

## #CII4OperationSindoor

A Reflection of India's Economic  
Power and Defence Excellence



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CORROSION COSTS THE GLOBAL ECONOMY OVER **\$2.5 TRILLION ANNUALLY** – BUT IT'S PREVENTABLE. BE A PART OF INDIA'S MOST AUTHORITATIVE PLATFORM UNITING **INDUSTRY LEADERS, POLICYMAKERS, RESEARCHERS & SOLUTION PROVIDERS** TO ADDRESS THE URGENT CHALLENGE OF CORROSION MANAGEMENT & MITIGATION.

**KEY HIGHLIGHTS**

-  Deliberations on policy interventions for Corrosion Management & Mitigation
-  Technology Showcase
-  B2B Networking & Industry Collaborations
-  Presentations and Panel Discussions by Global Experts
-  Sectoral Best Practices (Oil & Gas, Infrastructure, Construction, Manufacturing, Defence, etc.)

**WHO SHOULD ATTEND**

- ✓ CXO Suite
- ✓ Plant Heads & Maintenance Professionals
- ✓ Safety, Quality & Reliability Engineers
- ✓ Infrastructure & Project Consultants
- ✓ Academic & R&D Institutions
- ✓ Government & Regulatory Bodies

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# Contents

Volume 47 No. 5 May 2025

## COVER STORY

### 04 #CII4OperationSindoor

#### A Reflection of India's Economic Power and Defence Excellence

India has exhibited exemplary leadership on the global stage. In the wake of the Pahalgam terrorist incident and its aftermath, the resilience and strength of the Indian economy, along with its defence excellence, have emerged as focal points. This cover story explores the strengths of India's defence sector, export potential, and related developments.

## FOCUS

- 12 Boosting Competitiveness through Innovation and IP Reform

## SPOTLIGHT

- 18 Charting a Future-Ready Agenda for Corporate Governance

## ANALYSIS

- 20 Pillars for Manufacturing Excellence: Building India's Industrial Future

## PLUS...

- ENGAGING WITH THE WORLD
- SECTORSCAPE
- EMPOWERING STARTUPS
- PORTFOLIO FOR EXCELLENCE
- REGIONAL REVIEW

... AND MORE

We welcome your feedback and suggestions. Do write to us at [sharmila.kantha@cii.in](mailto:sharmila.kantha@cii.in)

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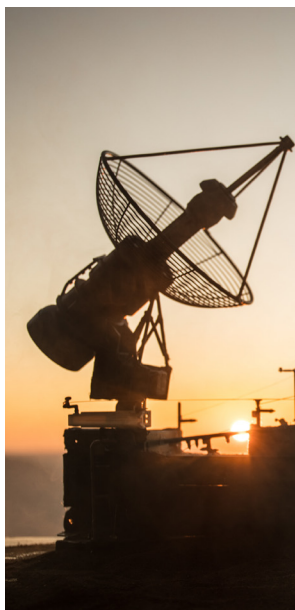
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# #CII4OperationSindoor

## A Reflection of India's Economic Power and Defence Excellence

India's emergence as a global leader is underpinned by the resilience of its economy, which continues to demonstrate strength despite prevailing geopolitical and geoeconomic uncertainties. The nation's expanding defence capabilities, coupled with the vision of inclusive and sustainable growth, are reinforcing its position on the world stage.

A robust policy framework and increasing industrial competitiveness has established India as a prominent hub for manufacturing in defence sector and increased export opportunities. Significant initiatives, ranging from indigenisation efforts to enhanced private sector engagement, are fostering greater self-reliance and strategic autonomy in the defence sector. Even amidst the recent India-Pakistan conflict, India's growth trajectory remained steadfast, with key sectors treading the growth path.



Operation Sindoor has further reinforced India's position as a responsible global leader, capable of safeguarding national interests through measured and strategic actions. The Government's calibrated communication outreach, both at home and on the global stage, demonstrated strategic clarity and diplomatic finesse. This disciplined and deliberate approach boosted India's commitment to regional stability and shared prosperity. In today's complex and evolving geopolitical landscape, economic growth is inseparable from national security. A stable and secure environment forms the foundation for sustained progress and investor confidence. India, now the world's fourth-largest economy, has shown remarkable resilience. This resilience is underpinned by a series of bold policy reforms, such as ease of doing business improvements, infrastructure investments, and digital transformation, that have accelerated economic growth and strengthened India's position globally.

