

# INTERNATIONAL Newsweek

## OLYMPIC DREAMS

Ilia Malinin heads a talent-rich  
Team USA figure skating  
squad going for gold at the  
Milan Cortina Games



30.01-06.02.2026

ISSN 2478-0918



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NICK THOMPSON; ANDREW LINCOLN

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January 30-February 06, 2026 | Vol. 186 No. 03

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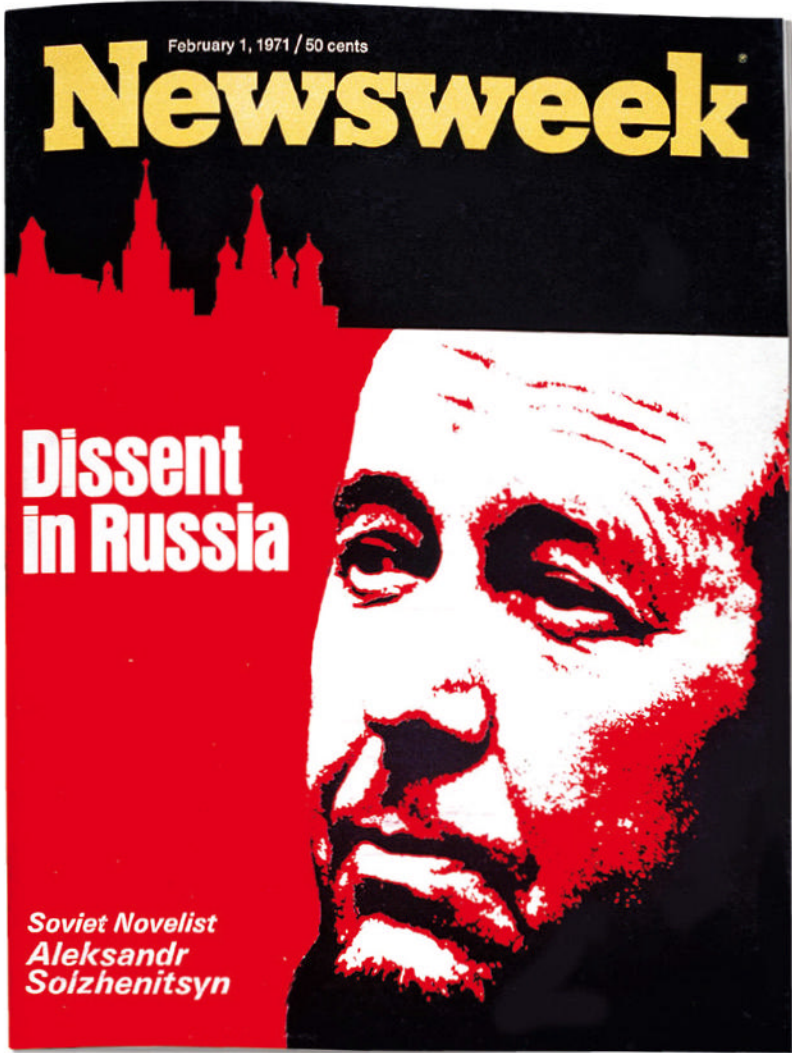
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# THE ARCHIVES



## 1971

“In his dual role as a man of letters and a man of science, [Aleksandr] Solzhenitsyn, 52, personifies a turning point for the Soviet Union,” *Newsweek* wrote of the dissident who helped raise global awareness of repression in the USSR. After spending eight years in Soviet prisons and labor camps for writing a letter criticizing Josef Stalin, he wrote novels about his experiences, eventually winning a Nobel Prize in Literature. Open expression is still a risk in today’s Russia; the most prominent recent dissident is Aleksei Navalny, who died in February 2024 under mysterious circumstances while incarcerated in a Russian penal colony.



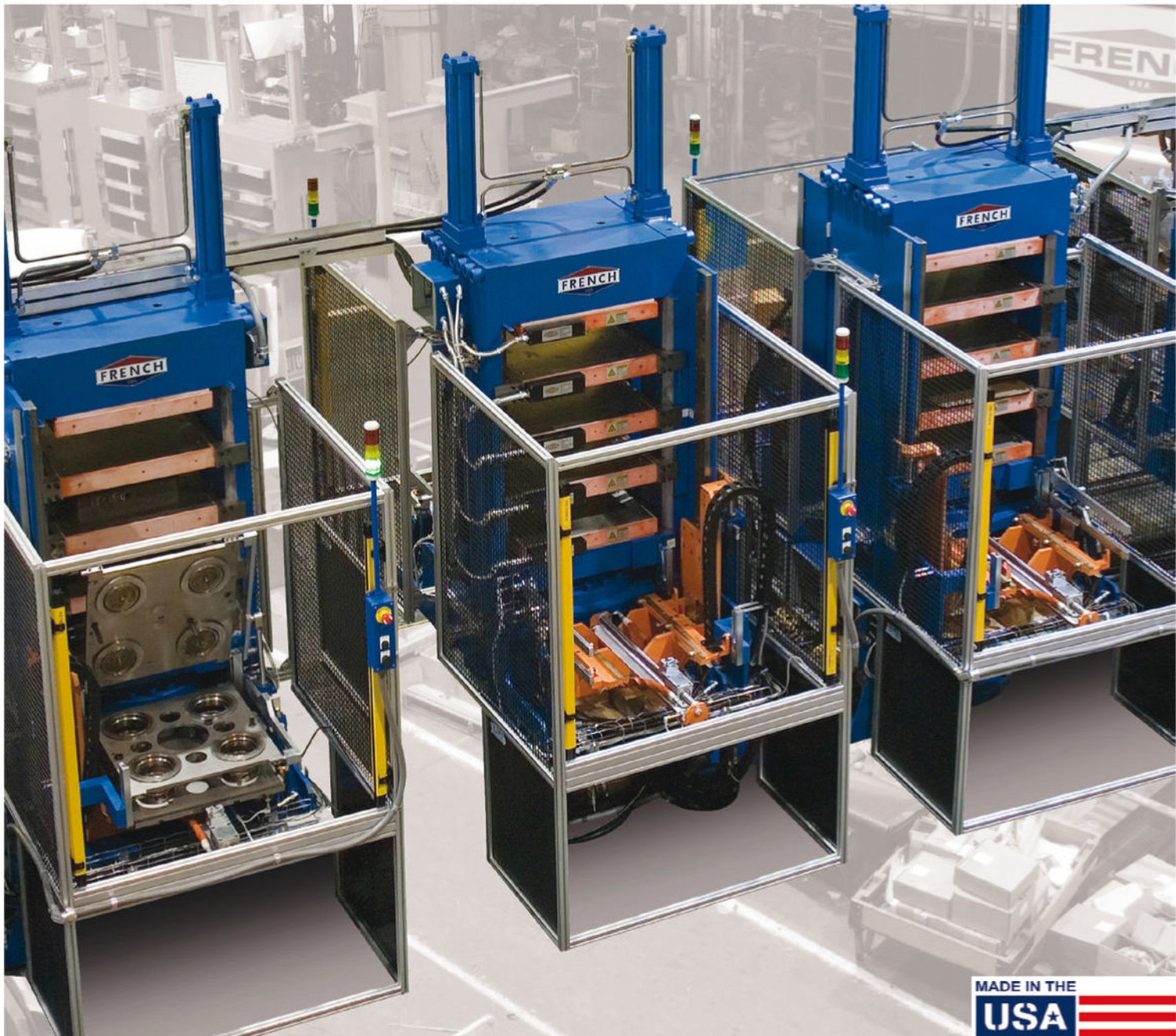
## 1990

“No matter what your problem, there’s almost certainly a support group for you,” *Newsweek* said as the U.S. experienced a boom in support-group self-help. In 2023, about 3.4 percent of U.S. adults—nearly 8.8 million people—received help from these groups, including 13.5 percent of those with major depression.



## 2001

“A younger generation accustomed to employers begging for their services is catching its first glimpse of a normal job market,” *Newsweek* wrote as the dot-com bubble burst. A similar shift is unfolding today, with 1.1 million job cuts last year and tougher prospects after a pandemic-era job market that favored job seekers.



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TEHRAN, IRAN

## Fatal Unrest

Caskets of fallen Iranian soldiers, who authorities say were killed by anti-government protesters, are carried through crowds at a mass funeral in the capital on January 14. In response to demonstrations sparked by the collapse of the rial, Iran's security forces have killed over 2,650 protesters, according to activists. The U.S. warned at an emergency U.N. Security Council meeting that "all options are on the table to stop the slaughter."

📷 STRINGER

GETTY







ABOVE

TAKASAKI, JAPAN

## Flames of Fortune

A pile of Daruma dolls is set ablaze at Shorinzan Darumaji Temple in Japan's Kanto region on January 15. The dolls are linked to goal-setting and good fortune by Zen Buddhists and are traditionally burned at the new year. They symbolize appreciation for past blessings and aspirations for the year ahead.

📷 TAKASHI AOYAMA



GETTY (2); AP



LEFT

DEARBORN, MICHIGAN

## Factory Flip

President Donald Trump speaks with Bill Ford, executive chairman of Ford, while touring the company's River Rouge factory complex on January 13. The visit drew attention after a factory worker heckled the president, calling him a "pedophile protector." Trump responded with an expletive and obscene gesture, a video of which quickly went viral. After the employee was suspended, donations for the worker exceeded \$800,000.

EVAN VUCCI

ABOVE

LONG BEACH, CALIFORNIA

## Orbital Evacuation

Russian cosmonaut Oleg Platonov is helped off the SpaceX Dragon Endeavour spacecraft on January 15 after NASA's first medical evacuation from the International Space Station. Four crew members landed in the Pacific Ocean off the coast of California after 167 days aboard the ISS, cutting their mission short by over a month. NASA did not disclose which astronaut required medical care.

NASA/BILL INGALLS/ANADOLU

## MEDICINE

## THE FLYING DOCTOR

This specialist brings care to high-risk patients in the middle of nowhere—via private jet

BY  
ALEXIS KAYSER

IT'S A MISTY WEDNESDAY IN SIOUX FALLS, SOUTH DAKOTA, WHICH is not uncommon for the season and, for most residents, is not particularly noteworthy. But on Wednesdays, Dr. Michael McNamara doesn't drive to work—he flies.

So today, the fog is an issue.

McNamara is a maternal-fetal medicine physician at Sanford Health, the largest rural health system in the United States, spanning the Upper Midwest. He manages high-risk pregnancies requiring frequent physical exams and ultrasounds to ensure the health of both mother and child. Some of McNamara's patients live in Sioux Falls, where both he and Sanford are headquartered. Others live in some of the most remote stretches of the country—on farmland, military bases and Native American reservations—and would have to travel between four and six hours to visit him in the city.

Rather than asking patients to make the monthly—and in some cases, weekly—trek to Sioux Falls, McNamara and five of his staff members board a small jet each Wednesday and make the roughly 320-mile, 60-minute journey to Rapid City, South Dakota. From there, they drive about 20 minutes to Rapid City Medical Center, where they will see up to 22 patients in an eight-hour clinic.

Then it's back to Sioux Falls, weather permitting. Poor conditions like snow and fog can cause delays on either end throughout the northern winter, so McNamara and his crew are frequently on standby until visibility improves and it's safe to fly.

This was the case when *Newsweek* shadowed McNamara on his weekly trip to Rapid City. Initially, the airport call time was 6:15 a.m., but the pilot called shortly beforehand to postpone until the fog cleared up. Around 6:45 a.m., he rang again to say the flight could depart shortly after 7. Although the delay would cramp McNamara's already-tight schedule, he appeared unfazed by the back-and-forth.

But he could have taken an easier job—or at least, he admits, one with an easier commute.

### Specialists Are in Short Supply

The U.S. has struggled with a physician shortage since COVID-19, when increased demands on hospitals sparked a staff exodus. In 2021, 33 percent of all medical practices reported that at least one of their physicians had retired early or quit as a result of burnout. Many of the remaining physicians are now approaching retirement age. These losses are significant blows to subspecialties like maternal-fetal medicine, which require longer training and more technical skills than general practice. In turn, health systems find it challenging—and costly—to recruit new specialists.

In 2024, there were only 2,079 maternal-fetal medicine specialists practicing in the United States, according to membership data from the Society for Maternal-Fetal Medicine. By comparison, Statista reports there are more than 34,000 cardiologists and nearly 60,000 psychiatrists nationwide. Six to 8 percent of all pregnancies are considered high-risk, per UCSF Health, but the physicians trained to manage them are in short supply—particularly outside major metropolitan areas. As hospitals around the nation vie for the limited talent, McNamara's skills are in high demand.

"There's jobs everywhere for what I do," McNamara said. Before coming to South Dakota, he worked at a Navy hospital in San Diego. When he was first invited to Sioux Falls, it was to give a talk at the medical school. That visit turned into short-term coverage for another physician who was long overdue for a vacation. He was surprised by the peace he felt amongst the rolling plains and endless farmland, a welcome change from the California freeway traffic.

"It just seemed like it was a really calm, low-key place," he said.



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Scan the QR code for more on *Newsweek's* day with Dr. McNamara on his rounds



several specialties, physician leaders at Sanford Health told *Newsweek*. Today, the health system conducts specialty outreach to 213 locations across the Upper Midwest, spanning 60 specialties and subspecialties. The system logged more than 270,000 physical specialty outreach encounters in 2025.

Sanford began using planes for outreach in the 1980s as an extension of its AirMed program, which operates four helicopters and five airplanes across North Dakota, South Dakota and Minnesota. The aircraft are equipped with trained medical personnel and transport patients suffering from cardiac disease, trauma, burns, stroke, sepsis and other critical conditions. That same infrastructure that moves patients to lifesaving care also moves specialists to patients, allowing them to intervene earlier, before emergencies arise.

“The goal of our outreach program is to bring specialty care directly to patients to intervene early and help prevent complications that might later require lifesaving care via AirMed transport,” Matt Hocks, executive vice president and chief operating officer at Sanford Health, told *Newsweek*.

Outreach is a common practice at rural health systems, according to Brock Slabach, chief operating officer of the National Rural Health Association. Rural patients are older, poorer and sicker than their urban counterparts, on average. They are more likely to have multiple chronic medical conditions and less likely to have nearby access to specialty care. Even as technology advances, allowing some care to be delivered remotely, he expects that there will always be a need for outreach providers.

“Obviously some things can’t be done over telehealth,” Slabach

When McNamara joined Sanford Health, he became the third maternal-fetal medicine physician on the team. At first, the team drove to outreach clinics in Fargo, North Dakota, for a week out of each month, staying in hotels from Monday morning to Thursday afternoon. Sometimes they flew commercial instead of driving, typically with a stopover in Denver (now, Sanford owns its own planes, which allows more control over timing and fuel cost). McNamara charted late into the night because outreach clinics didn’t have the same software as the main campus. Over time, demand grew.

“When I first started flying, we would go to Rapid every other week,” he said. “Now it’s every week, and appointments are booked out four weeks in advance.”

McNamara isn’t the only rural physician who travels long distances to work. Patient demand outpaces doctor supply across

said. “So [outreach] is how we support rural places that need specialists from various functions, but don’t have the volume to justify paying someone full-time.”

As demand for McNamara’s services grows—with appointments routinely filled weeks in advance—he is concerned about who will replace him once he retires. Sioux Falls is an isolated city compared with others in the Midwest, like Omaha and Minneapolis. “It would certainly be nice to have one or two other maternal-fetal medicine docs,” he said, “but, just like all physicians, they look at lifestyle and what’s going to be best for their families and careers.”

### A Sense of Purpose

Those that choose this lifestyle tend to be loyal to it, telling *Newsweek* they find a strong sense of purpose in caring for the underserved. Many of McNamara’s staff members are also highly specialized and have been by his side for more than a decade. It requires a unique commitment—his nurses and sonographers describe packing lunches for school-aged children at the crack of dawn and hauling toiletries in their backpacks in case of overnight delays.

On outreach days, McNamara’s team gathers around 6 a.m., clutching paper cups of coffee, wrapped in blankets brought from home. Some don sleep masks as the jet hums to life. It will be another 12 hours before they’re home.

“My nurses and ultrasound techs, they make the sacrifice, too,” McNamara said. “It’d be easy just to be back in Sioux Falls, do an ultrasound and go home. But they get here.”

The shared emotions and experiences of the job forge a strong sense of camaraderie amongst the outreach staff. Shelby Ellwein, a registered nurse on McNamara’s team and the fetal center coordinator at Sanford Health, was inspired to enter the field by

Bonnie DeBoer, her nurse during a high-risk pregnancy. DeBoer travels roughly an hour each way from Edgerton, Minnesota, to Sioux Falls each week to assist with outreach, and now works on McNamara’s team with Ellwein.

“We know lots about each other,” DeBoer said. “Unfortunately, there are days we have bad days because our patients are having bad days, but we lift each other up as a team. And the empathy, the hugs, that’s special.”

She has considered jobs closer to home, as the trip from Ellsworth to Sioux Falls can be tedious. “Oh, yes, it has crossed my mind,” she said. “I believe I have a calling for this job...and I think I do a good job at it, so I will put up with the commute so I can continue to do what I love.”

“The patients here are just like the patients anywhere else,” she added. “They have their own stories. They have their own lives. They want as good of care for their children as anybody on coasts, and they deserve that, and that’s what we’re trying to do with outreach.”

That bond between outreach providers extends beyond McNamara’s immediate team. At Rapid City Medical Center, McNamara works alongside Dr. Miranda Pray-Dede, an OB-GYN who has collaborated with outreach physicians for 16 years, including during a previous role in Watertown, South Dakota. At Rapid City on Wednesdays, McNamara brings his own staff and uses vacant operating rooms on the same floor as the OB-GYN clinic to avoid interfering with the daily doctors’ workflows. His presence is a comfort in the isolated region, according to Pray-Dede.

“I feel like I can call him in a crisis in the middle of the night,” Pray-Dede said. “Even if it’s not one of their patients, if it’s somebody who walks in off the street, has not had any prenatal care and has a significant risk coming on to labor and delivery.”

JAY PICKTHORN/SANFORD HEALTH [2]



Indeed, McNamara reports fielding six to eight after-hours messages per week from outreach clinics in Sanford's service areas. He doesn't resent the constant calls—or if he does, he doesn't let on. He's more concerned about the outcome if he didn't pick up the phone.

"I always just want to make a difference," he said. "I know that these patients, if someone wasn't coming up, they may not get the care that they need."

"If we didn't do it," McNamara asked, "who would?"

### Meeting Patients Where They Are

For patients, it's a blessing to receive care closer to home. They report saving time, money and stress in a stage of life that demands all three in excess.

Mallory Welsh, a full-time graduate student studying library and information services, relocated from the Tampa area to South Dakota last fall. Her husband is stationed at Ellsworth Air Force Base, about 13 miles from Rapid City Medical Center. She visits McNamara—the closest practicing maternal-fetal medicine physician—once a week in Rapid City to oversee her pregnancy with identical twin girls. The alternative—a round trip to his office in Sioux Falls—would take about eight-and-a-half hours.

"They're really flexible with being able to get me in," she said. "And everything's really thoroughly explained in great detail. Anytime that there are any questions, they not only follow up with me but with my routine OB."

Esther Two Bulls, a preschool teacher from the Pine Ridge Indian Reservation, is pregnant with her third child and considers McNamara the closest care she could get during her high-risk pregnancy. She travels nearly two hours each way to appointments and sometimes stays overnight in a hotel to make

**"I know that these patients, if someone wasn't coming up, they may not get the care that they need."**



early morning visits. McNamara oversaw one of Two Bulls' previous pregnancies, when she was initially diagnosed with gestational diabetes. Her routine visits were in Rapid City, but she traveled all the way to Sioux Falls near the end of her pregnancy for a planned induction under his care.

