expand across cloud and enterprise environments, how should organisations rethink the relationship between cybersecurity, data governance and business continuity, particularly when moving quickly to adopt new technologies?

SAMEER'S PERSPECTIVE

Cybersecurity, data governance and business continuity must be treated as interconnected elements of business resilience, not as separate compliance functions. AI accelerates innovation, but it also introduces risks through sensitive data exposure, unauthorised AI tools, compromised identities, insecure integrations, third party dependencies and inadequate oversight of how data is used.

Organisations should therefore adopt security and governance by design. This begins with data classification, access controls, least privilege identities, encryption, continuous monitoring and clear accountability for AI systems and their outputs. Data protection obligations must be embedded into the entire lifecycle from collection and processing to storage, sharing and deletion.

Equally important, cybersecurity must extend beyond preventing incidents to ensuring that critical services can withstand, respond to and recover from them. Tested backups, immutable recovery capabilities, incident response exercises and realistic disaster recovery plans are essential.

My experience as both COO and CISO reinforces one principle: **security must enable responsible business growth, not become an afterthought or an obstacle to innovation.** The strongest organisations integrate risk management into everyday operational decisions, making resilience a measurable business outcome.

QUESTION 05

India's ambition to become a significant player in the global AI ecosystem will depend on more than data centre capacity alone. From your vantage point, what are the most important infrastructure capabilities India needs to develop to support AI at scale, and where do you see the biggest gap between ambition and execution?

SAMEER'S PERSPECTIVE

India needs to develop an integrated AI infrastructure ecosystem encompassing reliable power, high density data centres, advanced cooling, high performance networking, scalable cloud platforms, access to compute, skilled talent and strong cybersecurity. Sustainable energy and efficient resource utilisation must be central to this expansion, alongside domestic capabilities in equipment, system integration, research and advanced computing.

Equally important is the development of sovereign and trusted infrastructure that enables government, enterprises, researchers and startups to innovate while meeting applicable security, privacy and regulatory requirements.

In my view, the biggest gap between ambition and execution is the ability to orchestrate these interdependent capabilities at the speed and scale required. Announcing capacity targets is important, but converting them into operational infrastructure requires timely power connectivity, predictable approvals, supply-chain readiness, customer demand, skilled teams and commercially sustainable investment models.



SAMEER'S PERSPECTIVE

India's opportunity is not simply to host more servers; it is to build an ecosystem that converts infrastructure into accessible computing capability, innovation and economic value. Achieving this requires coordinated action by government, industry, utilities, academia and the research community.

Our competitive advantage will emerge when infrastructure scale is matched by execution excellence, indigenous innovation and the ability to translate AI potential into outcomes for India and the world.

Sameer Srivastava

COO & CISO

AnantRaj Cloud Data Center

Don't build AI infrastructure for today.
Build it to absorb what comes next.

Future ready infrastructure is not about predicting every technology shift it's about combining resilience, flexibility, security, and capital discipline so the system can evolve without being rebuilt.



JOIN THE CONVERSATION

As AI demand accelerates, what will become the biggest infrastructure bottleneck power, cooling, compute, connectivity, or execution?

Share your perspective in the comments .