The incident of terrorism in Pahalgam and its aftermath, thus have had little to no impact on Industry operations. The nation demonstrated strength in absorbing external shocks without disrupting livelihoods, supply chains, or economic activities. This reinforces India's reputation as a dependable and robust economy, poised for long-term growth.

Moreover, India's strategic approach to global partnerships and multilateral engagement reflects its emergence as a leader of the Global South. By fostering strong relations with diverse regions across the globe,

India has enhanced its geopolitical influence as well as economic integration.

Looking ahead, India must continue building an economy that is more inclusive and capable of sustained, accelerated growth. Hence, it is crucial for businesses, investors, and policymakers to work together in a coordinated manner to protect supply chains, expand market diversification, and strengthen domestic production.

Already a global hub for services, the country is now rapidly emerging as a global hub for manufacturing, driven not by protectionism but by the strength of its own competitiveness. This dual-engine growth model positions India to play a larger role in global supply chains, while fostering domestic prosperity and long-term economic stability.

India's rise as a global leader is closely linked to its growing self-reliance in defence. Over the past few years, the defence sector has undergone a remarkable transformation, playing a critical role in strengthening national capability and economic progress.

India's defence exports rose to an all-time high of ₹23,622 crore in FY 2024-25, registering a growth of 12.04%. The private sector contributed significantly to this growth, demonstrating growing engagement of the domestic Industry in defence manufacturing. Indigenous platforms are increasingly integrated into military operations, and the armed forces continue to actively engage with the Industry to accelerate indigenisation and reduce import dependence.



Source of images: Indian Army's publication, Batchet, May 2025

Achieving self-reliance in defence manufacturing and reducing import dependency for military hardware is important for India to grow its place in the global economy. As India seeks to reduce its dependency on imports for critical military hardware, the focus has shifted toward building a robust, innovative, and competitive domestic defence ecosystem. This long-term vision aims to equip the armed forces with indigenous solutions and position India as a global hub for defence production and exports.

Some of the key reforms which make the Indian defence sector promising include a clear visibility of defence modernisation plans for the next 15 years. These offer a business pipeline of an estimated USD 160-165 billion for capital items to modernise the Armed Forces over the next five years. To increase focus on enhancing domestic value addition through indigenisation, Defence Industry Corridors and Defence Testing Infrastructure schemes have been launched to encourage investment in green field infrastructure for defence manufacturing and testing. These will facilitate private investment in the sector.

There is a need to empower MSMEs and enhance their participation in the Indian defence ecosystem. Providing adequate policy and financial support is key in this regard.

Two major policy initiatives are the notification of positive indigenisation lists and earmarking 75 per cent of the

capital acquisition budget for procurement from local companies. Having announced the allocation of 25 per cent R&D funds for private Industry and academia, policies including models for such funding are being deliberated upon. Over the past five years (2020–2025), India's defence sector has undergone significant reforms aimed at modernisation, self-reliance, and strategic autonomy. As India stands at the crossroads of planned transformation and security independence, the role of the domestic Industry has never been more critical.

The year 2025, declared as the Defence Reform Year, is forcing a collective action from across Industry, institutions, innovators, and the armed forces to come together to shape the future of a secure and push for self-reliance. The Society of Indian Defence Manufacturers (SIDM) has in the past year initiated several policy initiatives to address the challenges faced by the defence Industry in ease of doing business and in line with the accomplishment of the Government's mission of self-reliance, such as review of trial procedures and quality assurance procedures.

In the heart of a rapidly changing geopolitical landscape, India is rewriting its playbook, not just for security, but for sovereignty. With the right mix of policy reforms, strategic investments, and industrial collaboration, the country is on a transformative path that could redefine its role as a global defence powerhouse.