"I think Sanford is a great place to have a baby," she said. "I loved having my daughter all the way in Sioux Falls. I mean, it was a six-hour drive for me, but wow, I loved delivering her there."


Childbirth is unpredictable, and while McNamara tries to plan ahead for patients like Two Bulls, he has come to expect the unexpected. He recalls one patient who was 30 weeks pregnant with twins when her water broke at a rural clinic, so when her team called him for advice, he knew they'd have to improvise.

"The midwife rode in the ambulance all the way up to Rapid City Medical Center—which was two hours [away]—holding the baby up by the [umbilical] cord so they wouldn't be compressed until they got to the hospital and could do a C-section," McNamara said.

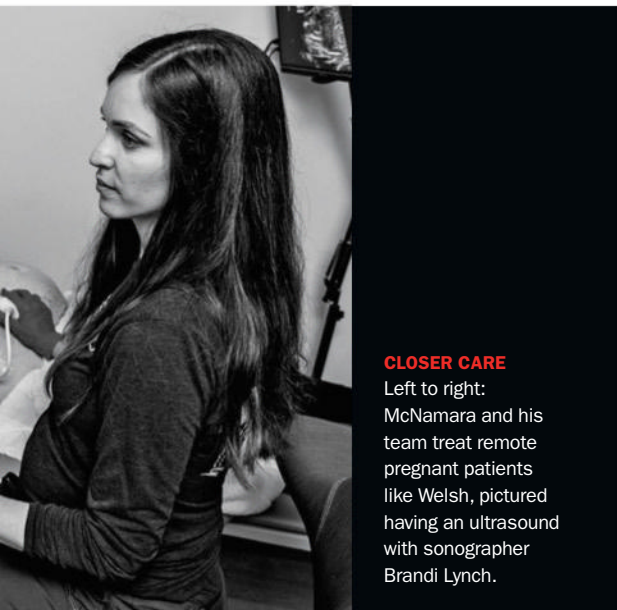
"And," he added with a smile, "the babies did well."

McNamara and his team are a living archive of these untold stories: a mother who gave birth hours from home, whose young son kept her photo in his pocket until he could come visit a month later. A father who relocated to Sioux Falls to be closer to specialty care during his wife's high-risk pregnancy, getting a temporary janitorial job at Sanford Health to pay the bills. Babies who made it and babies who didn't, and the questions they've learned to ask parents in the worst-case scenarios: What color was your baby's hair? Did he look like mom or dad? How long were her toes? Parents who lose a baby in childbirth need to talk about them, DeBoer said. Every life, however short, matters.

McNamara fondly recalls a December clinic in 2022—the last one before the holidays—when snow stranded them overnight in Rapid City. The sonographers bought matching Christmas pajamas before crashing at a hotel. When inclement weather continued into the next morning, they went shopping for essentials (and, McNamara said, "several items to upgrade my bland wardrobe") and joked that if the blizzard continued, they could all get pedicures. They got the all-clear before they were able to check out and rushed to catch a plane to Marshall, Minnesota, and begin the drive to Sioux Falls.

"In the end, I did miss out on that team-building pedicure, and the once-promising upgrade to my bland wardrobe was left stranded in that abandoned shopping cart," McNamara said in an email, reflecting on the experience. "But with those five people with me and getting back home only a day later, I call it a win." 

**Alexis Kayser** is health care editor at *Newsweek*. You can email her at [a.kayser@newsweek.com](mailto:a.kayser@newsweek.com)



#### CLOSER CARE

Left to right: McNamara and his team treat remote pregnant patients like Welsh, pictured having an ultrasound with sonographer Brandi Lynch.

# SLATE

← DOCK 50E



## INDUSTRY

# REBUILDING AMERICA'S HEARTLAND

How one Midwest town is making a comeback as a manufacturing hub by developing a partnership with Slate Auto

BY  
EILEEN FALKENBERG-HULL

THE TOWN OF WARSAW, INDIANA, IS ONLY 10 years older than the R.R. Donnelley & Sons Company printing company, with their histories linked for generations—something that recent arrival Slate Auto will be hoping to replicate.

R.R. Donnelley is an American Midwest success story. At the dawn of the 20th century, the company was one of the largest publishing houses in the U.S., printing Encyclopedia Britannica, Sears, Roebuck & Co and JCPenney catalogs, *Time* magazine, *Life* magazine, maps, promotional materials for the Ford Model T and Random House books. By mid-century, the business was booming and expanding, including a 1.4 million-square-foot plant in Warsaw.

Located along U.S. Route 30 and about an hour from the cities of Fort Wayne, South Bend and Valparaiso, Indiana, Warsaw is in the heart of Middle America.

Today, the town has a population of around 16,000, double the residents that called Warsaw home in the 1970s. Warsaw's population depends on American industry. Not only was it home to the Donnelley factory, but it is also the "Orthopedic Capital of the World" and home to the first orthopedic device manufacturer, DePuy Manufacturing. At its

peak, Donnelley's, as the locals call it, employed approximately 2,000 people, a significant portion of the area's population.

"I'm here today because my dad had an opportunity to work there for 38 years. My brother, before his passing, worked there for close to 30," Warsaw Mayor Jeff Grose told *Newsweek*.

In 2016, Donnelley's Warsaw printing business was sold to LSC Communications. By 2020, the company had filed for bankruptcy and been purchased by Atlas Holdings, a private equity company. Three years later, the decision was made to close the Warsaw plant, leaving all 525 workers out of a job.

## DRIVING FORCE

The Slate Auto team at the factory in Warsaw, Indiana, and the Slate Truck (left). The company has hired from within the community, with many staff having worked at the site for Donnelley's too.





### Finding a Way To Thrive

However, unlike many towns and cities that have suffered a similar fate and withered as a result, Warsaw has found a 21st century solution to remaining vibrant and continuing to thrive as a manufacturing hub.

In 2024, right after Grose became mayor, a Milwaukee investment firm was tapped to make the mothballed plant site ready for sale. Work was underway when a fire broke out. Grose remembers looking at the site after the fire and thinking, “Who is going to want to come in here?”

The answer sat with a woman from a small town approximately an hour from Warsaw. In 2024, Slate Auto was in stealth mode. It’s CEO, Chris Barman, was splitting her time between Troy, Michigan, and Long Beach, California, working to start America’s next new automaker from scratch.

“I grew up on a farm in Indiana. I’m fifth-generation and my family still owns the farm. From there, I went to Purdue [University] and became an engineer,” Barman told *Newsweek*.

As the company eyed revealing itself to the public, the team knew that time was running short on picking a site if its late 2026 vehicle production timeline was going to be kept. “We were looking to find

### INDUSTRIAL REVIVAL

From left: Slate Auto’s manufacturing site in Warsaw, Indiana; CEO Barman, pictured at the plant, said they’ll be building pilot vehicles there by summer; a sign at the site; the company’s upcoming EV truck pictured in downtown Warsaw.

a brownfield location. We wanted to reindustrialize,” Barman explained.

When she toured the site, it was obvious that a lot of work would need to be done.

“When we first arrived for consideration, it was a shuttered printing operation. Large presses. Ink tanks. They were still in the facility,” Barman said.

Finding the right location for a car manufacturing site requires more than just space. A community needs to be willing and able to work there. And Slate wanted to be an active part of any community it was going to buy into.

“Indiana is in good proximity to many of our suppliers. It helps us be efficient from a logistics perspective. The size of the facility, its existing infrastructure, rail access, power and utilities suited our needs well,” Barman said.

Those points were made, and more,

when the Warsaw community worked to woo Slate. “As we were still narrowing our selection, they came forward to us to really talk about the merits of Warsaw. The leadership in the community stepped out to show us they would be there as a partner. It wasn’t a hollow promise,” the CEO continued.

“In the first meeting we had with them, they had already been working on plans with future needs of whichever company would come into the site. They shared what they were proactively working on for housing development, to make sure there would be enough housing for the workforce that would be needed. They looked at road infrastructure.

“From day one, it was a partnership where they were welcoming and wanted to show what they were proactively doing so that we would be set up for success.”



**“Slate’s decision to invest in the Hoosier State is a testament to Indiana’s advanced manufacturing capabilities and skilled workforce.”**

### **Benefiting From Community Talent**

Once fully operational, Slate’s Warsaw operation is set to employ 2,000 people, bringing staffing levels up to nearly the same level as they were in Donnelley’s heyday, merging cutting-edge electric vehicle technology with economic stability in small-town America.

Today, it’s relying on a smaller staff as it modifies the site for its needs and builds prototypes of the battery-electric truck that will come to market later this year.

To get there, Slate is relying on some Warsaw residents, including those with long-time ties to the site. “We’ve been fortunate to hire talented individuals in the community to join Slate—even while we were still in stealth. Many of them had worked at the factory previously. Don Stoneburner, who has worked at the factory for a combined 41 years (R.R. Donnelley and Slate), has been an amazing asset to us. He’s now our head of facilities, and can point out the secrets that we need to know as we do renovations,” Barman said.

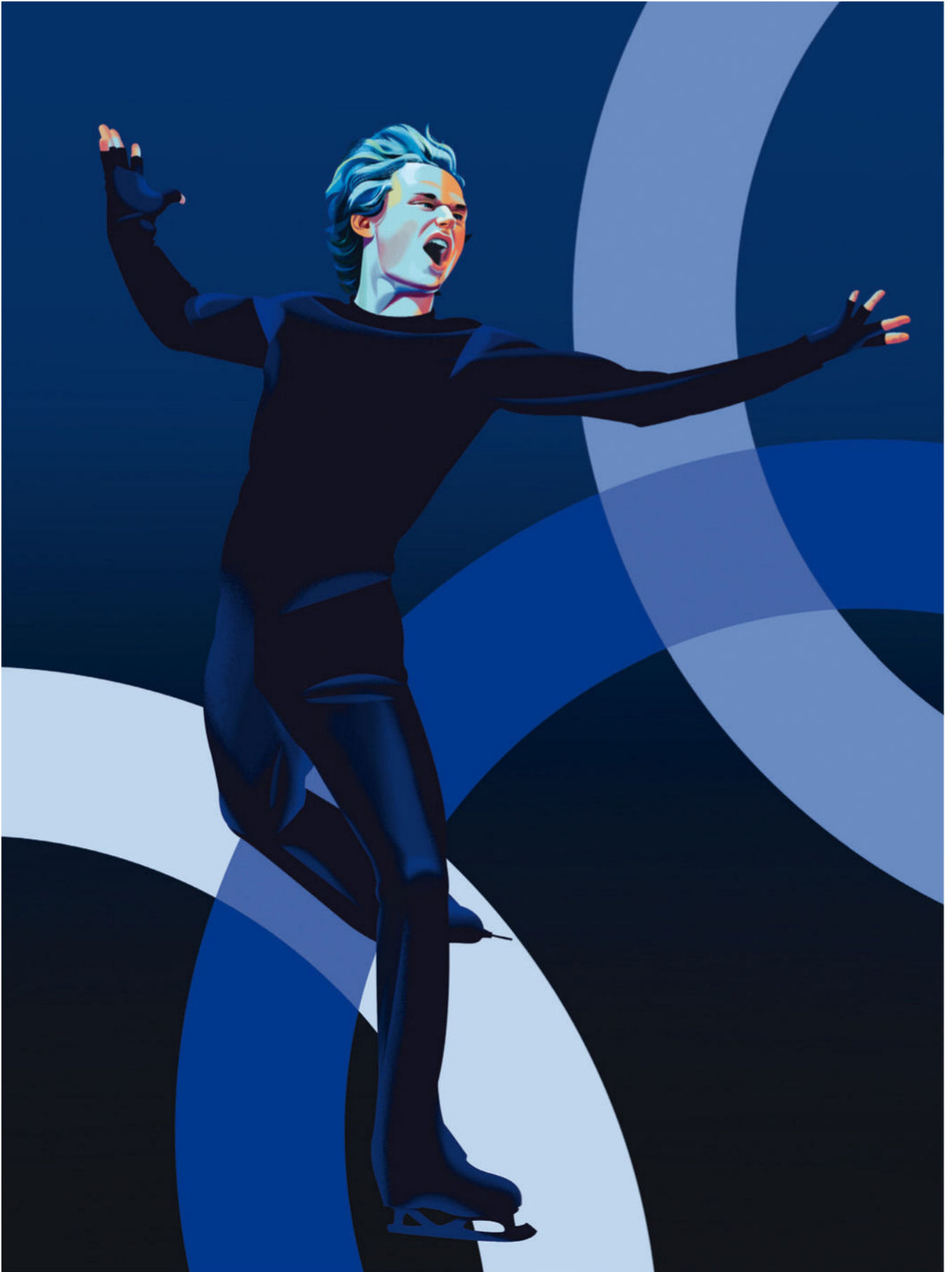
The CEO provided an update on the progress of the renovations, saying: “We’re removing ink tanks, moving presses, tearing down walls. Concrete

floors are poured. Robots are coming in and being installed right now. You can start to see it becoming an automotive manufacturing facility.”

“Today, we’re finishing the last concrete pours. We’re in the process of wiring electrical systems for our robots and putting more robots in place. Remodeling office spaces to take them from the ’80s to our modern office needs—not an overhaul but making them functional. By summer, we’ll be building pilot vehicles. The next level of prototype vehicles will come off the line. That will continue into autumn. By the end of the year, we’ll be shipping vehicles. We’ll bring on more crews and reach full rate of production in 2027.”

Sen. Todd Young (R-Ind.) told *Newsweek*: “Indiana has a long history of automotive innovation, and I’m excited about Slate Auto’s nearly \$400 million investment in Warsaw. Slate’s decision to invest in the Hoosier State is a testament to Indiana’s advanced manufacturing capabilities and skilled workforce...We look forward to the impact of this investment in the greater Warsaw area and the new opportunities it will bring to our state.”

**Eileen Falkenberg-Hull** is *Newsweek’s* senior editor, autos. Email her, [e.hull@newsweek.com](mailto:e.hull@newsweek.com)





# CHASING GLORY

'Quad God' Ilia Malinin leads a  
Team USA figure skating squad that  
past champions describe as the strongest  
ever to go to the Winter Olympics

BY  
MANDY TAHERI



T 17, ILIA MALININ PULLED OFF THE unthinkable on ice, becoming the first skater in the world to complete the sport's hardest jump in competition.

He launched forward, snapped his body through four-and-a-half revolutions midair and landed on one blade, completing the quadruple axel.

That 2022 performance at the U.S. International Figure Skating Classic in Lake Placid and his subsequent regular inclusion of the move have cemented his nickname "Quad God." But this spectacular feat is just the beginning of his legacy, as he continues to change the sport and its future ahead of his Olympic debut in February.

In sweats stamped with his black-and-gold Quad God insignia, the young athlete spoke with *Newsweek* ahead of a show at the University of Pennsylvania's ice rink in December. He had just returned from Japan, where he delivered a record-breaking performance at the Grand Prix of Figure Skating Final, landing not only the highest-ever number of quads in a single free skate (seven), but also the highest score the sport has seen, 238.24. His skate broke his previous record of 228.97. That's often the case with Malinin—he sets the standard and then surpasses it himself.

Back on home soil, his playful confidence plus his excitement about his skate and the upcoming Milan Cortina Winter Olympics are palpable. "I definitely think I'm really defining the sport and changing the sport, but I feel like I'm also starting to pave a path for the younger generation," the 21-year-old says in the warm-up room.

Malinin's effortless-looking quadruple axel, abbreviated as 4A on the leather jacket he wears around the rink, will not only help propel him toward the top of the podium in Italy but is part of a broader boom for U.S. figure skating.

The sport's Olympic team, which was officially determined in mid-January, includes 16 athletes—three men, three women, two pairs teams and three ice dance teams. In addition to Malinin's expected gold, Team USA is favored to medal in the women's competition with Alysia Liu and Amber Glenn and in ice dance, with Evan Bates and Madison Chock set to come out on top.

Team USA legend Brian Boitano, who took home gold at the 1988 Calgary Games, argues this year's squad is "probably the strongest team going into the Olympics in history."

### 'Man-on-the-Moon-Type Skating'

TO NONSKATERS, THE QUAD AXEL IS A MESMERIZINGLY QUICK BLUR of midair talent. But the mechanics are what makes it a borderline unbelievable jump. An axel is the only jump in the sport where the skater takes off forward, and the quad version demands an explosive lift and fast rotation, before landing on a single edge—all in the span of milliseconds.

**"THERE'S ALWAYS SOMETHING THAT YOU CAN WORK ON TO REALLY GET YOURSELF TO THE NEXT LEVEL."**



The wonder and disbelief around Malinin isn't just from the technical difficulty of what he attempts, but also from how he stacks them in a program, and his continued effort to push forward. He tells *Newsweek* he is flirting with the quintuple axel next, saying, "I know 100 percent that after the Olympics, that's gonna be one of my main goals."

For 1998 gold medalist Tara Lipinski, practicing and executing quintuplets, which Malinin is rumored to have already done in training, "really is man-on-the-moon-type skating." The Olympian says Malinin has "revolutionized men's skating and is doing things I never thought possible."

Coached by his parents Tatiana Malinina and Roman Skornikov, both former Olympic figure skaters for Uzbekistan, Malinin doesn't skate like someone chasing perfection, but rather someone trying to stretch the sport. The Virginia native pairs technical





**PUSHING BOUNDARIES**

Malinin competes in the Grand Prix de France in October 2025. He landed a record seven quads in the Grand Prix Final in Japan.

finesse with stylistic performance decisions, incorporating moves that don't even earn points, such as the once-banned backflip or the "raspberry twist." The spin, named after the translation of the Russian root of his family name, is a nontraditional acrobatic move that incorporates rotations and a leg kick.

The skater and performer is further fusing his personality and style into his programs by including his voice in this season's free skate music.

"The only true wisdom is knowing you know nothing," Malinin's voice echoed, referencing the Socrates-attributed quote, as he opened his Grand Prix Final performance. His voice continued to play out as he settled into his program, "The lost is in the unknown. Embrace the storm."

When asked about bringing his voice to the ice,

Malinin says his program was meant to "describe kind of the process of change," adding, "I want to show that no matter what you are, what you think, who you are, you really just have to find this process of change and what you want to do in order to become a better version of yourself."

"There's always something that you can work on to really get yourself to the next level," he continues.

Other legends of the sport recognize that drive in him too. "He's a rocket," Boitano says while watching Malinin break in his new Olympic "Quad God" black skates ahead of the December show in Pennsylvania.

"He just has done everything in skating, he's set new standards, he has raised the bar so high that it has changed the sport of figure skating forever," Boitano says.

JOSEF MARTINSON/INTERNATIONAL SKATING UNION/GETTY



**START WATCHING**

Scan the QR code to watch *Newsweek* with Liu and Boitano on the ice

In addition to perfecting his technical feats, Malinin is looking at his future off the ice. He has a goal of becoming “an idol,” and is hoping to do so by building out his merchandise line and creating more opportunities for the next generation of skaters, both by supporting the sport financially and helping bring it wider recognition.

### A New Peak of U.S. Figure Skating

MALININ ISN'T THE FIRST AMERICAN MEN'S SKATER TO HAVE CUT through the noise in recent years. Nathan Chen's 2022 Olympic win thrust U.S. men's figure skating back into the spotlight, placing an American atop the podium for the second time in the past four Games—a spot most often dominated by Russian and Japanese skaters.

But for the U.S. women's team, there has been a two-decade Olympic medal drought. The last Olympic singles medal came in 2006, when Sasha Cohen won silver. The last gold was four years earlier in 2002, when 16-year-old Sarah Hughes climbed from fourth after the short program and delivered two triple-triple jump combinations to secure the top spot.

Many believe Liu could be the skater to end the long spell.

In the '90s and early 2000s, women's figure skating was woven into the fabric of American sports culture, as Nancy Kerrigan, Kristi Yamaguchi and Michelle Kwan took home championship golds and became household names.

“You had this incredible streak back-to-back,” Lipinski says of that era.

Pointing to the sport's cyclical ebb and flow of talent and a “stars aligning” convergence, both Lipinski and Boitano tell *Newsweek* that Team USA is sending its deepest slate in decades to Italy.

Headlined by Malinin, Liu and ice dance partners Bates and Chock, the team “is our best chance to get that popularity back,” Boitano says, arguing that it's not just the team's stars but the depth behind them that could pull figure skating back into the limelight.

Beyond talent, Boitano says the group reminds him of his team

**“HE HAS RAISED THE BAR SO HIGH THAT IT HAS CHANGED THE SPORT OF FIGURE SKATING FOREVER.”**



in 1988, remarking on the camaraderie and kindness the skaters exude plus a friendly, supportive rivalry that prior cohorts lacked.

Teammates see it, too.

Over Zoom, two-time captain and soon-to-be five-time-Olympian Bates tells *Newsweek*: “The best part is that we genuinely are friends with all of these skaters, and we'll support each other in Milan.”

The skaters bond through global and cross-country competitions and spending time together in new cities during the

holiday season, as well as their love of the sport. Before hitting the ice for the “Stars on Ice” tour, the skaters share a “goodie”—a secret handshake or synchronized hair flip that shows their flair and rapport, and often add to it throughout the tour.

“Team USA figure skating is stronger than it's ever been,” Bates says, pointing to the team's depth and the impressive young skaters, many of whom are first-time Olympians but record-breakers nonetheless. At 18 years old, Isabeau Levito is the youngest member.

“Figure skating, specifically in the U.S., has really taken off and reached new heights of difficulty and expression,” says Chock, Bates' wife and ice dance partner. The pair, who wed in 2024, shared an intense chemistry on the ice when they were partnered together in 2011 and only further solidified their connection when they began dating in 2017.

Having built a reputation for performing routines that play out like scenes stitched together through music, movement and costumes designed by Chock, the couple will step on to Olympic ice for the first time as a married couple in February.

“It definitely helps you slip into character,” Chock says of wearing a costume thoughtfully designed for the ice. “It's like having a side character within our characters.” The 33-year-old from California, who has family far from ice in Hawaii, has designed

### 2026 TEAM USA FIGURE SKATING ROSTER

WOMEN'S SINGLES



**Amber Glenn**  
26

A three-time U.S. champion known for her triple axel and powerful, expressive skating.



**Alysa Liu**  
20

The youngest U.S. women's champion at 13, she retired at 16, later returning to win the 2025 world title.



**Isabeau Levito**  
18

The team's youngest skater, she took home bronze at the U.S. Figure Skating Championships in January.

MEN'S SINGLES



**Ilia Malinin**  
21

A two-time world champion, Malinin is the only skater to land a quad axel in competition.

### ICE COMEBACK

Liu performs at the U.S. nationals on January 11 in St. Louis, Missouri. The youngest national champion in history, she retired at 16 before returning in 2024.



MATTHEW STOCKMAN/GETTY (8); JAMIE SQUIRE/GETTY

outfits for other skaters as well, including Spanish ice dancers Olivia Smart and Tim Dieck, Georgian dancers Diana Davis and Gleb Smolkin, and this year's Australian dance team of Holly Harris and Jason Chan.

Despite the American duo's longtime commitment to the sport, which includes daily three-hour training sessions in Montreal, Chock says, "We remind ourselves, we are people who skate, not skaters who people."

The duo are at the peak of their career as they head to the Games as gold-medal favorites. Their '90s-themed rhythm dance and a flamenco-inspired free dance, with Bates as the bull and

Chock the matador, won them their third Grand Prix Final in December—after becoming three-time world champions nine months earlier. In January this year, they became the most decorated ice dance team at the U.S. nationals, claiming their seventh title, and fifth in a row.

Their elegant yet daring skate is expected to carry them to the podium in Milan.

While it's expected that this will be their final Olympics, Chock reaffirms, "We're certainly not hanging up the skates; we love it, and we want to be a part of the skating community and give back to it as much as it's given us."



**Andrew Torgashev**  
24

The first-time Olympian is a two-time U.S. silver medalist and 2024 Grand Prix de France bronze medalist.



**Maxim Naumov**  
24

Won bronze in the 2026 U.S. nationals, a year after losing his parents in Washington, D.C.'s plane tragedy.

PAIRS



**Ellie Kam**  
21

The 2024 U.S. national champion joined the team after winning silver at this year's nationals.



**Danny O'Shea**  
34

A veteran pairs skater who earned his spot alongside Kam after their silver medal performance in January.

### DYNAMIC DUO

Chock and Bates skate at an exhibition on January 11, the day after the U.S. nationals, where they took their seventh ice dance title and fifth in a row.



“ALL SIGNS ARE POINTING TO TEAM USA BRINGING HOME THE MOST MEDALS THAT THEY HAVE IN A LONG TIME.”

### Returning to the Ice

LIU HAS RARELY MOVED AT ANYONE ELSE’S PACE. A GEN Z SKATER who’s consistently broken records from a young age, she stepped away from the sport at 16 after her 2022 Olympic debut in Beijing. Then, just as decisively, she came out of retirement in 2024, this time on track to lead Team USA.

The youngest U.S. women’s national champion in history, having won the title at 13, she returns with more ownership over her life, career and mental health, bringing an easygoing and bright energy that Boitano describes as “a kind of carefree abandon” that sets her apart.

On and off the ice, Liu doesn’t take life too seriously. She is quick to smile and laugh as she chats about karaoke playlists, friends and her annual hair ritual of adding a bleached “halo”

or “ring” to the top of her head. As she ties up her skates while speaking with *Newsweek* at Penn Ice Rink in Philadelphia, excited to make TikTok videos on the ice with Boitano, there’s joy in her eyes as she savors the simple fun of skating again—something she says she’d lost along the way, until stepping away from the rink.

In her retirement era at the University of California, Los Angeles, she went on a ski trip that helped reignite her return to the ice. “I’m so much stronger mentally and physically than I was last time I was skating,” she says, laughing. “And I actually like the sport now, funny enough.”

Her affection for what she calls her hobby shows up in practice and performance. As she swiftly moves her body around, floats through takeoffs, and fluidly and artistically spins, she’s grinning the entire time.

### 2026 TEAM USA FIGURE SKATING ROSTER

PAIRS



**Emily Chan**  
28

A technically polished pairs skater whose standout free skate at the nationals helped secure an Olympic spot.

ICE DANCE



**Spencer Akira Howe**  
29

A U.S. Army soldier, he clinched his Olympic debut after delivering a high-scoring free skate with Chan.



**Madison Chock**  
33

A decorated three-time Olympian, she is known for innovative, artistic routines and designs.



**Evan Bates**  
36

A four-time Olympian and seven-time national champion, he’s known as a pillar of U.S. ice dance.

Liu might be back in the swing of competitions—she won gold at the Grand Prix Final in December—but she says she's not treating Olympic training any different than regular practice. "I train the same because I don't train to compete. I compete so that I can just keep training whenever," she tells us.

Beyond the talent and artistry, Liu has a strong mental game. She's steady under pressure. She's skating for enjoyment, not just the score. Liu says these competitions can feel superficial, adding, "We made it up, these scores and what they mean. What's important is human connection and happiness, low-key."

Liu proved this ethos once more with a bold, unusual move: unveiling a brand-new free skate set to a Lady Gaga compilation just one month ahead of the Olympics.

This mentality is why Lipinski calls her a "triple threat" with a "secret weapon" of mastering how to stay in the moment, deliver under intense pressure and nerves, and skate for herself, beautifully.

"She's in this renaissance. It's Alysa 2.0, and she's never been better," Lipinski says, noting that her "lightness, joy and commitment to artistry and performance has elevated her skating way beyond where she was."

Liu agrees that it feels like her peak, but notes, "There's so much I still want to do with training and just to do on the ice, it doesn't have to be in competition."

She isn't the only member of Team USA who took a break from skating and came back stronger.

Glenn, 26, from Plano, Texas, has left the sport twice, citing mental health and burnout. "My skating and mindset has changed tremendously since I left the sport about 10 years ago," Glenn says over the phone, adding she's had "a number of transformations."

She cites two breaks, one earlier in her career to focus on mental health and a second in 2022. "I feel like when I prioritize my mental health, my physical health improves significantly," she says.

Glenn stunned the audience at the U.S. nationals in St. Louis in January, floating through a clean triple axel to earn

83.05 in the short program—a record score that narrowly put her ahead of Liu.

"It still doesn't feel real," she says of the performance.

## Olympic Ready

AS LIU HELPS LEAD THE U.S. WOMEN'S TEAM BACK TOWARD THE Olympic podium, she's also nudging the sport for change in a quieter way, welcoming athletes to skate for themselves, to protect their mental health and to make room for friendships, laughter and the small joys that can get lost along the grind.

In St. Louis, Liu, Glenn and Levito hyped each other up between sessions, trading compliments and smiles. "To be surrounded by such incredible athletes and people is something I've always dreamed of," Glenn says about this team, describing it as "strong, resilient, kind and passionate."

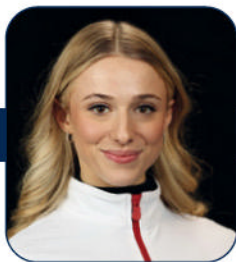
The finalized Team USA roster mainly includes first-time Olympians, including Glenn, Maxim Naumov—whose parents were among 67 killed when an Army helicopter crashed into a passenger plane over Washington, D.C., last January—Andrew Torgashev, Emily Chan and Spencer Akira Howe, Ellie Kam and Danny O'Shea, Christina Carreira and Anthony Ponomarenko plus Emilea Zingas and Vadym Kolesnik.

And for the veterans, there's a particular kind of anticipation for Milan: the return of full arenas and live audiences after Beijing's COVID-era restrictions in 2022, with many of the athletes noting how live audiences create a buzz and energy at the rink, helping to improve their skate and make the moment more memorable.

The team is arriving in Milan with a cohort of elite athletes who also skate with personality, style and distinct flair. Together, they're steering the sport in a new direction—regardless of the medals they leave with.

But many people are confident that the hardware is coming anyways.

Lipinski says, "All signs are pointing to Team USA bringing home the most medals that they have in a long time." **L**



**Emilea Zingas**

23

The two-time Grand Prix medalist won her Olympic spot after finishing second at the 2026 nationals.



**Vadym Kolesnik**

24

A technically powerful dancer who climbed rapidly through senior ranks to secure his first Olympic spot.



**Christina Carreira**

25

A decorated ice dancer who has competed for the U.S. for over 12 years but only earned citizenship in 2025.



**Anthony Ponomarenko**

25

A U.S. ice dancer with multiple Four Continents and Grand Prix medals and years of international experience.



**WINNING STRATEGY**

Brady and Matthew Tkachuk in February 2025, at the 4 Nations Face-Off, where future U.S. Olympic squad members familiarized themselves with one another.



BRUCE BENNETT/GETTY [2]



# ‘THE TEAM THAT GELS THE QUICKEST IS GOING TO HAVE THE MOST SUCCESS’

The Tkachuk brothers on continuing a family and national legacy at the Games and growing ice hockey for the next generation

BY  
JOE KOZLOWSKI



IT’S A TALE AS OLD AS TIME. TWO SIBLINGS PLAYING SPORTS IN THE BACKYARD, PRETENDING that they’re teaming up to execute the game-winning play. An imaginary clock counts down and, inevitably, everything works out as the pretend crowd goes wild.

For Brady and Matthew Tkachuk, the 2026 Milan Cortina Winter Olympics will represent a chance to make that childhood dream a reality. Back in June 2025, they were two of the first six names on the U.S. men’s ice hockey team roster.

It’s hard enough to make the NHL, let alone be part of the elite group that’s chosen to represent the United States on the world stage. Doing it alongside your brother, however, is much more unlikely and, consequently, even more meaningful.

“We’re lucky. It’s incredible,” Matthew Tkachuk, who has won back-to-back Stanley Cups with the Florida Panthers, tells *Newsweek*. “It’s something that I think we always dreamed about, playing for the United States, when we were younger. Our dreams finally get to come true. It’s kind of surreal, but I think just above anything else, just a chance to get to play and hang out with each other for a few weeks is the highlight of it all. So we want to go over there and make it count and try to win gold.”

This isn’t the brothers’ first taste of the Olympics. Hockey fans will remember their dad, Keith Tkachuk, who spent nearly two decades in the NHL and suited up for the U.S. Olympic team on four occasions. His sons didn’t experience his silver medal win in 2002, but they did come along for the ride during the 2006 Games, which coincidentally also took place in Northern Italy. “We were too young for the Salt Lake one, but we went to

the one in Italy, and it was really, really fun,” Matthew Tkachuk, 28, recalls. “I remembered the highlight for us was going to the [Olympic] Village and walking around and seeing some of the athletes in a bunch of different sports. And my dad did a great job of making sure we got pictures of everybody. So still great, great memories for us.

“I remember taking a picture with [Russian ice hockey players Alexander] Ovechkin and [Evgeni] Malkin when they were like 20 years old. So really, really cool.”

The brothers have had their own experience of national representation too. They each played for the USA Hockey National Team Development Program, which consists of the under-17 and under-18 national teams, both of which compete in international tournaments and against older opponents.

That not only hones the players’ skills but also plants the seed of national pride. “You get your first taste at the U.S. program. You play the [World] U-17 Challenge, U-18 World Championships versus other countries, and that’s when you kind of get that taste of patriotic pride and wanting to be the best. And obviously you’re trying to make the NHL, and I think the two dreams you have as a kid growing up are winning the Stanley Cup and winning the gold medal,” explains Brady Tkachuk, 26, who captains the Ottawa Senators.

“I think that’s something that you always have as a goal. But you know, as you got older, you start to believe that it could be happening. So it’s really cool that we have this opportunity...to be able to represent our country again and such an amazing feeling and honor to be able to represent.”

## Answering the Call

WITH NHL PLAYERS BACK IN THE OLYMPIC EQUATION, THE CHALLENGE becomes narrowing down the league’s talent into the group of players that makes the final cut.

It goes without saying that making the roster is an honor; the Tkachuks, however, had the additional distinction of being among the first six players to make the cut. And while that was a special piece of news, the brothers had different experiences learning about their places on the plane to Italy.

“I don’t remember exactly where I was,” Matthew Tkachuk says. “I think I was still in the playoffs. I think I might have even been in the finals. So kind of all a whirlwind. I don’t think I really allowed myself to take into [account] how big of a moment it was. When I got the call or when they told me in person with [Florida Panthers General Manager] Bill Zito at the rink, it was just like, ‘Alright, like, thank you. Like, this is amazing.’”

But, even during the NHL postseason, there was a bit of extra excitement when he learned that he would be teaming up with his brother. “Once I heard that Brady also was going to be one of the first six, I think that’s [when] it kind of set in and was just such an amazing day for our whole family.”

The younger Tkachuk got to enjoy the moment a bit more. “I definitely had a different reaction than Matthew because I know he was in the finals, but I

## TWICE AS MEANINGFUL

From left: Matthew and Brady Tkachuk will fulfill a childhood dream of representing the U.S. at the Olympics, made extra special by competing together; the brothers playing in the 2023 NHL All-Star Game.



was sitting at home. I was at my place,” he says. “I got the call. I was like, ‘Holy cow. Going to the Olympics.’ Texted my family and I was with my family, too. And it made for a fun, fun night.

“So yeah, it was pretty cool. And just to be able to be a part of that, I was truly honored and maybe excited to get to work and, you know, get the process started.”

## Going for the Gold

SO WHAT DOES THAT OLYMPIC PROCESS LOOK LIKE? THE NHL SCHEDULE will pause after February 5’s batch of games, allowing for participating players to head to the Olympics. There, the U.S. men’s team—including Auston Matthews, Jack Hughes, Charlie McAvoy and Jack Eichel—will hit the ice for its first preliminary round game against Latvia on February 12.

That tight turnaround might seem like a challenge—players will have to leave behind their NHL coaches and teammates—but Bill Guerin, general manager of Team USA’s Olympic men’s ice hockey team and also general manager and president of hockey operations for the Minnesota Wild, is confident.

“We’re excited about our team,” said Guerin when



START WATCHING

Scan the QR code to hear Brady Tkachuk tell *Newsweek* about his Olympic opportunity



**“YOU’RE PLAYING WITH SOME OF THE BEST PLAYERS IN THE COUNTRY. SO, IT’S AN OPPORTUNITY TO LEARN FROM THEM...AND TRY TO BE AS DOMINANT AS POSSIBLE AND HELP THE TEAM WIN.”**

the full roster was announced on January 2. “It was incredibly difficult for our management group to get to the final roster and that’s a credit to so many in our country, including all those at the grassroots level who help make our sport so strong.

“There’s nothing like the Olympics, and I know our players and staff will represent our country well and work hard to achieve our ultimate goal.”

Matthew Tkachuk isn’t too concerned about the turnaround, either. “I don’t really know if it’s much of a challenge because every team has to deal with it. So it’s not like...one team’s got more of an advantage over the other,” he says.

“I think the 4 Nations [Face-Off tournament] helped us get familiar with each other. And I mean, we’re smart hockey players, and everybody on the team is a smart hockey player, so they watch a lot; probably know the guys’ tendencies that they’re playing with, playing against. I don’t think it’s as hard as people think. But the team that gels the quickest on and off the ice is probably the team that’s going to have the most success. So hopefully that’s us.”

“I liked the way we played. Everybody was together, everybody played the right way,” Guerin said in January about the 2025 4 Nations Face-Off. “The biggest thing for me was the chemistry, and I think the chemistry allowed the guys to play the way that they did.”

During that tournament, the brothers not only skated on the same line but also famously took part in two of the three fights in the opening seconds of a game against Canada. While the Olympics won’t see those same fisticuffs, there’s a chance of the Tkachuks still being linemates in Italy.

“We’ll have to see,” Brady Tkachuk says. “Obviously we had a ton of fun, and I thought we had a lot of success the last go-around, but I think the great thing about it is the amount of high-end talent that’s going to be on the team top to bottom. You’re playing with some of the best players in the country. So, it’s an opportunity to learn from them, be a sponge and kind of assert your own game, within the game, and try to be as dominant as possible and help the team win.”

And that’s what it’s all about. Both brothers called out the Olympic Village as something they were excited to experience away from the rink, but Team USA is ultimately there to take care of business. “Playing with a lot of heart, a lot of passion, just a lot of pride wearing the USA colors and jerseys,” Matthew Tkachuk says when asked about the team’s identity. “So, I think everybody back home is going to be hopefully really proud of the team and what we represent and how we play.”

And while a medal drought—the U.S. men haven’t won ice hockey gold since the famous 1980 “Miracle on Ice,” when they beat the heavily favored Soviet Union, and haven’t even reached the Olympic podium since 2010—could add extra weight onto the squad’s collective shoulders, Brady Tkachuk only sees a chance to do something special.

“You’ve had moments in USA hockey history that’s kind of carved the path of the next generation. [It] started with the 1980 Miracle on Ice and then the 1996 World Cup [win] kind of affecting our generation. We have an opportunity to grow the game and be good ambassadors in USA hockey for hopefully the next generation of players. We’re looking in the past, we’re looking in the moment and...we’re really looking forward to that opportunity.”