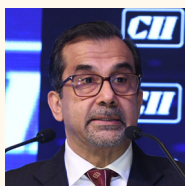
## MAJOR DEFENCE INITIATIVES

- Aatmanirbhar Bharat in Defence
  - Push for self-reliance: Under the Aatmanirbhar Bharat Abhiyan, the Government launched initiatives to reduce dependence on foreign arms and boost indigenous manufacturing
  - Positive Indigenisation Lists: The Ministry of Defence released several lists of defence equipment that cannot be imported and must be procured from domestic sources
- Corporatisation of the Ordnance Factory Board
  - In 2021, the Ordnance Factory Board was corporatised into seven state-owned defence companies to improve efficiency, accountability, and competitiveness
- Defence Acquisition Procedure 2020, which is under review
  - A major overhaul of the defence procurement process
- Introduced new categories like Buy (Global Manufacture in India) to encourage joint ventures and local manufacturing
- Emphasis on ease of doing business and faster procurement timelines
- Boost to private sector participation
  - Relaxation of FDI in defence manufacturing from 49 per cent to 74 per cent under the automatic route
  - Several private companies are now involved in major defence projects
- Innovation for Defence Excellence (iDEX)
  - Helping startups and MSMEs develop defence technology capabilities
  - Funding and support provided through the Defence Innovation Organization
  - Over 300 startups supported as of 2025



- Increased defence exports
  - India's defence exports is at ₹23,622 crore (~USD 2 billion) in FY 2024-25, recording significant growth
  - Key exports include BrahMos missiles, radars, and indigenous platforms like the Akash missile system
- Defence Testing Infrastructure Scheme
  - Launched to create common testing facilities for defence manufacturing
  - Encourages private sector R&D by reducing dependence on DRDO labs.

## QUOTES



CII commends the Government on the resounding success of Operation Sindoor, a powerful demonstration of India's unwavering resolve to combat terrorism and its

steadfast commitment to national security. The Operation highlighted the rising strength of India's indigenous defence manufacturing sector, with Made in India equipment playing a pivotal role in the mission's success. CII salutes the courage, professionalism and dedication of our Armed Forces and stands firmly with the Government in its determined efforts to safeguard India's sovereignty.

**Sanjiv Puri**, President, CII  
Chairman & Managing Director, ITC Ltd



Operation Sindoor marks a significant milestone in India's defence strategy, exemplifying swift and resolute action under the visionary leadership of the Prime Minister. The operation

not only showcased the exceptional valour and professionalism of our Armed Forces, but also delivered a powerful message that India's will not tolerate terrorism and is committed without compromise to preserving its sovereignty and ensuring national security. CII stands united with the Government, reaffirming our shared commitment to safeguarding the nation's security.

**R Mukundan**, Vice President, CII  
Managing Director & CEO, Tata Chemicals Ltd



The meticulously planned execution of Operation Sindoor stands as a powerful testament to India's firm resolve to combat terrorism and the nation's remarkable

defence capabilities. We honour the Armed Forces for their courage and unwavering dedication to safeguarding national security at all costs. While a ceasefire currently holds, the Government is rightly maintaining the highest level of vigilance. CII stands in solidarity with the Government and the Indian Army in upholding the nation's sovereignty and integrity.

**Rajiv Memani**, President Designate, CII  
Chairman & CEO, EY India & Chair, EY Growth Markets Council



Operation Sindoor stands as a shining example of India's firm stance against terrorism under the leadership of the Prime Minister. The Operation not only demonstrated India's remarkable

capabilities in defence and the expanding prowess of Made in India defence systems, but also reinforced the need for increased focus on innovation and technology to build an even more resilient and future-ready defence ecosystem. While the ceasefire has been agreed upon by the two sides, the Government is maintaining vigilance and is ready to respond appropriately to any kind of threat to our national security and sovereignty. The Indian Industry stands firmly behind the Government and our Armed Forces, combating terrorism and safeguarding the nation.

**Chandrajit Banerjee**, Director General, CII





Operation Sindoor has demonstrated India's unwavering resolve to safeguard its sovereignty and democratic values through decisive yet responsible action.

I join the nation in saluting the bravery and patriotism of our Armed Forces, who executed this operation with remarkable precision. The success of this operation also underscores the significant strides India has made in upgrading its defence capabilities, including the development of indigenous technology, which is a matter of pride for all Indians. Jai Hind.

**K V Kamath**, Past President, CII & Chairman, Jio Financial Services Ltd



We stand in unwavering solidarity with the Government of India amid the ongoing conflict. The Government's timely and firm interventions led ably by the Prime

Minister Shri Narendra Modi reflect the strength and maturity of India's leadership. While the Indian Armed Forces protects the nation at the borders, the Industry stands equally committed to safeguarding India's economic front; by keeping supply chains intact and ensuring continuity under all circumstances. We pledge our full cooperation in reinforcing our national resilience via maintaining economic stability and contributing meaningfully to the country's collective strength.