# ‘IF YOU LET FEAR START RUNNING THE SHOW, YOU CAN JUST FORGET HOW TO SKI’

Alpine skier Breezy Johnson is returning to the mountain where her last Olympic bid was derailed, hoping this time it ends with a medal

BY  
MANDY TAHERI



TEAM USA SKI RACER BREEZY JOHNSON IS HEADING BACK TO Cortina d’Ampezzo in Italy’s Dolomites where her Olympic dream was upended four years ago.

One month ahead of the 2022 Beijing Games, Johnson crashed while training in Cortina, tearing her right knee and causing severe cartilage damage. The incident forced her to withdraw from the Winter Games and sent her on a monthslong recovery journey.

“My issue with Cortina has been that I can generate speed really quickly on that hill and it often gets out of my control,” Johnson tells *Newsweek* from nearby San Pellegrino.

The crash wasn’t her first career setback. Johnson had previously suffered several other knee injuries, including ACL, MCL and PCL tears, underscoring the brutal physical toll of elite ski racing. Despite each injury, Johnson has repeatedly found her way back to the start gate and was crowned the International Ski and Snowboard Federation women’s downhill world champion last year.



## RETURN TO FORM

Johnson overcame injury to be back in the Dolomites competing for an Olympic medal.

Born Breanna Noble Johnson in Jackson Hole, Wyoming, she was on skis by age 3. The nickname “Breezy” stuck early, a natural moniker for a racer whose personal motto is “like the wind,” a nod to the element she channels down the hill.

But speed, while required for downhill and super-G racing, isn’t Johnson’s favorite part of the sport—in fact, sometimes it’s the part she likes least.

“Those high speeds are what eat us up and spit us out,” Johnson tells *Newsweek*. “You’re pulling up to four gs of force, moving over these massive rolls and features of terrain, and you have giant knives on your feet,” she explains.

Picking up pace and, in super-G, snapping through turns to hit gates on time, “you get to this point where you’re like, oh my gosh, this is the edge of my abilities.”

Approaching Cortina, speed, more than fear, is top of mind for Johnson. She has always been quick to generate speed, sometimes



“I DON’T THINK I WOULD SAY THAT I’M GRATEFUL FOR ANY OF THE INJURIES THAT I’VE HAD, BUT I HAVE LEARNED THINGS IN ALL OF THEM.”



carrying it when others bleed it off on flatter parts of the track. At the 2025 Alpine Ski World Championships in Saalbach, Austria, she topped out at 86 miles per hour on her way to gold in the women’s downhill, described as among the fastest-ever speeds recorded in a women’s Alpine race.

As she heads back to the mountain that previously ended her Olympic hopes, Johnson says she keeps reminding herself to “stay over yourself and execute your plan. You can be very fast on this hill, you just need to rein it in.”

### Recovery and Retraining

JOHNSON’S LONG LIST OF INJURIES HAS KEPT HER OFF snow for months at a time, forcing her to retrain both her body and mind. “[What’s] funny about skiing is that it’s very counterintuitive...there’s a lot of things that are backwards in skiing,” she says.

In a turn, for instance, racers have to override their natural instincts and keep their weight stacked over the outside ski, instead of leaning into the corner the way their body wants to. And when speed really ramps up, nonskiers’ reflex is to lean back, but they need pressure on the tips of their skis so they will bite and turn.

Recovering from injury also requires a kind of mental retraining as skiers rebuild instincts, overcome fear and return to speed after long stretches off snow. For Johnson, that psychological grind can be harder than rebuilding the physical strength and skills.

“In all of those [recovery training] steps you have fear, and you have to break through that because if you let fear start running the show, you can just forget how to ski at all,” she explains.

“I don’t think I would say that I’m grateful for any of the injuries that I’ve had, but I have learned things in all of them and, like, come out the backside and take in everything that I could from them,” the 30-year-old says.


What they’ve given her, she adds, is a clearer sense of the sport’s finite nature, which has sharpened the way she approaches inspection before a race, using that slower, deliberate look at the course to build a plan she can execute at speed. The injuries have honed her sense of risk and reward—the constant calculus of downhill—and, in the process, helped her “find time” on the track.

That’s part of what Johnson loves most about the sport—skiing is both “very physical and very cerebral.” It demands split-second adjustments and constant changes while hurtling down a mountain at more than 75 miles per hour amid changing conditions.

However, injuries continue to creep up for Johnson. In a December social media post she revealed she had hurt her back, which put her in the “worst pain of my life.”

### Back to Cortina

JOHNSON WILL BE PART OF TEAM USA’S PUSH FOR MEDALS IN Cortina, alongside Alpine headliners Mikaela Shiffrin, 30, and Lindsey Vonn, 41. Vonn came out of retirement in 2024 following a partial knee replacement and has won two World Cup downhill competitions this season, becoming the oldest-ever downhill skiing World Cup winner.

As well as having the support of her teammates, Johnson will be backed by many of her friends and family, who are expected to be on the mountain watching her. The skier will also bring her rituals, including knitting a new Olympic-themed headband or hat for the finish line. And as she faces down the mountain that she was once injured on, Johnson will enjoy the same prerace treat she always does—a handful of blue Sour Patch Kids. 



START WATCHING

Scan the QR code to hear how injury changed the way Johnson competes



# ‘TEAM USA NEEDS MORE SPONSORS THAN JUST ME’

Hype man Flavor Flav on why he’s backing the bobsled and skeleton team

BY  
MANDY TAHERI



FLAVOR FLAV ISN’T JUST HYPING TEAM USA THIS WINTER—HE’S eyeing a future spot on it. The rapper and television personality, who made headlines for backing the U.S. women’s water polo team at the 2024 Summer Olympic Games, says he wants to start training with the hopes of eventually qualifying for the skeleton team.

But first he’s headed to Italy in February to crank up the volume for Team USA’s bobsled and skeleton squads, expanding his personal Olympic sponsorship roster. As the team’s official hype man, Flavor Flav will be whipping up the crowd and the athletes to push for gold medals in Cortina d’Ampezzo, he tells *Newsweek* via Zoom from Las Vegas while drinking a Capri-Sun.

“They seem like some real go-getters, and I really feel that they’re going to go out and get some medals this year,” he says.

In addition to cheering and revving up the athletes, Flavor Flav has ridden with them, taking both a skeleton run and a bobsled ride down the Utah Olympic Park track last year—an experience that gave him his first real taste for the sport.

“Oh my God, that ride was so amazing,” he tells *Newsweek*, remembering his October skeleton run. Dressed in a blue race suit with stars on his arms, Flavor Flav snapped on his helmet, laid flat and went headfirst down the track in Park City. “I’m an

adrenaline junkie, I was very excited,” he says, explaining that he hit 66 miles per hour on the track. “That was the height of my life right there,” he adds, noting that the experience convinced him he wanted to explore the sport further.

“I’m gonna train to do the full course because last time I did it, I only did half the course. But this time I’m going back, and they’re gonna train me to do a full course. And once I get good with that, then I wanna try to compete,” Flavor Flav says of his hopeful Olympic future.

He adds of aiming for a Team USA sled suit, “I’m gonna try...if they let me qualify, then I’m gonna go for it.”

## Building a Rapport

FLAVOR FLAV GOT INVOLVED WITH THE TEAM LAST FALL AFTER ONE of the members invited him for a bobsled ride. Since then, he says his hype work has proven effective with the team, pointing to his rapport with 28-year-old bobsledder Kaysha Love.

“I talked to Kaysha and I said, ‘Kaysha, listen, this year’s gonna be your year. You can do it, girl, you got this. I’m behind you all the way. Go Kaysha!’” he tells *Newsweek*, claiming that the conversation “helped her win her medal,” shortly after.



“I REALLY FEEL THAT THEY’RE GOING TO GO OUT AND GET SOME MEDALS THIS YEAR.”



#### NEED FOR SPEED

Clockwise from left: Adrenaline junkie Flavor Flav wants to pursue the sport after riding the tracks at Utah’s Olympic Park last year; Love from Team USA bobsled/skeleton squad; Flavor Flav’s energy is hyping up the team.



Love secured gold in the women’s monobob at the World Cup competition in Austria last November.

Love, who also competed in the 2022 Winter Games in Beijing, says: “Niche sports like bobsled can be challenging to build hype around, but they often become some of the most exciting events at the Winter Olympics. So having someone like Flavor Flav take the time to learn, support and genuinely hype our sport

is incredibly inspiring. When he came to Park City, I remember feeling an extra drive to push myself and really show him what bobsled is all about. His energy...gave me so much confidence and excitement.”

“Just like what I did with Kaysha Love, I wanna do that for the whole team,” Flavor Flav adds.

#### Encouraging More Sponsorship

WHEN DISCUSSING THIS YEAR’S TEAM AND THE GAMES, HE EMPHASIZES the importance of sponsoring Olympic teams and his desire to bring more people and resources into the sport. He says what he’s learned most about Team USA is “it needs more sponsors than just me.” In his role, he both hypes up the team and financially supports them.

“Team USA could be a whole lot more powerful and successful if these teams had sponsors. I’m trying to set a trend,” Flavor Flav adds, reiterating that these athletes are “busting their a\*\* to make the United States look good.”

He is sponsoring the U.S. women’s water polo team until 2029, and while it’s up in the air for how long he is sponsoring bobsled and skeleton, or if he may eventually join the team, he said his next Olympic goal is to be a torchbearer for the 2028 Los Angeles Games. **L**

# AMERICA'S BEST COLLEGES FOR WOMEN 2026

Recognizing the institutions  
of higher learning that provide  
robust opportunities for  
female students to thrive

ILLUSTRATION  
BY  
LINCOLN AGNEW





**C**HOOSING A COLLEGE IS ONE of the most important decisions in a young woman's life. It's about more than academics—it's about finding a place to thrive, to lead and to build the foundation for a successful

future. The college experience should empower every student to reach their full potential, and for women, that can mean attending an institution with female academic role models (who are fairly paid) which prioritizes campus safety and meaningful pathways to success.

Women's colleges have long championed these values, creating environments where female students can flourish without barriers. But many coeducational institutions are also making significant strides in fostering gender equity, ensuring that women have access to the resources, support and opportunities they need to excel.

To help prospective students and their families make informed decisions, *Newsweek* and Gender Fair are proud to present the inaugural America's Best Colleges for Women 2026 list.

This comprehensive ranking evaluates U.S. colleges across four critical categories: leadership, pay and policies, safety and opportunity. Our methodology draws on federally reported data, providing a new dimension of insight that complements existing college rankings. We've also included information on state-level reproductive health policies, sourced from the Center for Reproductive Rights, so students can consider how local laws may impact their health care access.

These rankings aren't meant to be used in isolation—they're one tool among many to help navigate the college search process. Nothing replaces visiting campuses and talking with current students. But we hope this list helps identify institutions that are truly committed to supporting women's success, both during college and beyond.

Every school has different strengths, and some factors may matter more to you than others. We encourage you to explore the rankings, understand the methodology and discover the colleges that align with your values and aspirations.

—Jennifer H. Cunningham, Editor-in-Chief



## Methodology

*America's Best Colleges for Women* is a ranking developed by *Newsweek* in partnership with Gender Fair, designed to highlight institutions that actively support gender equality and empower women. The methodology is rooted in the Women's Empowerment Principles and evaluates colleges across four key areas: leadership, pay and policies, safety and opportunity. Drawing on comprehensive data from the U.S. Department of Education—including the Integrated Postsecondary Education Data System and the Campus Safety and Security Database—plus additional desk research, the ranking identifies colleges that have established the structural elements necessary to foster education and employment for women. Only institutions meeting specific criteria for size and academic roles are included, ensuring the results reflect meaningful progress toward gender equity in higher education.

### Licensing

Institutions included in *Newsweek's America's Best Colleges for Women 2026* are eligible for official promotional and recognition opportunities. To showcase your achievement for your marketing, communications, and recruitment materials, please contact Ryan Kinney, *Newsweek's* SVP of Research Strategy & Revenue, at: [bestcollegesforwomen@newsweek.com](mailto:bestcollegesforwomen@newsweek.com)

1	<b>Spelman College</b> GA	81.9
2	<b>Thomas Jefferson University</b> PA	81.5
3	<b>St. Catherine University</b> MN	81.4
4	<b>Herzing University-Madison</b> WI	80.8
5	<b>Alverno College</b> WI	80.7
6	<b>The Chicago School</b> IL	80.6
7	<b>The Chicago School</b> CA	80.4
8	<b>Ohio University-Southern Campus</b> OH	80.2
9	<b>Chicago State University</b> IL	80.0
10	<b>Miami Dade College</b> FL	79.8
11	<b>Mount Saint Mary's University</b> CA	79.6
11	<b>Mercy College</b> NY	79.6
13	<b>MGH Institute of Health Professions</b> MA	79.5
14	<b>Mississippi University for Women</b> MS	79.4
15	<b>Johnson C. Smith University</b> NC	79.2
16	<b>Our Lady of the Lake University</b> TX	78.6
17	<b>Regis College</b> MA	78.1
18	<b>Texas Woman's University</b> TX	77.8
19	<b>Lourdes University</b> OH	77.6
20	<b>Coppin State University</b> MD	77.4
21	<b>Mount Mary University</b> WI	77.3
21	<b>Brenau University</b> GA	77.3
21	<b>California State University-Los Angeles</b> CA	77.3
24	<b>National Louis University</b> IL	76.9
24	<b>CUNY York College</b> NY	76.9
24	<b>Pasco-Hernando State College</b> FL	76.9
27	<b>Nebraska Methodist College of Nursing &amp; Allied Health</b> NE	76.8

<b>28</b>	<b>Molloy College</b> NY	76.6
<b>29</b>	<b>San Francisco State University</b> CA	76.4
<b>30</b>	<b>Felician University</b> NJ	76.1
<b>31</b>	<b>Barry University</b> FL	76.0
<b>32</b>	<b>University of Holy Cross</b> LA	75.8
<b>32</b>	<b>Goodwin University</b> CT	75.8
<b>32</b>	<b>CUNY Lehman College</b> NY	75.8
<b>35</b>	<b>Northeastern Illinois University</b> IL	75.6
<b>35</b>	<b>Bellevue College</b> WA	75.6
<b>37</b>	<b>Columbia College</b> SC	75.4
<b>37</b>	<b>College of Central Florida</b> FL	75.4
<b>39</b>	<b>Adler University</b> IL	75.2
<b>40</b>	<b>Marymount Manhattan College</b> NY	75.1
<b>41</b>	<b>Palm Beach State College</b> FL	75.0
<b>41</b>	<b>Concordia University-Chicago</b> IL	75.0
<b>41</b>	<b>Bowdoin College</b> ME	75.0
<b>44</b>	<b>Spalding University</b> KY	74.4
<b>45</b>	<b>Sonoma State University</b> CA	74.2
<b>46</b>	<b>Marymount University</b> VA	74.1
<b>46</b>	<b>Georgian Court University</b> NJ	74.1
<b>46</b>	<b>CUNY New York City College of Technology</b> NY	74.1
<b>49</b>	<b>Simmons University</b> MA	73.8
<b>49</b>	<b>CUNY Hunter College</b> NY	73.8
<b>51</b>	<b>Colorado College</b> CO	73.7
<b>52</b>	<b>Louisiana State University-Alexandria</b> LA	73.4
<b>53</b>	<b>Barnard College</b> NY	73.2
<b>54</b>	<b>Metropolitan State University</b> MN	73.1

<b>55</b>	<b>California State University-Dominguez Hills</b> CA	72.9
<b>55</b>	<b>University of North Texas</b> TX	72.9
<b>55</b>	<b>Vassar College</b> NY	72.9
<b>58</b>	<b>Agnes Scott College</b> GA	72.8
<b>59</b>	<b>Immaculata University</b> PA	72.7
<b>59</b>	<b>Athens State University</b> AL	72.7
<b>59</b>	<b>California State University-Long Beach</b> CA	72.7
<b>59</b>	<b>Golden Gate University</b> CA	72.7
<b>63</b>	<b>New Jersey City University</b> NJ	72.6
<b>64</b>	<b>Oglala Lakota College</b> SD	72.5
<b>65</b>	<b>Neumann University</b> PA	72.3
<b>66</b>	<b>Clarkson College</b> NE	72.2
<b>66</b>	<b>Curry College</b> MA	72.2
<b>66</b>	<b>Elmhurst University</b> IL	72.2
<b>69</b>	<b>MCPHS University</b> MA	72.1
<b>69</b>	<b>Chestnut Hill College</b> PA	72.1

<b>69</b>	<b>Framingham State University</b> MA	72.1
<b>69</b>	<b>Concordia University-St. Paul</b> MN	72.1
<b>73</b>	<b>Slippery Rock University of Pennsylvania</b> PA	72.0
<b>74</b>	<b>AdventHealth University</b> FL	71.9
<b>74</b>	<b>Lesley University</b> MA	71.9
<b>74</b>	<b>Russell Sage College</b> NY	71.9
<b>77</b>	<b>CUNY Graduate School and University Center</b> NY	71.8
<b>78</b>	<b>Bay Path University</b> MA	71.7
<b>78</b>	<b>CUNY Medgar Evers College</b> NY	71.7
<b>78</b>	<b>Navajo Technical University</b> NM	71.7
<b>81</b>	<b>Nevada State College</b> NV	71.6
<b>81</b>	<b>California Institute of Integral Studies</b> CA	71.6
<b>81</b>	<b>Broward College</b> FL	71.6
<b>81</b>	<b>California State University-Sacramento</b> CA	71.6
<b>81</b>	<b>Hood College</b> MD	71.6
<b>86</b>	<b>California State University-Northridge</b> CA	71.5



<b>86</b>	<b>Pensacola State College</b> FL	71.5
<b>86</b>	<b>Mount St. Joseph University</b> OH	71.5
<b>89</b>	<b>Mount Aloysius College</b> PA	71.4
<b>90</b>	<b>Hamline University</b> MN	71.3
<b>91</b>	<b>Governors State University</b> IL	71.2
<b>92</b>	<b>Mary Baldwin University</b> VA	71.1
<b>92</b>	<b>Franciscan Missionaries of Our Lady University</b> LA	71.1
<b>94</b>	<b>University of Saint Joseph</b> CT	71.0
<b>94</b>	<b>Washburn University</b> KS	71.0
<b>96</b>	<b>California State University-Channel Islands</b> CA	70.9
<b>96</b>	<b>Chaminade University of Honolulu</b> HI	70.9
<b>96</b>	<b>CUNY Brooklyn College</b> NY	70.9
<b>96</b>	<b>University of Rio Grande</b> OH	70.9
<b>100</b>	<b>Scripps College</b> CA	70.8
<b>100</b>	<b>Springfield College</b> MA	70.8
<b>100</b>	<b>College of Mount Saint Vincent</b> NY	70.8

<b>100</b>	<b>Western Oregon University</b> OR	70.8
<b>100</b>	<b>Western Connecticut State University</b> CT	70.8
<b>105</b>	<b>Chatham University</b> PA	70.7
<b>105</b>	<b>Montclair State University</b> NJ	70.7
<b>107</b>	<b>Meredith College</b> NC	70.6
<b>107</b>	<b>Saint Elizabeth University</b> NJ	70.6
<b>107</b>	<b>Midland University</b> NE	70.6
<b>107</b>	<b>Lasell University</b> MA	70.6
<b>111</b>	<b>Mount Holyoke College</b> MA	70.5
<b>111</b>	<b>St. Joseph's University-New York</b> NY	70.5
<b>111</b>	<b>Thomas University</b> GA	70.5
<b>111</b>	<b>Northern New Mexico College</b> NM	70.5
<b>115</b>	<b>Oakwood University</b> AL	70.4
<b>116</b>	<b>Saint Mary's College of California</b> CA	70.3
<b>117</b>	<b>Dominican University</b> IL	70.2
<b>117</b>	<b>CUNY John Jay College of Criminal Justice</b> NY	70.2
<b>119</b>	<b>La Roche University</b> PA	70.1
<b>120</b>	<b>Nazareth College</b> NY	70.0
<b>121</b>	<b>Kent State University at Tuscarawas</b> OH	69.9
<b>121</b>	<b>University of the Cumberlands</b> KY	69.9
<b>121</b>	<b>Emmanuel College</b> MA	69.9
<b>124</b>	<b>Notre Dame of Maryland University</b> MD	69.8
<b>124</b>	<b>St. Johns River State College</b> FL	69.8
<b>126</b>	<b>Keystone College</b> PA	69.7
<b>126</b>	<b>Aurora University</b> IL	69.7
<b>126</b>	<b>San Jose State University</b> CA	69.7

<b>129</b>	<b>Smith College</b> MA	69.5
<b>130</b>	<b>Western New Mexico University</b> NM	69.4
<b>131</b>	<b>Lane College</b> TN	69.3
<b>132</b>	<b>Holy Family University</b> PA	69.2
<b>133</b>	<b>Mercy College of Ohio</b> OH	69.1
<b>134</b>	<b>Whittier College</b> CA	69.0
<b>134</b>	<b>Eastern Florida State College</b> FL	69.0
<b>134</b>	<b>University of Pikeville</b> KY	69.0
<b>134</b>	<b>California State University-San Bernardino</b> CA	69.0
<b>134</b>	<b>University of Hawaii-West Oahu</b> HI	69.0
<b>139</b>	<b>University of the Incarnate Word</b> TX	68.9
<b>139</b>	<b>Widener University</b> PA	68.9
<b>141</b>	<b>Empire State University</b> NY	68.8
<b>141</b>	<b>Berea College</b> KY	68.8
<b>143</b>	<b>Huston-Tillotson University</b> TX	68.7
<b>143</b>	<b>Bryn Mawr College</b> PA	68.7
<b>143</b>	<b>SUNY College at Old Westbury</b> NY	68.7
<b>146</b>	<b>University of Massachusetts Global</b> CA	68.6
<b>146</b>	<b>Central Ohio Technical College</b> OH	68.6
<b>148</b>	<b>State College of Florida-Manatee-Sarasota</b> FL	68.5
<b>148</b>	<b>Chadron State College</b> NE	68.5
<b>150</b>	<b>Arcadia University</b> PA	68.4
<b>151</b>	<b>Fashion Institute of Technology</b> NY	68.3
<b>151</b>	<b>California State University-Monterey Bay</b> CA	68.3
<b>151</b>	<b>American International College</b> MA	68.3
<b>151</b>	<b>SUNY College of Technology at Delhi</b> NY	68.3





<b>155</b>	<b>Heidelberg University</b> OH	68.2
<b>155</b>	<b>Augsburg University</b> MN	68.2
<b>155</b>	<b>Dominican University New York</b> NY	68.2
<b>155</b>	<b>Kean University</b> NJ	68.2
<b>159</b>	<b>D'Youville University</b> NY	68.1
<b>159</b>	<b>Winston-Salem State University</b> NC	68.1
<b>159</b>	<b>Carroll University</b> WI	68.1
<b>162</b>	<b>Trinity Washington University</b> DC	68.0

<b>162</b>	<b>Ramapo College of New Jersey</b> NJ	68.0
<b>162</b>	<b>Concord University</b> WV	68.0
<b>165</b>	<b>St. Thomas Aquinas College</b> NY	67.8
<b>165</b>	<b>Virginia Union University</b> VA	67.8
<b>165</b>	<b>Daemen University</b> NY	67.8
<b>165</b>	<b>Shenandoah University</b> VA	67.8
<b>169</b>	<b>Pennsylvania State University-Penn State Brandywine</b> PA	67.7
<b>169</b>	<b>Mississippi Valley State University</b> MS	67.7
<b>171</b>	<b>California State University-San Marcos</b> CA	67.6
<b>171</b>	<b>Southern Adventist University</b> TN	67.6
<b>173</b>	<b>Stevenson University</b> MD	67.5
<b>173</b>	<b>University of Maryland Global Campus</b> MD	67.5
<b>175</b>	<b>Bowie State University</b> MD	67.4

<b>176</b>	<b>La Salle University</b> PA	67.3
<b>176</b>	<b>Drew University</b> NJ	67.3
<b>178</b>	<b>University of California-Merced</b> CA	67.2
<b>179</b>	<b>University of North Texas at Dallas</b> TX	67.1
<b>179</b>	<b>Metropolitan State University of Denver</b> CO	67.1
<b>179</b>	<b>Wingate University</b> NC	67.1
<b>179</b>	<b>SUNY at Purchase College</b> NY	67.1
<b>183</b>	<b>Massachusetts College of Art and Design</b> MA	67.0
<b>183</b>	<b>Albany State University</b> GA	67.0
<b>183</b>	<b>Occidental College</b> CA	67.0
<b>186</b>	<b>Samuel Merritt University</b> CA	66.9
<b>186</b>	<b>Centenary University</b> NJ	66.9
<b>186</b>	<b>Indian River State College</b> FL	66.9
<b>189</b>	<b>National University</b> CA	66.8
<b>189</b>	<b>North Carolina Central University</b> NC	66.8
<b>189</b>	<b>University of San Francisco</b> CA	66.8
<b>189</b>	<b>Worcester State University</b> MA	66.8
<b>193</b>	<b>California State University-East Bay</b> CA	66.7
<b>193</b>	<b>Kent State University at Salem</b> OH	66.7
<b>193</b>	<b>Bloomfield College</b> NJ	66.7
<b>193</b>	<b>Fairfield University</b> CT	66.7
<b>193</b>	<b>Farmingdale State College</b> NY	66.7
<b>198</b>	<b>Carlow University</b> PA	66.6
<b>198</b>	<b>Wellesley College</b> MA	66.6
<b>198</b>	<b>Goucher College</b> MD	66.6

# DINE Group: Precision Tools Power Smart Machining

The group leverages its family of companies to lead a global manufacturing transformation that promotes sustainable innovation and young talent to create precision tools and innovative manufacturing solutions.

By Daniel de Bomford



"We are efficient, service-oriented and quick to adapt."

Hye-Seop Yoon, President, DINE Group



[www.dine.co.kr/kr](http://www.dine.co.kr/kr)

Modern manufacturing is like shifting seas, shaped by automation, reshored supply chains and the accelerating rise of smart factories. Most industrial giants steer like cargo ships: powerful, but slow to turn. DINE is a different kind of vessel. Agile, deliberate and horizon-focused, the company has spent the last six decades navigating change rather than resisting it, expanding from cutting tools to complete production ecosystems and, in 2018, into robotics. Now, DINE stands as both a manufacturer and a guide for the global transition to intelligent, connected and sustainable production.

In the fast-evolving world of industry, where giants struggle to pivot as political headwinds shake up economic norms, conditions are perfect for agile SMEs like DINE to rewrite the rules.

Founded as a family-led manufacturer of cutting tools, DINE Group has grown into a global ecosystem of innovation, a network that prioritizes agility, quality and innovation. United with its group affiliates, KOLROY, WIDIN, and DSP, DINE delivers comprehensive manufacturing solutions, from carbides to robotics.

DINE is the embodiment of Korea's unique, innovation-driven SMEs, which punch well above their weight in the world's most competitive industrial region. President Hye-Seop Yoon says that Korea's growth was primarily driven by the chaebol, Korea's giants. But it's the material providers, technology specialists and component manufacturers that have facilitated their dominance.

"I've come to realize that while big corporations take the lead, it's the mid-sized and smaller firms that sustain innovation and industry," she says, "They are the real backbone of Korea's competitiveness."

## The DINE Ecosystem

Beginning with alloy cutting tools over 60 years ago, DINE quickly realized that exporting required more than a single product. At the heart of its success lies a unique business model that bucks corporate trends. Rather than centralizing control, DINE has cultivated an ecosystem, a family of specialized companies that operate independently, while thriving collectively under a shared vision.

Each member plays a distinct role: KORLOY leads in advanced carbide and insert technologies; WIDIN produces high-performance rotary tools; DSP Tooling offers cost-efficient solutions for the mid-tier market; and DINE itself serves as the nucleus, integrating tooling systems, automation and now robotics.

Every two months, the CEOs meet to ensure they remain aligned, share resources, and avoid overlap. "We operate more like a family than a conglomerate," Yoon says. "We value stability and collaboration over aggressive expansion."

## The Fourth Industrial Revolution—Entering the Era of Robotics

In 2018, DINE took a bold step with the launch of DINE Robotics, marking a turning point for the company as it evolved from a tool manufacturing company to a full-fledged smart manufacturing enabler.

DINE develops and integrates both industrial and collaborative robots, designed to optimize machining centers,

automate production lines and bring greater consistency and safety to industrial environments. Yoon says automation and smart manufactur-



ing will be major drivers for the group. "We're enhancing our ability to provide integrated solutions and faster responses to customer needs," she says.

At the same time, the company is investing in premium technologies, such as CBN inserts, next-generation P-grade materials, and platform-based tooling systems, to strengthen its competitiveness in sectors like aerospace and machinery.

**Local Roots With Global Reach**

From humble beginnings, the DINE Group has built a globe-spanning footprint spanning over 90 countries across Asia, Europe and the Americas. With 17 direct branches and regional subsidiaries in China, Vietnam, Thailand and Mexico, the group delivers un-

long before its competitors, establishing relationships in Russia, China and India, identifying opportunities where others saw risks. The combination of speed, precision, and a service-first mindset has made DINE both a supplier and strategic partner to many of the world’s most advanced manufacturers.

**Creating a Technological Edge**

At its core, DINE is a materials and engineering company, one that has continually pushed the boundaries of what precision tooling can achieve. The group’s R&D capabilities span advanced carbide formulas to next-generation alloys and advanced composites, including carbon fiber-impregnated polymers, reflecting its goal of producing lighter, stronger and more efficient materials.

The group leverages a feedback-driven innovation model. Engineers do not develop in isolation; they gather insights directly from its global branches, customer workshops and international industry conferences, allowing the product to develop in real time.

“While materials are evolving, our mission remains clear—to design faster, stronger and more cost-efficient tooling systems that keep our customers competitive,” Yoon says.

Importantly, R&D is collaborative across the group: KORLOY’s carbide expertise informs DINE’s tooling design, WIDIN rotary technologies enhance system performance, and DSP’s mid-tier tooling offers a scalable market reach. Where large conglomerates might struggle with slow, siloed decision-making, DINE’s integrated ecosystem allows innovation to flow horizontally and remains tied to real-world needs.

**Human Centered Vision Empowers the Next Generation**

Yoon’s leadership is not defined by control, but rather, empowerment. “My role now is to support them, not to lead them,” she says, a philosophy that marks a deliberate shift from traditional hierarchy to mentorship and shared responsibility. DINE has placed the next generation at the center of its global strategy, investing heavily in the recruitment and development of young engineers, technicians and managers worldwide across the group.

Yoon wants the next generation of leaders to be bold, creative and fast, saying they understand AI, digitalization and IoT-connected factory systems, as well as robotics-based automation. “I’ll focus on

creating an environment where they can innovate freely—where DINE can keep introducing new ideas, new products and new technologies,” she says.

**Sustainable Management and Social Responsibility**

DINE’s business philosophy extends well beyond performance metrics and quarterly results. Guided by the principle of creating happiness through shared growth, the company is committed to advancing the well-being of the communities in which it operates. This commitment is reflected in its array of initiatives, from UNICEF sponsorships to blood drives.



Rather than pursuing rapid gains or transactional expansion, DINE embraces long-term responsibility. Social contribution, product quality and community support are part of the business from the foundational. Through this approach, DINE not only strengthens its relationships with global stakeholders but also ensures that growth is sustainable and meaningful.

DINE is now focused on expanding its robotics capabilities, strengthening global supply networks and advancing next-generation tooling materials. The company plans to deepen collaboration across its group affiliates and accelerate the development of smart manufacturing systems that can adapt to rapidly changing industry demands. As global production continues to evolve, DINE aims to remain not only competitive but ahead of the curve, shaping how factories of the future think, move and build.



matched service and responsible customer service across borders.

What set DINE’s international strategy apart was its willingness to look east

**LANDMARK**

The wings of the Zayed National Museum are inspired by a falcon in flight. It opened in December last year.



UNITED ARAB EMIRATES

## MUSEUMS FOR TOMORROW

Abu Dhabi aims to educate and inspire with an influx of new attractions, reflecting the region's vision for the future, says its Department of Culture and Tourism chairman

BY  
MATTHEW TOSTEVIN

ABU DHABI IS STAKING ITS CLAIM AS A CULTURAL CAPITAL, unveiling landmark institutions at a breathtaking pace. In November 2025, the city celebrated the opening of its world-class Natural History Museum, followed in December by the spectacular Zayed National Museum—a tribute to the United Arab Emirates' founding father. Earlier in 2025, visitors were captivated by teamLab Phenomena, an immersive art experience blending technology and creativity in breathtaking ways.

These additions join an already impressive lineup. Abu Dhabi boasts its own branch of Paris' Louvre and, just a short walk away, construction is underway on a Guggenheim art museum that promises to redefine contemporary art in the region. Together, these landmarks are transforming the UAE's capital into a destination where culture, innovation and heritage converge.

The museums are an increasing draw for visitors, but Mohamed Khalifa Al Mubarak, chairman of the Department of Culture and Tourism Abu Dhabi, told *Newsweek* that, more importantly, they are intended as educational centers—and they send a message of the UAE's vision of itself and its place in the world at a time the country is playing a growing role in the Middle East and beyond.

"Many of the questions that come from abroad are, 'Is this a tourism game?' Of course, that comes from the knowledge that many of the European institutes and the global institutes do bring a lot of tourists," Al Mubarak told *Newsweek* in an interview in Abu Dhabi.

"I'll be lying to you if I tell you, tourists do not visit these museums. They do, but their sole purpose is

to continuously educate the masses that live here in the UAE and play a role in their growth and at the same time, if we can play a role in the education and the growth of visitors from all over the world, great," he said.

"The land of the Emirates has always been a bridge between East and West. So a lot of these museums are a metaphor of the land itself. So that is why we are doing this."

The UAE built its wealth on oil but now seeks to diversify. It has become an increasingly important geopolitical player with a close relationship to U.S. President Donald Trump. It was one of the first signatories of his Abraham Accords with Israel. It is now also at the heart of the U.S.-backed "Stargate" project to make it an AI hub.

But it is also open to China and to the rising power of India, only three hours away by plane. UAE positions itself as a transport bridge between regions, with the world's busiest international airport in Dubai, and as an increasingly important finance center with a time zone that can span working with East Asia, Europe and the United States.

The UAE's origins are on display at the new national museum—dedicated to late founder and President Sheikh Zayed bin Sultan Al Nahyan. Visitors are met by an archive photo of the Bedouin sheikh barefoot in the desert before he helped to bring together the emirates that made up the former British protectorate.

The centerpiece of the museum is a reconstruction of the Magan boat that as far back as the Bronze Age plied the waters of the Gulf. Al Mubarak told how a



FADEL SENNA/AFP/GETTY



#### SAILING BACK IN TIME

The reconstructed Magan boat in the Zayed National Museum, whose galleries showcase the history, heritage and development of the United Arab Emirates.

visiting child compared the vessel's travel to modern-day space missions: exactly the kind of link between time, space and cultures that the UAE is keen to draw as it seeks to portray the image of a modern Muslim country that is home to people from more than 200 countries.

"The why is for the future generation. The why is to equip future generations in the knowledge of our culture, other people's cultures, and other people's histories and our own history, because we believe that allows you to accept so much more. It allows you to have a much stronger view of how a unified world should look like," he said.

"It's a message about religion and an accepting and tolerant religion. And at the same time, our people, the Arab Bedouins, that roamed the land of the Emirates for thousands of years," he said. "They have also been a very accepting and tolerant people, because they've always engaged with traders coming from ancient Asia and traders coming from Europe and beyond."

As an example of UAE's diversity and tolerance, Al Mubarak said his daughter attends a school where she hears the church bells every day as well as the five daily Muslim calls to prayer. On Yom Kippur, the Jewish Day of Atonement, she hears the blowing of the shofar. Her fellow pupils are from all over the world.

"They come with their different languages, they come with their

different cultures, different heritages, and more than ever, we push them to have these dialogues and discussions and to learn from each other. And that is a very powerful tool," he said.

The museums also play a part in Abu Dhabi's plan for diversifying away from oil.

Its cultural ambitions are not only at the highbrow end. There's a Warner Bros. World, and Disneyland is building its first theme park in the Middle East at Abu Dhabi's Yas Island. It also markets its natural attractions from the sea to the mangroves to the desert mountains.

"If you can imagine in the next sort of five to six years, visiting Abu Dhabi, where you can be in Disney World in the morning and do great things, and then go have lunch at the Louvre Abu Dhabi, and then see a beautiful performance at the National Museum and end having an amazing dinner overlooking dinosaurs at the National History Museum," Al Mubarak said. "And you can throw in an early morning sinking your feet in white sands and sitting in blue waters. This can happen in a 12- to 14-hour span, and that's when you start understanding we have something special."

Abu Dhabi's museums are designed as masterpieces of modern architecture in themselves. So is the elegant white marble-clad Sheikh Zayed Grand Mosque, which blends Mamluk, Ottoman, Fatimid and Moorish styles and has the capacity for over 40,000

## CULTURAL SHOWCASE

Trump tours Sheikh Zayed Grand Mosque with (from left) its officials Ameena Al Hammadi and Yousif Al Obaidli plus Abu Dhabi's crown prince, Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, in May 2025.

**“The land of the Emirates has always been a bridge between East and West. So a lot of these museums are a metaphor of the land itself.”**

worshippers. Inland from Abu Dhabi is the emirate's historic oasis of Al Ain with its Al Jahili Fort, built of sun-dried mud brick.

Realizing the ambitions of modern architects was not always easy, Al Mubarak said. “Making sure you find the right balance, making sure that you can deliver on the promises of the architect but, at the same time, make sure that these are also operational assets that will live and breathe with the people who are entering these museums,” he said. “The thousands and thousands of people that have helped create these assets really are the super-heroes in the story.”


One of the latest big challenges was the onyx cone atop the Frank Gehry-designed Guggenheim, he said. “That has never happened in any other building around the world,” he said. “It's been a tough task, but, thankfully now that's behind us.”

Before that was the Louvre, surrounded with water and salt that should see any museum director run the other way. “We took it full on, and there's a lot of learning,” he said. That said, Abu Dhabi is consistently ranked the world's safest city, so its Louvre has less need to worry about a Paris-style heist of exhibits.

Abu Dhabi's cultural assets and museums have seen an increase in visitors by about 40 percent to five million in around the past year, Al Mubarak said. The split was roughly 60:40 between residents and tourists. “When we look at our cultural and creative

industry strategies, it's currently bringing a little over 5 percent of our GDP contribution. We're looking to double that over the next five years,” Al Mubarak said.

“By 2030, we're looking to bring in another close to over 55,000 jobs specifically within the creative industries,” he said. “Many of these jobs did not exist 10 years ago; curators, museographers, conservators, researchers, and the list goes on. We're looking at basically everything from music designers, costume designers, film crews, game designers, so really a vast array of creatives within different sectors.”

By 2030, Abu Dhabi also plans to double its 35,000 hotel rooms. That's still behind Dubai's 150,000 or so, but Al Mubarak said the neighboring emirate was not so much seen as a rival in the tourism business as an asset, given that it's only 45 minutes away by car—if there's no traffic—and will be only 22 minutes away on a new high-speed train. “We feel this is a perfect time for us to showcase who we are through our version of storytelling, through our perspective,” Al Mubarak said. “The hope is that the future generations uses these opportunities to continuously create content about who we are and stories from our land.” 

**Matthew Tostevin** is global affairs editor at *Newsweek*. Contact him by email, [m.tostevin@newsweek.com](mailto:m.tostevin@newsweek.com)

# JENNETTE McCURDY



AFTER THE HUGE SUCCESS OF HER MEMOIR, *I'M GLAD MY MOM DIED*, JENNETTE McCURDY MARKS a bold transition to fiction with new novel *Half His Age*. But to McCurdy, no matter the genre, it's all about the voice, and she's confident about hers. "I feel like my voice is my voice." *Half His Age* explores the "funny-sad" tightrope of Waldo, a girl with an unconventional

attraction toward her teacher. "Though this is told through Waldo's perspective as a 17-year-old senior in high school, there's certainly a lot of overlap in our voices, in our point of view." The story had an impact on McCurdy. "For this book, I had a lot of experiences where I'd feel so much rage that I'd be crying." To hone this energy, she rids herself of outside influences. "I not only don't read, but I also don't socialize." She's already plotting a film adaptation. "Maybe 50 percent of making a good film or TV show is writing a good film or TV show." Fortunately, she's already halfway there as a bestselling author. —H. Alan Scott



## JENNETTE SPEAKS ABOUT...

### The success of her memoir.

It's changed my life in every possible way for the better. It's been three years since the memoir came out and my life looks so different. To have the first thing that I released as a writer be received so well was really moving and I'm really touched by it, and also so grateful that I now get to do what I'd wanted to do for so long. Writing has always been my mode of processing life. That's the way that I make sense of the world.

### The inspiration for *Half His Age*.

The first seed of the idea, I was 24, on a solo trip in Japan on a bullet train. I knew I needed to write an age-gap relationship, and I knew the format was gonna be a book. Two years ago, Waldo, this protagonist, was just demanding to be written until ultimately I had no other choice. It was her story, it was her time and she was asserting herself.

### How *Half His Age* is more than just a novel.

I just finished the screenplay adaptation for *Half His Age*. I'm attached to direct it. I do really see things visually; I see it and then I write it, but mostly I feel it. Directing is an opportunity to be able to really execute on the intended vision and deliver. I'm so proud to say that I trust myself to do [that].

"Writing has always been my mode of processing life."



Indonesia is entering a new phase of global engagement, backed by the strength of its \$1.4-trillion economy and an assertive foreign policy vision. GDP grew 5 percent in the third quarter of 2025, on track to meet the IMF’s 4.9 percent full-year forecast, driven by stable governance and long-term ambition. The Golden Indonesia Vision 2045 sets out a 20-year

roadmap for industrial growth, education reform, healthcare, tourism, and digitalization. “Our goal is clear: To lift all of our citizens out of poverty and make Indonesia a hub for solutions to food, energy, and water security,” President Prabowo Subianto told the UN General Assembly in September.

Recent accession to BRICS underscores Jakarta’s geopolitical ambitions, which also

include deepening ties with the United States. Bilateral trade rose 5.2 percent in 2024 to \$42.9 billion, with a tariff deal reached in July paving the way for further negotiations over improved access.

Prabowo’s signature free school meals program reflects the government’s emphasis on education as a pillar of broader transformation. “Over the next two decades, Indonesia must

shift from being resource-rich to people-rich by increasing productivity per capita,” says Pandu Sjahrir, chief investment officer at Danantara, the sovereign wealth fund launched to support national economic objectives.

Domestically, priorities include downstream industrialization and attracting foreign investment, particularly in emerging sectors. With vast reserves of nickel and geothermal energy, a rising middle class, and growing demand for digital and health infrastruc-

**“Indonesia must shift from being resource-rich to people-rich.”**

**PANDU SJAHRIR,**  
CHIEF INVESTMENT OFFICER,  
DANANTARA

ture, Indonesia offers investors a rare mix of scale, stability, and scope.

GOVERNMENT PERSPECTIVES

**“Indonesia assures investors of certainty and transparency.”**



**AIRLANGGA HARTARTO,**  
COORDINATING MINISTER FOR  
ECONOMIC AFFAIRS

Indonesia’s pursuit of 8 percent GDP growth by 2028 spans both the domestic and international arenas. For Minister Airlangga, expanding access to global markets by initiating OECD membership, sealing CEPA deals with Canada and the EU, and exploring CPTPP are key – complementing BRICS accession and US negotiations. Domestically, special economic zones foster the development of manufacturing, particularly in resource downstreaming, while agriculture, textiles, apparel, and rubber are cited as priority sectors for export potential.

**“Infrastructure should be the backbone of our economic transformation.”**



**AGUS HARIMURTI YUDHOYONO,**  
COORDINATING MINISTER FOR  
INFRASTRUCTURE AND REGIONAL  
DEVELOPMENT

Agus Harimurti Yudhoyono’s vision centers on sustainable infrastructure development that brings shared benefit across the nation. That means prioritizing people-centered projects that balance human and social impact with economic return. With green and digital transition at the forefront, more than 40 flagship projects across transportation, energy, waste management, housing, and smart cities have captured the attention of international investors, paving the way for long-term partnerships.

**“This program represents genuine empowerment.”**



**DODY HANGGODO,**  
MINISTER OF PUBLIC WORKS

Under Minister Dody, the Ministry of Public Works is overseeing a substantial program of investment and development, ranging from schools and nutrition centers to irrigation and dams. With 439 active projects across all provinces, road links are a priority, with 43 suspension bridges under construction to connect more than 300,000 rural Indonesians. For Dody, this underpins the effectiveness of the wider program by providing access to schools, hospitals, and similar vital services – in turn strengthening regional economies, as part of the government’s goal to eliminate poverty.

# Indonesia's Next Investment Chapter

With a youthful population, rising consumption, and pivot to renewables and tech, Indonesia's diversified economy is drawing global investors seeking emerging-market opportunities.

Indonesia is entering a new phase in its investment evolution. Long defined by vast reserves of coal, gas, and minerals, the country is now positioning itself as a high-potential destination for capital targeting healthcare, consumer services, renewables, and tech. As commodity cycles mature, policymakers are steering investment toward sectors that create jobs, build skills, and expand domestic resilience. The World Bank projects Indonesia's GDP to expand by around 5.1 percent annually through 2026, with inflation stable near 3 percent and public debt under 40 percent of GDP – among the healthiest in emerging Asia.

**“McDonald's says success is 'location, location, location.' For foreigners coming here, it should be 'partner, partner, partner.'”**

**EDWIN SOERYADJAYA,**  
INDONESIAN BUSINESSMAN AND INVESTOR

With over 280 million people and a median age of 30, Indonesia's growing population is a key driver reshaping the economy. Data from Statistics Indonesia shows private consumption rose 5.1 percent in 2024, while the Brookings Institution forecasts the country's consumer class will grow by more than 70 million by 2030 – widening opportunities across food, retail, wellness, and digital services.

In healthcare, rising demand is being driven by a growing senior population seeking advanced care and broader communi-



ties accessing primary services. Beyond hospital construction, this dynamic creates opportunities for operators with multi-site networks, standardized clinical pathways, and strong diagnostic platforms that can improve utilization and quality nationwide.

Education, meanwhile, is gaining traction as a development priority, as Indonesia's demographic dividend hinges on skill creation. The government's decision to allow up to 100 percent foreign ownership in certain private-education institutions has opened a new front for global investors. Through programs focused on workforce upskilling, digital access expansion, and AI integration, Indonesia is equipping the next generation for the modern economy. Private-sector participation is increasingly viewed as essential, with investments in digital learning platforms, vocational training centers, and international university partnerships critical enablers of inclusive growth. IMARC Group forecasts Indonesia's online-education market will grow from \$1.1 billion in 2024 to over \$8 billion by 2033, underscoring how technology and demographics are converging to create significant investment scope.

Indonesia's energy transition is also winning investor attention. With a 2060 net-zero commitment and a suite of incentives – from tax holidays to guaranteed offtake agreements – the government is ac-

tively inviting private capital into clean energy. The National Electricity Plan targets 76 percent of new generation capacity from renewables, while the Institute for Essential Services Reform estimates 333 gigawatts of viable solar, wind, and hydro potential projects in Indonesia. For investors, the upside spans the full value chain – from large-scale solar to component manufacturing.



What unifies these priorities is the national drive for sustainable, inclusive growth. Through regulatory reform and sector-specific incentives, Indonesia is boosting employment, upgrading skills, and broadening access to essential services. Nonetheless, traditional investment strategy still applies, with long-term success hinging on local-market knowledge. For leading investor Edwin Soeryadjaya, that means forging the right partnerships: “McDonald's says success is 'location, location, location.' For foreigners coming here, it should be 'partner, partner, partner.’” ■

# IDSurvey Targets Global Expansion

IDSurvey is Indonesia's leading surveyor and verifier and ranks among the top three Testing, Inspection, Certification, Consultation, and Classification (TIC) companies in the Asia-Pacific region.



**“Our main role is to help de-risk foreign direct investments”**

**ARISUDONO SOERONO,**  
PRESIDENT DIRECTOR, PT  
INSPEKSI SERTIFIKASI DAN  
SURVEY INDONESIA

IDSurvey brings together Biro Klasifikasi Indonesia, SUCOFINDO, and Surveyor Indonesia under a strategic holding structure. Serving a

client base of up to 26,000, IDSurvey Group operates 144 branches and operational offices and 108 laboratories across Indonesia. As a global player, IDSurvey also operates 12 overseas branch and representative offices.

“Our strategy starts with strengthening our robust base in Indonesia,” says President Director Arisudono Soerono. “We are also expanding into new products and portfolios that will drive future growth,” he adds. These include end-to-end ESG solutions, digital TIC offerings, and geospatial services.

On the global front, IDSurvey is founded on the use of international standards and

growing strategic partnerships with international certification agencies. “These collaborations allow us to leverage our large market and expand our worldwide presence more quickly,” Soerono notes.

IDSurvey Group is also actively involved and plays a role in various well-known international associations.

With its abundant natural resources and strong business potential, Indonesia continues to attract international interest, positioning IDSurvey as a key player in supporting foreign investment and facilitating import and export needs. “Our main role is to help de-risk foreign direct investments,” Soerono explains.

“We guide investors through local bureaucracy, assist with licensing, and ensure compliance with required global standards.”

In parallel, through its international branches, IDSurvey supports foreign investors in obtaining Indonesian certification for their products in overseas markets, expanding global market access and accelerating cross-border business expansion. ■



## TOURISM

# A New Era for Tourism

Indonesia's tourism appeal is well established, but now efforts are underway to broaden its scope. As global trends shift towards wellness, eco-travel, and cultural immersion, Indonesia's diversity, heritage, and natural beauty position it to lead a new wave of Southeast Asian tourism.

“We see a significant opportunity for growth in the region,” says Deputy Minister of Industry and Investment Rizki Handayani. Targeting 20 to 23 million visitors by 2029, policymakers are focusing on diversifying the tourism offering, drawing visitors from neighboring countries, and designing experiences to appeal to younger market segments.

That includes identifying

five Super Priority Destinations – Lake Toba, Borobudur, Likupang, Labuan Bajo, and Mandalika – selected for their



**“We see a significant opportunity for growth in the region.”**

**RIZKI HANDAYANI,**  
DEPUTY MINISTER OF INDUSTRY  
AND INVESTMENT,  
MINISTRY OF TOURISM

distinctive appeal and development readiness. “Indonesia offers an almost endless sense of wonder,” says Maya Watono,

CEO of state-owned tourism enterprise InJourney. Meanwhile, strategic investments are transforming physical infrastructure, especially airports and seaports, to expand access and capacity.

As demand grows in wellness, InJourney's Sanur Special Economic Zone represents a groundbreaking initiative. The 41-hectare site integrates premium healthcare and tourism assets, including Bali International Hospital and Alster Lake Clinic, a leading stem cell therapy center. Says Christine Hutabarat, President Director of InJourney Hospitality: “Sanur SEZ is not only about building world-class healthcare services, but also about becoming a catalyst for economic growth.”

## MANDARIN ORIENTAL HOTEL



Exceptionally located in the heart of Jakarta, near the iconic Welcome Monument and with direct access to Plaza Indonesia and Grand Indonesia, Mandarin Oriental sets the benchmark for business hospitality in the city. Named Best Business Hotel at the TTG Asia Awards 2025, the hotel combines refined Indonesian service with 272 elegant rooms, three award-winning restaurants, advanced event spaces, luxury wellness facilities, and curated programs tailored to high-level meetings and incentive stays.

# Transforming Indonesia's Aviation and Tourism

InJourney's integrated vision for tourism is transforming the sector in Indonesia.

**F**ounded in 2021, InJourney unites Indonesia's previously fragmented tourism ecosystem under a coordinated national strategy. The state-owned enterprise (SOE) manages 37 airports, including the nation's busiest gateways, aviation services, hospitality, destinations, and retail.

InJourney's approach combines infrastructure upgrades, enhanced visitor experiences, and operational efficiencies, transforming Indonesia's tourism appeal and positioning the nation to capture a greater share of global investment. Here, CEO Maya Watono outlines the key priorities driving its impact in the sector.

**Q: What factors drove InJourney's formation?**

Tourism drives Indonesia's economic growth and global appeal, which is why InJourney was established: Indonesia lacked a centralized entity to coordinate the ecosystem. We are working to standardize commercial policies, service quality, branding, and operational consistency.

Our major transformation projects are focused on Soekarno-Hatta and Ngurah Rai airports and include rezoning terminals to improve flow and increase capacity. Everything we do follows a master plan to



Photo: InJourney

ensure consistency and long-term vision.

**Q: What are your other key business units?**

We have launched Aviation Services, which is tied closely to airport operations. Next is the cluster focused on destination management – we currently manage four major sites: Borobudur Temple, Prambanan Temple, Taman Mini in Jakarta, and Ratu Boko. These destinations help attract international visitors to Indonesia.

We also oversee ITDC, which handles tourism development such as Mandalika, Nusa Dua, and Golo Mori, acting as a national-level developer of destinations. Retail is another key area, and Sarinah Mall represents our work in this space; we have transformed it significantly,

turning it into a cultural experience center. In addition, we currently manage 40 hotels and are exploring various investment options.

**Q: How are health and wellness shaping Indonesia's tourism?**

We operate the Sanur Special Economic Zone (SEZ), the first in Indonesia dedicated to health. The SEZ is a national strategic project and a groundbreaking initiative. Located on 40 hectares of heritage land, it includes hotels and resorts, and houses Indonesia's largest international medical convention center and the Bali International Hospital. We plan to host nine international clinics as centers of excellence.

**Q: How is InJourney helping facilitate investment?**

Indonesia is among the fastest-growing economies in Asia. It is an attractive destination for investment, with strong growth potential. We rank highest on the Southeast Asia tourism index, however, when it comes to travel share and spending per tourist, we rank lowest. This gap highlights enormous growth potential.



**“Everything we do follows a master plan to ensure consistency and long-term vision.”**

**MAYA WATONO**  
CEO, INJOURNEY

To realize that potential, we must bring in private sector partners and investors. Sanur is an example of how we are changing that. We offer a 20-year tax holiday, unprecedented entry and practice rights for foreign doctors, and streamlined permits for equipment and medicines, all locked in for two decades. At InJourney, we have designed policies that create win-win outcomes for both investors and the country. ■



Photo: InJourney



# Redefining Luxury in Bali and Beyond

Bali-based Mirah Investment & Development is setting new standards in premium hospitality.

**M**irah Investment & Development has established itself as one of Bali's most distinctive hospitality operators, characterized by deep local insight and a long-term commitment to shaping the hospitality landscape in Bali.



**“Our strength lies in understanding the local market.”**

**SCOTT MATSON,**  
COO, MIRAH INVESTMENT & DEVELOPMENT

The company's strategy focuses on building world-class brands that reflect a lifestyle-driven approach – one that leverages Bali's unique appeal by combining design, quality, and innovation. “Our goal has always been to create something exceptional within the Bali brand and then expand outward,” explains COO Scott Matson.

With a portfolio spanning luxury resorts, high-end hotels, and residential and commercial real estate, the group's evolution is underpinned by brand

positioning grounded in local identity. “Our strength lies in understanding the local market,” Matson notes. “Bali has evolved over the past five to seven years, and not all visitors come for beaches and views.”

That insight has powered the diversity of Mirah's expansive operating portfolio. Key highlights include Cocana Resort, a five-star beachfront resort on neighboring Gili Trawangan; Kuara Lombok, a six-star, sustainability-focused beachfront resort; and the lifestyle-driven Secana Beachtown Resort & Residences, to name a few. Beyond resorts, the group operates serviced residences, restaurants, pool and beach clubs, and fitness and wellness venues.

Cocana and Kuara are expanding to new locales, alongside the upcoming ultra-luxury cliff-front Amali Luxury Residence and a new Uluwatu hotel, SOMOSHOTELS, with a pool club and large commercial and retail area. This operating depth is a defining point for investors. Mirah increasingly funds its projects internally or through private equity groups and family offices, moving from a villa-sale model to an institutional platform designed for long-term scale. “It is fundamentally a transition



Photos: Mirah Investment & Development

from being solely a developer to becoming a full-service operator,” Matson explains. “That is where we truly add value and differentiate ourselves.” The Guest Society, the company's operational arm, manages all resorts to ensure the highest levels of customer service, while Mirah's full-service model increasingly positions the company as the go-to partner for international investors.

“One of the key factors that separates us from other companies is that we are building the corporate infrastructure required to be a trusted, transparent platform,” says Matson. That includes in-house management, legal, and tax teams to provide structured reporting and full visibility. “This allows larger investors to partic-

ipate in the Indonesian market with confidence,” he adds.

“In the next 24 months, we will have doubled our current operating keys,” says Matson. “Pipeline developments will double that total again by the end of 2028.” That growth trajectory reflects a Bali market that offers clear investment scope in key areas.

With Bali's popularity accelerating across both tourism and investment, Mirah is open to partners who see the value of entering a market with sustained, proven demand. “We would welcome conversations with a U.S. company in a similar industry that recognizes Bali as a major opportunity, values the strength of the Bali brand, and sees Bali as a platform to expand both our portfolio and theirs,” notes Matson. ■



[mirahdevelopments.com](http://mirahdevelopments.com)

# Indonesia's Geothermal Ambitions

Indonesia's energy sector stands as both a national priority and a strategic opportunity. The nation's twin goals – energy transition and energy sovereignty – are backed by an ambitious implementation drive. “No country can thrive without a strong energy sector,” says Minister of Energy and Mineral Resources Bahlil Lahadalia, whose department is also leading efforts to add value through resource-based industrialization, leveraging the nation's significant nickel reserves.

Plans are underway to add 69 gigawatts of new power generation over the next decade, largely from renewable sources. While solar and hydro are key, the biggest opportu-

nity lies in geothermal. “We currently have the world's second-largest installed geothermal capacity, after the U.S.,



**“No country can thrive without a strong energy sector.”**

**BAHLIL LAHADALIA,**  
MINISTER OF ENERGY AND  
MINERAL RESOURCES

and by 2027 expect an additional 500 megawatts, which could make Indonesia the global leader,” Bahlil notes. Taken

together, these initiatives will enable Indonesia to reduce reliance on fossil fuel imports and provide capacity to electrify the nation's 80,000 villages.

With U.S. leadership in geothermal energy, the sector marks a compelling entry point for investment and technology transfer. “Indonesia is committed to partnering with all countries, including the United States, one of our most strategic partners,” Bahlil says. That cooperation also extends to industrialization, where Indonesia's efforts focus on leveraging its position as one of the few countries with an integrated EV battery ecosystem.

That leadership is bolstered by support from key private sector players such as PT In-



Photo: Ministry of Energy and Mineral Resources (MEMR)

dotruck Utama, a major distributor and service provider for trucks and construction equipment. “We are placing a strong focus on developing new brands, especially EVs,” says President Director Bambang Prijono. “We continue to diversify our products and services to ensure we are not overly reliant on any single sector.” ■

PT RMK ENERGY TBK (RMKE IJ)

## Mining That Gives Back

RMK Energy's logistics-first strategy marks it as a leader in long-term value creation.



**“We are open to opportunities both in and beyond coal.”**

**VINCENT SAPUTRA,**  
PRESIDENT DIRECTOR,  
PT RMK ENERGY TBK (RMKE IJ)

RMKE has carved out a distinct role in Indonesia's coal sector by succeeding where others stall. “We take on challenging concessions because unlocking their potential brings great rewards,” says President Di-

rector Vincent Saputra. The firm's engineering-led focus on logistics and infrastructure has seen it thrive in regions overlooked due to access hurdles. But RMKE's ambition extends further. “Our goal is to create an ecosystem that supports both mining and post-mining,” Saputra adds, emphasizing investments in education, health, economic independence, and infrastructure to deliver value to local communities. “We are open to opportunities both in and beyond coal.” ■



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PT ANEKA TAMBANG TBK INDONESIA (ANTAM)

# ANTAM, Indonesia's Mining Champion

State-owned miner ANTAM is scaling gold, bauxite, and nickel into a value-added global platform.

**P**T Aneka Tambang Tbk (ANTAM) is Indonesia's flagship diversified mining company and a state-owned enterprise under Mining Industry Indonesia, playing a key role in the country's downstream industrialization and EV ambitions. With core strengths in gold, bauxite and alumina, and nickel, ANTAM is evolving toward international benchmarks as a diversified resources group.

In the first nine months of 2025, ANTAM delivered one of its strongest financial performances yet. Net profit rose 197 percent to Rp 6.61 trillion, while EBITDA increased 137 percent to Rp 9.33 trillion – attributed to disciplined execution, operational efficiency, and the resilience of its three core commodities.

## Gold remains a strategic pillar; ANTAM sells around 40 tons annually

Gold remains a strategic pillar; ANTAM sells around 40 tons annually, positioning locally owned Indonesian gold as a trusted store of value. While

own-mine production has moderated as mature assets transition, ANTAM continues to strengthen its gold supply through domestic sourcing, resource optimization, and strategic partnerships, including an agreement with PT Freeport Indonesia – with implementation progressing in line with operational conditions. The company has also launched digital gold products, responding to growing demand.

In bauxite and alumina, ANTAM is supporting national industrial resilience. Indonesia imports roughly 70 percent of its aluminum needs. ANTAM's role is to supply alumina to enable expansion at state-owned INALUM and the overall growth of downstream aluminum products. Commissioning the Mempawah alumina smelter marks a key milestone, complemented by chemical-grade alumina production for industry. ANTAM's bauxite resource base exceeds current domestic absorption, underlining the opportunity for investment.

Nickel is the foundational pillar of ANTAM's mandate within Indonesia's EV ecosystem. Tasked by the gov-



Photo: PT Aneka Tambang Tbk Indonesia (ANTAM)

ernment to expand beyond traditional midstream operations, ANTAM is advancing into higher-value segments of the battery supply chain. ANTAM and IBC are developing a fully integrated, end-to-end EV battery value chain, in partnership with CBL (CATL Group), through a \$5.6 billion investment program comprising six joint ventures. These ventures span the entire value chain: mining, rotary kiln electric furnace processing, high pressure acid leach, battery material production, battery cell manufacturing, and recycling.

The battery cell plant is targeted to commence operations next year, while completion of the full ecosystem is expected by 2029. This initiative will become the world's first fully integrated closed-loop EV battery ecosystem, reinforcing the country's strategic position in the global energy transition.

Operational modernization underpins this expansion. Implementing real-time fleet management in its nickel mining operations lifted pro-

ductivity by 12 to 15 percent, while ANTAM is deploying AI in talent management as mining volumes scale toward 20 million tons per year. The long-term challenge is delivering sustainable performance built on leadership, systems, and people capability.

Internationally, ANTAM is preparing for selective expansion. The company is actively open to strategic partners, including from the United States, across minerals, technology, and project development. With various major global institutional investors among its largest shareholders, low leverage, and sufficient funding capacity, ANTAM presents itself as both financially solid and globally minded, reinforcing its position as a credible partner in Indonesia's next phase of resource-led growth. ■



Photo: PT Aneka Tambang Tbk Indonesia (ANTAM)



[www.antam.com/en](http://www.antam.com/en)

# Leading the Way in Indonesia's Green Transition

Barito Renewables is committed to delivering a cleaner and more reliable energy source for Indonesia.

**W**ith unparalleled geothermal expertise and deep stakeholder partnerships, Barito Renewables is leading Indonesia toward a more sustainable energy architecture. The company is accelerating the nation's green transition by consolidating its green assets and by developing, constructing, and operating increasingly efficient and innovative energy solutions. Its commitment to minimizing environmental impact, creating long-term employment, and supporting stakeholder communities is part of a mission to build a greener future for all. President Director Hendra Soetjipto Tan joined the business in 2004, presiding over its rise to prominence. Here, he outlines his vision for achieving growth through innovation, technology, and personal dedication.



**“This push for speed, efficiency, and innovation makes us globally competitive.”**

**HENDRA SOETJIPTO TAN,**  
PRESIDENT DIRECTOR,  
BARITO RENEWABLES

**Q: What is your strategic vision for Barito Renewables?**

In 20 years, we have grown from zero to nearly 900 MW, making us the largest geothermal energy producer in Indonesia. Our



Photo: Barito Renewables

goal is to become number one globally by 2030, supported by a strong portfolio.

**Q: What has been your biggest challenge to date?**

Acquiring Chevron's Indonesian geothermal plants in the mid-2010s. Funding it was the challenge: \$2 billion is the largest acquisition ever made – still unmatched today. We teamed up with EGCO from Thailand and AC Energy from the Philippines and we had to be creative, convincing shareholders, our board, the banks for financing, and Chevron that we are the right owners for the asset. It was dynamic, unforgettable, and the deal of the year.

**Q: How do you remain dominant in a competitive market?**

The key is running power plants efficiently, controlling costs, and reducing lead costs to stay competitive. Drilling time has dropped from 60 days to 14 to 18 days, with a goal of 10 days. Reliability is critical; our plants operate at 99.5 percent reliability, which is exceptional. We must build the most effi-

cient plants, measured by cost per megawatt and steam consumption per megawatt, while constantly adopting new technology to lower operating costs and compete with fossil fuels.

**Q: What is your approach to innovation?**

We stay agile by questioning practices. Can the next plant be more efficient than the last? How can we drill more effectively? This push for speed, efficiency, and innovation makes us globally competitive. We also use advanced technology, including AI, to help predict fractures and prevent stuck pipes – a frequent problem invisible from the surface. Efficient, reliable, sustainable operations, supported by innovation and technology, are the only way to stay competitive.

**Q: What are your broader plans for expansion?**

By the end of 2026, we will reach 1,000 MW. We have two greenfield projects: Hamiding in North Maluku and Sekincau in Sumatra. Together, these sites could add about 900 MW

in the next five to eight years, effectively doubling our capacity. We continue exploring opportunities at geothermal sites, especially in Java and Sumatra, to expand our portfolio further.

**Q: Are there opportunities for inward investment?**

To date, I have raised close to \$4 billion in funding for financing, acquisitions, and new plants. We expect to raise another \$6-7 billion going forward. We have low operating costs, steadily declining construction times, highly reliable plants, and strong recovery capabilities when issues arise. Added to this are a strong safety record and consistent results.

**“We have the expertise, the reputation, and the right location at the right time for geothermal.”**

**Q: Why is Barito Renewables the right investment partner?**

We have 20 years of experience. We are the largest geothermal producer and have capable engineers and teams managing geothermal and wind operations. We enjoy strong reputations with local, regional, and international banks and institutions. We are reliable and trustworthy, we prioritize safety, care for our employees, and work closely with communities to ensure they benefit too. We have the expertise, the reputation, and the right location at the right time for geothermal. ■



[www.baritorennewables.co.id](http://www.baritorennewables.co.id)

# Green Nickel, Global Future

With more than 12,000 hectares of nickel mines and green-powered industrial parks, Neo Energy is raising the bar for sustainable nickel – and bolstering Indonesia’s central role in the global energy transition.



Documentation of the Torette pit area in 2024 which began rehabilitation in 2019. **Photo:** Neo Energy

**N**eo Energy is redefining Indonesia’s nickel sector by integrating mining, processing, and industrial development under a single sustainable platform. Building on its strong mining foundation at the TAS and MKD sites, Neo Energy is progressing toward vertical integration with the construction of a high-pressure acid leach (HPAL) facility, targeted for completion in 2029. This is complemented by two industrial parks spanning more than 7,000 hectares, fully powered by green energy and designated as National Strategic Projects by the government.

“We aim to be known as Indonesia: The World’s Nickel Powerhouse,” says Independent Commissioner Eddy Pratomo. “Our invitation to investors and stakeholders is clear: partner with Neo Energy and help us achieve these ambitious goals together.”

Designed to serve the full EV ecosystem, Neo Energy’s infrastructure is fueled by green power – operating as a closed-loop system that reduces both emissions and waste. Electric trucks and loaders are already in trial use, with a proprietary solar farm replacing diesel generators, while training programs are in place to scale adoption. In parallel, the company controls over 12,000 hectares of nickel mining land, with exploration confirming decades of reserves. All logistics – roads, jetties, and hauling – are company-owned, maximizing efficiency

in both costs and transportation. These integrated assets position Neo Energy at the forefront of Indonesia’s sustainable mining and EV sectors.

Working closely with the Indonesian government, the company is committed to shaping the nation’s role at the heart of global green nickel supply chains. “Through our green practices, we aim to challenge perceptions of the mining sector,” says President Director Edy Santi. “Mining can be clean, sustainable, and globally competitive. Our goal is to be recognized as a trusted, long-term partner producing with 100% green energy.” ■



Head of HSE conducting the morning safety briefing at TAS Site. **Photo:** Neo Energy



**“Indonesia: The World’s Nickel Powerhouse.”**

**EDDY PRATOMO,**  
INDEPENDENT COMMISSIONER, NEO ENERGY

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**EDY SANTI,**  
PRESIDENT DIRECTOR, NEO ENERGY

**Q: What are Neo Energy’s current strategic priorities?**

Our immediate priority is building our HPAL facility to produce MHP, a critical raw material for battery components. The industrial estates are designed to serve the EV and battery sector, and we welcome tenants across the entire supply chain. Two elements make us unique: first, both estates are fully powered by green energy; and second, as a designated national strategic project, we benefit from a 20-year tax holiday covering corporate and import duties.

**“Ore today, green batteries tomorrow.”**

**Q: What is the status of the industrial estates?**

To date, only around 1,000 hectares have been developed, which leaves significant room for new tenants and future expansion. One of our tenants, a slag recycling company, will process our waste into construction materials, reinforcing our green and circular approach.

**Q: What is the company’s strategy for continued growth?**

We plan to expand by acquiring or partnering with additional mines to secure new resources. Feasibility studies confirm that each of our mines has reserves sufficient for at least 20 years. With ongoing resource development, we expect to further extend these reserves, in alignment with our mission: ore today, green batteries tomorrow. ■

# Leading the Way in Green Nickel

Ceria Corp is at the forefront of Indonesia's shift to green nickel production.



**"Sustainability is critical to us. It is our top priority."**

**DERIAN SAKMIWATA,**  
CEO, CERIA CORP

Ceria Corp is setting a new benchmark for Indonesia's nickel industry. Designated as a National Strategic Project and National Vital Object, the 100% Indonesian owned-company is developing an integrated operation focused on ESG compliance and long-term sustainability. Its rectangular 72 MVA rotary kiln-electric furnace (RKEF) smelter in Southeast Sulawesi, powered by a renewable energy certificate (REC), produc-

es 63,200 tons of ferronickel annually at 22% purity – surpassing industry norms. "Our product also has very low carbon, sulfur, and phosphorus content," says Ceria Corp CEO Derian Sakmiwata. "We aim to differentiate our product because we see a significant supply gap in European and U.S. markets."

As demand increases, Ceria Corp is in the process of developing a second RKEF line. Energy and water conservation, as well as emission control, are part of the green construction of both smelters. Meanwhile, the EV boom has prompted plans for an estimated \$2 billion high pressure acid leach (HPAL) plant to process cobalt-rich limonite ore into 146,600 tons of mixed hydroxide precipitate (MHP) annually, equivalent to 55,400 tons of nickel metal and 6,000 tons of cobalt metal.

With capital-intensive projects in the works, Ceria Corp

is in talks with international equity partners for potential investment. As ESG principles



RKEF Line I Smelter. Photo: Ceria Corp

become a predictor of long-term investor confidence, the company is committed to creating a fully traceable and responsibly managed ecosystem – from its nickel mining concession to downstream processing facilities in the EV battery ecosystem.

"Ceria's resources and reserves are projected to supply our processing plant for over 20 years. Sustainability is critical to us. It is our top priority," adds Sakmiwata. "The majority of our green energy comes from hydropower, supported by a 352

MW power purchase agreement with PLN, the state electricity company. Additional power includes a 60 MW barge-mounted power plant (BMPP) equipped with an LNG terminal and re-gasification facility, and another 284 MW gas engine power plant in progress." The company has held a Blue PROPER rating on environmental compliance for six consecutive years since 2018.

With commitments to education, health, economic, socio-cultural, environmental, and infrastructure development set, and over 65% of its workforce drawn from the local population, Ceria Corp is aiming for initiatives for responsible mining assurance (IRMA) certification as part of its sustainability roadmap – and is ready to deliver environmentally responsible products, support the green economy and reinforce Indonesia's global leadership in the sustainable nickel industry. ■

**RKEF Line I Smelter, Powering National Pride**

Ceria delivers high-quality ferronickel with 22% nickel grade and low carbon through modern technology rectangular furnace 72 MVA capacity and ESG-based operations, building a cleaner, more responsible nickel industry for a greener future.

*\*The Smokeless chimney is equipped with a Continuous Emission Monitoring System (CEMS)*

**CERIA CORP.**

## Shaping a Digital Future

Indonesia's digital transformation is central to its 2045 vision to become a top-five global economy. The government's strategy rests on three pillars: robust infrastructure, skilled digital talent, and a supportive innovation environment. "Our priority is to build a strong digital ecosystem," says Vice Minister of Communication and Digital Affairs Nezar Patria.

In pursuit of that goal, a transition to 5G is underway as part of efforts to boost internet speeds and access. In parallel, the 10,000 Digital Villages program is aiming to lift fixed connectivity to 50% within five years.

Underpinning this is sustained investment in digital education and AI-focused talent initiatives, developed in

collaboration with both universities and global tech companies – backed by increased government R&D funding for



**"Our priority is to build a strong digital ecosystem."**

**NEZAR PATRIA,**  
VICE MINISTER OF  
COMMUNICATION AND  
DIGITAL AFFAIRS

digital innovation. "Stability and scale make Indonesia an attractive market for U.S. investment across industries, especially technology," Nezar concludes. ■

## Powering AI in Indonesia

State-owned Telkom Indonesia leads national development of digital telecoms infrastructure.

Telkom Indonesia's transformation under the Telkom 2030 program is built around four core pillars: operational performance and cost efficiency, streamlining subsidiaries, shifting to a strategic holding structure, and unlocking value from underutilized assets. "The objective is simple: return to our core, focus on what we do best, and strengthen our digital infrastructure foundation," says CEO Dian Siswarini.

That infrastructure includes a network of more than 35 data centers, from hyperscale to edge. The company already operates sites in Singapore, Hong Kong, and Timor Leste and is



**DIAN SISWARINI,**  
CEO, TELKOMGROUP

now expanding its hyperscale capacity with an AI-ready facility in Batam. "Telkom aims to play a major role in Indonesia's data center ecosystem," Siswarini says. "We are open to working with partners from the U.S. and around the world to develop AI solutions." ■

[www.telkom.co.id](http://www.telkom.co.id)

### INDUSTRY

## Harnessing Industry for Growth

Indonesia is evolving its industrial strategy to compete on a global scale, guided by the Asta Cita framework for national transformation. Under President Prabowo Subianto, export orientation, technological advancement, and global engagement form the basis of a policy agenda that places industry at the center of long-term economic growth. "There is significant potential in developing industrial sectors," says Deputy Minister of Industry Faisol Riza.

A central priority is downstream industrial development. The government has identified 28 commodities for value-added production, creating openings for investors across mining, agriculture, and manufacturing.

"One key national advantage is our natural resources," says Faisol, highlighting the oppor-



**"There is significant potential in developing industrial sectors."**

**FAISOL RIZA,**  
DEPUTY MINISTER OF  
INDUSTRY

tunity for both job and value creation through the development of domestic processing and production facilities. However, the strategy's scope

extends beyond just resources to sectors including energy and automotive, where efforts focus on preparing companies for Industry 4.0, to enhance competitiveness. "To address this, the Ministry of Industry offers rewards to companies investing in research and production," Faisol says.

Industrial and special economic zones play a pivotal role in implementing the strategy. With 176 industrial zones nationwide, Indonesia is building a network of hubs to attract capital and boost exports, offering streamlined regulations and tax exemptions. "For example, raw material supply in industrial zones is not taxed," Faisol notes. This is complemented by fiscal incentives including tax



Photo: Ministry of Industry

allowances and super-deductions, alongside measures such as national strategic project status for high-impact investments. Combined with a sizable and adaptable workforce, this supportive stance creates a fertile climate for growth. "Investor demand for incentives is high, prompting the president and government to project further support," Faisol says. "Indonesia remains open and welcoming to investment." ■

## Leading voices



**PANDU SJAHRIR,**  
CHIEF INVESTMENT OFFICER,  
DAYA ANAGATA NUSANTARA  
(DANANTARA)

Danantara is Indonesia's second sovereign wealth fund, launched to further national economic objectives. "Danantara's long-term goal is to build wealth for future generations," explains Chief Investment Officer Pandu Sjahrir. "In the short term, we aim to create jobs, restore confidence, and attract foreign capital to drive investment." That means targeting priority areas including digital infrastructure and downstream industries. "Our focus is on developing the right investment thesis, identifying sectors where Indonesia must succeed."



**ANINDYA NOVYAN BAKRIE  
AND BERNARDINO VEGA,**  
CHAIRMAN AND VICE CHAIRMAN  
OF INTERNATIONAL RELATIONS,  
INDONESIAN CHAMBER OF  
COMMERCE & INDUSTRY (KADIN)

For Vice Chairman Vega, three areas are crucial to Indonesia's development: the digital economy, natural resources, and downstream industries. "Other sectors matter, but these define our competitive edge." Bakrie, meanwhile, emphasizes the importance of education, training, and welfare to harnessing demographic advantage – with the potential for shared benefits beyond national borders. "A growing, stable, and prosperous Indonesia is good for the world."



**GITA WIRJAWAN,**  
HOST OF 'ENDGAME', AND AUTHOR OF  
'WHAT IT TAKES: SOUTHEAST ASIA'

Exploring the factors that can maximize Indonesia's potential, Wirjawan identifies one area as key. "Education is the first priority," he says, emphasizing the allied role of nutrition in childhood development. "If we ensure proper nutrition and improve teacher quality from kindergarten through tertiary education, the long-term outlook is very promising." Urging a targeted approach, Wirjawan sets out a clear goal for policymakers across the region: "Southeast Asia must increase STEM graduates from 750,000 to two million to stay relevant."

### PT STEEL PIPE INDUSTRY OF INDONESIA TBK (SPINDO)

## SPINDO Eyes Growth with Landmark Investment

Steel Pipe Industry of Indonesia is cementing its dominant position in the nation's steel sector.

Family-owned PT Steel Pipe Industry of Indonesia (SPINDO) is a market leader with an operational legacy spanning more than 50 years. Specializing in pipes for infrastructure, the company supplies sectors including oil and gas, construction, mining, telecom, and automotive, sup-

ported by an extensive distribution network. "We have built warehouses across Indonesia to be closer to customers and deliver faster," says Vice President Director Tedja Sukmana Hudianto. "We aim to have one warehouse in every major city."

Complementing this is a commitment to innovation and cutting-edge technology that now sees the company completing its landmark Unit 7 facility – a 100-hectare site equipped

with next-generation automation and production systems. The new unit will almost double production capacity and enable manufacture of larger-diameter, thicker-gauge pipes. "We are entering product categories that we could not serve before," Hudianto says.

**The new unit will almost double production capacity.**

That positions the company to better service long-term export partners in the U.S. and Canada, while also benefiting from recent trade agreements. "With the arrival of our new machinery, our export potential will become significantly



**TEDJA SUKMANA HUDIANTO,**  
VICE PRESIDENT DIRECTOR,  
PT STEEL PIPE INDUSTRY OF  
INDONESIA TBK (SPINDO)

broader," says Hudianto. In that context, SPINDO is seeking strategic partnerships founded on the principle of shared growth. "We are open to cooperating and growing together, but it must be a win-win," says Hudianto. "Our hope is to attract investors who share that long-term perspective." ■



Photo: SPINDO



Photo: SPINDO

# Delivering a Better Healthcare

Scaling pharmaceutical and healthcare distribution across Indonesia.

**F**or more than 45 years, Medela Potentia has supplied high-quality pharmaceutical products, healthcare products, and medical devices to customers across Indonesia, while expanding its presence into regional markets, including Cambodia.

Earlier this year, the company's initial public offering (IPO) on the Indonesia Stock Exchange was immediately oversubscribed. Here, President Director Krestijanto Pandji discusses Medela Potentia's success and shares his vision for the company's future.

## Q: What is Medela Potentia's area of expertise?

With more than 45 years of healthcare expertise, we operate in distribution, medical devices, and digital platforms, spanning sales, marketing, and manufacturing, with distribution as our largest segment.

## Q: What prompted this year's IPO?

Through this IPO, we aim to advance as a trusted global healthcare group, enhance professionalism and governance, and unlock global partnerships. At the same time, our employ-

ee stock plan ensures that employees share in the company's growth and long-term value.

## Q: What was the market response to the listing?

We set our IPO price low to secure shareholder support: at launch, it was six times oversubscribed. International funds participated, including International Finance Corporation, along with local investors. After four months, the return is 35.11 percent.

## Q: How do you see the healthcare market evolving?

Indonesia has the largest population in ASEAN, yet its healthcare expenditure per capita remains relatively low. According to data from the World Bank, Indonesia's health spending per capita was around \$158.9 in 2021. Increasing this from approximately \$100 to \$400 per capita would represent tremendous growth potential.

## Q: What are your growth projections for Medela Potentia?

Our goal is to grow above GDP. For the first half of 2025, we reported a net profit increase of 15.76 percent and revenue growth of 3.7 percent. The challenge now is continuous improvement.



Photo: Medela Potentia

## Q: What are your biggest operational challenges?

The main challenge in distribution is fixed costs. We maintain 35 warehouses across Indonesia, plus two in Jakarta. Employee expenses, transportation, and warehousing account for 70 to 80 percent of total costs. Reducing these using AI is critical.

## Q: How are you using technology for efficiency?

We use AI for forecasting to optimize stock levels and working capital, while also exploring EV adoption with a 127 percent cost advantage. The GoApotik digital platform enhances traditional distribution in a changing environment, and free ERP for some drugstores links to our B2B platform, creating greater operational efficiency.

## Q: What are your expansion plans?

Our distribution expansion focuses on building strategic partners across ASEAN and growing our medical device portfolio, especially leveraging products from

**"We are open to partnerships and can distribute healthcare products nationwide."**

**KRESTIJANTO PANDJI,**  
PRESIDENT DIRECTOR,  
PT MEDELA POTENTIA TBK

our established manufacturing arm, PT Deca Metric Medica.

## Q: What opportunities exist for investment in the sector?

Indonesia is a large country with a big population and political stability; healthcare awareness is rising, and the healthcare sector is expanding. In medical devices, just 20 to 30 percent are locally produced; the majority are still imported. We are open to partnerships and can distribute healthcare products nationwide. ■



Photo: Medela Potentia

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[www.medela-potentia.com](http://www.medela-potentia.com)

# Championing Quality and Innovation

With more than 60 years of experience, Wismilak Inti Makmur continues to innovate.

**F**ounded in Surabaya in 1962, Indonesian tobacco company Wismilak specializes in premium cigars, hand- and machine-rolled clove cigarettes, and the production of filters and other tobacco accessories. In 2012, Wismilak was listed on the Indonesian stock exchange and Ronald Walla was named president director and CEO – the third-generation leader of this highly successful operation. He talks here about the challenges of taking the reins at his family-run business, the importance of an innovation mindset, and the legacy of establishing a positive corporate culture with people at its heart.



**“Innovation is everything, especially in challenging times.”**

**RONALD WALLA,**  
PRESIDENT DIRECTOR,  
WISMILAK INTI MAKMUR

**Q: How do you position Wismilak in the market?**

Our goal is always to deliver the best products and services for our customers and stakeholders. They are not necessarily the cheapest, because we use high-quality raw materials and invest in the technology to deliver them. It requires more work and patience, but it keeps our customers happy and the

company growing successfully in the long term.

**Q: How does this philosophy impact your priorities?**

Leading an organization across generations to stay relevant is challenging. We have seen many billion-dollar companies rise, not always organically, but through financial power. Many do not survive because they lack organizational maturity. Having a positive corporate culture allows us to move just as fast, if not faster, and stay relevant. Steady, step-by-step progress remains vital today.

**Q: What is your growth strategy?**

Since 2018, we have grown at least 30% per year. We see ourselves as facilitators for those with strong ideas and solid execution, helping them to grow with us. We believe having all stakeholders happy and growing will impact us positively and sustainably.

**Q: How do you aim to attract U.S. and European consumers?**

There is opportunity in the cigar market due to the shortage of Cuban cigars. Indonesian tobacco leaves, such as the Sumatera, Jember, and Besuki Na-Oogst, are among the best in the world, giving us both an opportunity and responsibility to leverage it.

**Q: Are you open to international partnerships?**

Yes, we have experienced management and many products and opportunities to offer. We also participate in international trade fairs, such as in Dubai and Indonesia, and look forward to working with potential partners.



Photo: Wismilak Inti Makmur

**Q: How do you support stakeholder communities?**

Our strategy is to support people in small, second- and third-tier cities in various ways. We work with local leaders to improve facilities and build relationships. We provide training and education with the Indonesian Employers' Association and run programs through the Wismilak Foundation.

**Q: What are the goals behind your Diplomat Success Challenge (DSC) program?**

The DSC program provides opportunities for entrepreneurs to access capital and strategic networks, helping them become more resilient and contributing to the national economy. It also emphasizes the 3Ps: Paham (knowledge), Piawai (skill), and Persona (entrepreneurial personality).

**Q: How important is innovation?**

Innovation is everything, especially in challenging times.

It means adding value for customers, not simply relying on emotional buying, as in the past. In consumer goods, the five Ps – product, place, promotion, price, and people – are key. Making them efficient and adding value in a cost-effective manner is the main strategy for our long-term survival.

**Q: Why should U.S. and European investors consider Indonesia and Wismilak?**

Indonesia has great potential. The young population, political stability, supportive government policies, and infrastructure development will benefit foreign investors coming to Indonesia to grow the economy. ■



**WISMILAK**

[www.wismilak.com/en](http://www.wismilak.com/en)

TANAMERA COFFEE INDONESIA

# Taking Indonesian Specialty Coffee Global

Tanamera Coffee’s rapid rise is built on direct farmer engagement and a dedication to quality.

**F**ounded in 2013, Tanamera Coffee’s mission is to bring Indonesian specialty coffee to the world stage. Spanning retail, export, and B2B supply, the company’s diversified operation is built on direct farmer relationships and a “crop-to-cup” ethos that protects quality at every stage.

Indonesian coffee is renowned for its depth and character; full-bodied, complex, and



Photo: Coffee processing area, Kintamani, Bali

often smooth and fruit-forward. Tanamera’s master roasters develop each coffee to highlight

**“We have full control, from coffee cherry processing through to roasting.”**

**DINI ARYANI CRIDDLE,**  
FOUNDER, TANAMERA COFFEE  
INDONESIA

natural sweetness, structure, and balance. “We have full control, from coffee cherry processing through to roasting,” says Founder Dini Aryani Criddle.

The company incorporates a café and events division and a dedicated B2B arm; the latter serves over 500 clients across 1,000 outlets, including Hy-

att, Four Seasons, and Marriott Bonvoy. On the retail side, the group plans to continue opening more outlets.

Grower partnerships support producers through funding, training, and on-farm processing – strengthening community wellbeing. By managing each stage, Tanamera delivers consistent quality that has earned international recognition and fueled expansion – creating opportunities



Photo: Tanamera Coffee Indonesia



**DINI ARYANI CRIDDLE,**  
FOUNDER, TANAMERA COFFEE  
INDONESIA

for like-minded investors. “If a partnership strengthens traceability, elevates quality, and advances sustainability while respecting origin integrity, we’re keen,” Criddle adds. ■



[www.tanameracoffee.com](http://www.tanameracoffee.com)  
[@Tanameracoffee](https://www.instagram.com/Tanameracoffee)

PT JOBUBU JARUM MINAHASA TBK

# Jobubu’s Global Aims

Tipsy Coco: the coconut drink redefining alcohol.



Photo: PT Jobubu Jarum Minahasa Tbk

**I**n a global drinks market, Tippy Coco stands apart for a simple reason: it is made from real coconut juice.

With 5% alcohol, Tippy Coco offers a light, sessionable alternative to beer and conventional ready-to-drink products. The flavor remains clean and natural, preserving the character of coconut juice while adding a subtle lift suited to warm climates and social occasions.

The brand is produced by PT Jobubu Jarum Minahasa Tbk, a publicly listed Indonesian beverage company with nationwide distribution and one of the country’s rare full-spectrum alcohol production licenses, enabling Jobubu to transform local heritage products into national successes.

“Consumers globally are looking for authenticity,” says President Director Audy Lieke. “With Tippy Coco, we don’t engineer flavor – we let nature do the work.”

As demand grows for lighter, more natural alcohol, Jobubu is preparing Tippy Coco for international markets and engaging distribution partners across multiple regions. ■

[www.jobubu.com](http://www.jobubu.com)



# Leading Indonesia's Lifestyle Boom

ISMAYA Group pioneered a new model for hospitality in Indonesia. Now the company's leadership is taking its lifestyle ecosystem and innovative brand portfolio global.

ISMAYA Group is Indonesia's leading lifestyle company, credited with creating a new model for the country's modern hospitality sector. Established in 2003 by Bram Hendrata, Christian Rijanto, and Brian Sutanto as a single venue in Jakarta, the group now operates more than 170 outlets across Indonesia. From restaurants and cafes to wellness venues, events, and festivals, ISMAYA has built an integrated model for high-quality, experience-led dining and entertainment.



**"Indonesian food remains underrepresented around the world."**

**BRAM HENDRATA,**  
FOUNDER & CEO, ISMAYA GROUP

"I realized that there was a significant opportunity just from the lack of lifestyle presence in Indonesia, especially Jakarta," says Co-founder and CEO Hendrata. "ISMAYA is



Photo: Ismaya Group

considered the origin of lifestyle hospitality in Indonesia because when we started, we did not have any competitors." The group's debut outlet, Blowfish, launched at a time when the only alternatives were hotel bars and restaurants. Its runaway success established ISMAYA as a first mover, defining a new generation of stand-alone lifestyle destinations.

Today, under the slogan 'Creating the Good Life', ISMAYA's portfolio spans multiple pillars. In restaurants, accessible, mall-ready brands such as The People's Cafe and Djournal target high-footfall locations and broad appeal, while the elevated lifestyle concepts including Osteria GIA, Social House, and Social Garden cater to upper-middle-income urban customers. A growing wellness division, currently represented by Social Padel House, responds to the increasing demand for health-focused, active experiences, while ISMAYA's music festivals and events are a key expression of the group's wider lifestyle ecosystem.

Each business unit is underpinned by detailed data analysis. "We spend a lot of time and effort understanding our customers through our ISMAYA+



Photo: Ismaya Group

app," Hendrata notes, adding that outlet-level KPIs and service benchmarks are tightly monitored. Menu design follows the group's 20-80 rule, with the top-selling 20% of items accounting for 80% of revenue, while food safety and quality are given the highest priority, with ISMAYA operating a state-of-the-art central kitchen equipped with German technology to ensure consistent output.

**"ISMAYA is considered the origin of lifestyle hospitality in Indonesia."**

Leveraging its domestic strength, ISMAYA is now targeting international growth. Its modern Indonesian dining brand, Semaja, has been developed for global markets, complementing existing brand extensions in Dubai. Further expansion is also planned for India, Malaysia, and the UK. "Indonesian food remains underrepresented around the world," Hendrata says. "I want to change that as part of my vision for ISMAYA."

Key to ISMAYA's long-term vision is developing Indonesia

as a destination for gastronomy. A collaboration with Michelin-starred chef Edoardo Pellicano saw him complete a recent residency in Jakarta, part of a strategy to promote Indonesia's native ingredients and rich culinary tradition. This reflects Hendrata's view that the country's tourism potential is yet to be maximized. "There are numerous opportunities if Indonesia gains the right exposure."



Photo: Ismaya Group

As consumer expectations evolve, ISMAYA's future rests on its ability to combine creativity with consistency. From standardized menus and real-time analytics to catering for changing food palates, the group remains committed to pioneering high-quality lifestyle experiences – an approach that reflects a refusal to rest on its laurels. "Complacency is the first stage of failure," says Hendrata. ■

# Indonesia's Luxury Powerhouse

Time International holds exclusive retailing rights to over 50 of the world's most renowned luxury lifestyle brands, operating a network of more than 80 stores across Indonesia.

Customer service is the foundation of Time International, with the company's development fueled by a substandard luxury shopping encounter faced by President and CEO Irwan Mussry. "It was a dream product, and that experience stayed with me," Mussry says, explaining how it prompted him to build a company to better represent global brands. "From the beginning, integrity was my focus; the brand had to come first, not me."

That ethos is reflected in the company's current standing as Indonesia's curator and cultivator of world-class luxury brands. Family owned and operated, Time International's operations span both multi-brand retail stores and mono-brand boutiques for leading names that include Chanel, Cartier, Chopard, and many more. The company also operates the largest service centers in Jakarta, Time Care and Watch Care, equipped with cutting-edge technology to provide the highest levels of aftercare across all its brands.

Throughout the company's

growth, customer focus has remained the priority. "We are fully customer-centric, providing not only full services but the right services, ensuring that every interaction reflects a deep respect for our customers," explains Mussry. That continues today, with the business expanding its digital platforms to include official online stores and consultation services via WhatsApp. "Service excellence was and will always be our goal, supported by strong functions around it," Mussry adds.

**"Representing a brand requires honoring its history, heritage, and identity."**

**IRWAN DANNY MUSSRY,**  
PRESIDENT AND CEO,  
TIME INTERNATIONAL

As Indonesia's market matures, Time International is entering a period of concentrated investment in its domestic operations. Over the next two years, the company is upgrading its boutiques and



Photo: Time International

expanding store formats to further enhance the customer experience. "Whether it is multi-brand or mono-brand, the goal is to create experiences that bring customers closer to their aspirations," says Mussry.

This strategy reflects the changing nature of Indonesia's growing luxury market, with consumer expectations now shaped by international service standards. "The market is only at the beginning of its potential," Mussry continues. Capitalizing on that potential means delivering a retail experience that meets those expectations while remaining authentically Indonesian. "Understanding consumer behavior here means being both global and local – global in standards, local in language, culture, and storytelling."

This is complemented by significant investment in digital infrastructure, which includes using data analytics to better understand customer movements in-store and inform optimized layouts. Alongside this, the company

is integrating AI tools and building a dedicated team to leverage its potential. "Our goal is to transition to fully tech-based management within three years," Mussry notes.

That ambition is underpinned by a long-standing commitment to talent development. The company has implemented structured programs to attract and retain top graduates, offering them real-world leadership experience from the outset. By integrating data-led insight with long-term human capital development, Time International is positioned to take Indonesia's luxury market to new heights. "Representing a brand requires honoring its history, heritage, and identity," Mussry says. "With growth, challenges can distract, but staying focused on values and execution is vital." ■



Photo: Time International



[www.timeinternational.co.id](http://www.timeinternational.co.id)

# CLAIRE FOY

The actor discusses the “inevitable” pull of her new film *H Is for Hawk*, based on Helen Macdonald’s memoir, and the intensity of falconry

BY  
H. ALAN SCOTT

**What made you want to pursue *H Is for Hawk*?**

I felt like this film pursued me in a way. It felt like this was inevitable. Basically, I’d worked with Dede Gardner, the producer, before on *Women Talking*, and she had mentioned to me when we were doing press for *Women Talking* that I should read the book [by Helen Macdonald] because she was thinking of making it. And on reading the book, I realized that it was a book that had meant a lot to a very, very close friend of mine. And so, the two of those things coming together was quite strange. Like [a] the-universe-telling-me-to-do-something-type moment.

**What was the process of working with the birds?**

I learned how to be around these wild creatures totally with Helen in my mind at

all times. So it was less of a personal experience for me. Learning basic falconry and to have a connection with these animals was always with Helen [in mind], and how significant they are and the significance of them in the memoir and therefore in the script, which was really helpful because it was such an out of the ordinary thing to do and nothing that I ever could have prepared myself for.

**What was the set like with the hawks?**

That was one of the undertakings of making the film, to make the set entirely for them. There was no one in the room apart from me and the camera operator. Philippa [Lowthorpe], the director, had to be hidden away. All the crew had to be hidden away, and all the handling you see in the film, obviously, I did myself, because it’s me doing it.

**How do you feel about being connected to the role of Queen Elizabeth II in *The Crown*?**

I suppose I’m used to it a little bit now. It’s been 10 years since I shot it. And so I am really proud of being part of the show and really proud of what the show did and how long it went on for, and the regeneration of the character and all those things. But it’s funny because I think I’m a disappointment; I think people want me to be like I was in *The Crown*, and I’m not at all.

**Would you ever consider doing Broadway?**

Oh my God, I’d love to. I did a play in the U.K., *Lungs*, [and] we were supposed to come to Brooklyn literally in March 2020 [when the COVID-19 pandemic hit]. So that was supposed to be my Broadway moment. I would love to. **N**

Visit [Newsweek.com](https://www.newsweek.com) for the full interview

“IT WAS SUCH AN OUT OF THE ORDINARY THING TO DO AND NOTHING THAT I EVER COULD HAVE PREPARED MYSELF FOR.”



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