**R Dinesh**, Immediate Past President, CII and Executive Chairman, TVS Supply Chain Solutions



I commend the Government of India and our Armed Forces for their resolute and strategic response via Operation Sindoor. The Operation reflects India's firm resolve to defend its sovereignty and the safety

of its people. Indian Industry remains steadfast in its support to the Government, aligned in purpose and equipped to contribute meaningfully. The strength of our economy is closely tied to national security, and we deeply value the courage and discipline of our Armed Forces in preserving India's resilience and global respect.

**Sanjiv Bajaj**, Past President, CII and Chairman & Managing Director, Bajaj Finserv Ltd



CII Eastern Region expresses complete solidarity with our Government and Armed Forces. We draw confidence from the steadfast leadership of our Prime Minister Shri Narendra Modi, and express

our full commitment to the protection of our citizens. Operation Sindoor demonstrates India's unambiguous commitment to national security. We at CII Eastern Region reiterate our readiness to contribute meaningfully to national objectives.

**Shashwat Goenka**, Chairman, CII Eastern Region Council and Vice Chairman, RP – Sanjiv Goenka Group



CII North Eastern Region strongly supports the Government of India's decisive action through Operation Sindoor. Given the region's strategic location and deep understanding of security

imperatives, our industries are ever aligned for critical moments to support national initiatives. We commend Prime Minister Shri Narendra Modi's leadership in steering a calibrated and effective response. We reaffirm our region's commitment to strengthening both national integrity and long-term regional development.

**Pradeep Bagla**, Chairman, CII North East Council and Managing Director, Amrit Cement



The North continues to be a critical driver of India's industrial and defence ecosystem. CII Northern Region extends its full support to the Government

of India and the Armed Forces for the decisive execution of Operation Sindoor in response to the Pahalgam attack. This response reflects India's firm stance on national security. We stand aligned with Prime Minister Shri Narendra Modi and the Government's efforts and are prepared to contribute through our extensive manufacturing, logistics, and infrastructure capabilities. The region's industries remain committed to supporting national resilience while ensuring continuity in economic momentum..

**Sunjay Kapur**, Chairman, CII Northern Region and Chairman, Sona Comstar



CII Western Region affirms its full support to the Government of India during this critical time. Beyond economic contribution to the nation, Industry stands ready

to assist through rapid mobilization of logistics, domestic production of strategic goods, and financial system stability. Our region's industrial depth and global connectivity make us a strategic partner in national preparedness. We commend the leadership of Prime Minister Shri Narendra Modi and salute the Indian Armed Forces. Indian Industry remains committed to strengthening India's internal capacity, global confidence, and security framework in coordination with the Government.

**Rishi Kumar Bagla**, Chairman, CII Western Region 2025-26 and Chairman & Managing Director, BG Electricals and Electronics India Ltd



CII Southern Region stands firmly with the Government of India and our Armed Forces in the wake of Operation Sindoor. The Southern region, home to India's leading technology hubs

and innovation ecosystems, is well positioned to support national security initiatives through digital solutions, and agile supply chains. We commend the leadership of Prime Minister Shri Narendra Modi for this decisive response. Peace and security are foundational to sustainable economic activity, and our industries remain committed to partnering with the Government to ensure both continuity and confidence in India's growth journey.

**Thomas John Muthoot**, Chairman, CII Southern Region and Chairman & Managing Director, Muthoot Fincorp Ltd



In the wake of Operation Sindoor, the Indian Armed Forces have once again displayed unmatched professionalism, precision, and resolve in upholding the

sovereignty of our nation.

At this critical juncture, the Indian Defence Industry, under the aegis of SIDM, stands united in its unwavering support to our soldiers. We remain steadfast in our commitment to accelerate indigenisation, strengthen self-reliance, and deliver world class defence technologies that empower our Armed Forces to meet every operational challenge with confidence. We stand together with pride, purpose, and partnership. Jai Hind! Jai Bharat!

**Rajinder Singh Bhatia**, President, SIDM and Chairman, Defence Business, Kalyani Group

# An Operation That Was Also About a Self-reliant India

Operation Sindoor has been a validation of a decade long focus to ensure India's economic and technological resiliency.

Over the past decade, India has undergone a profound transformation across economic, technological, and strategic domains. Prime Minister Narendra Modi's leadership has been central to this evolution, underpinned by his belief that India must not only be a major economic player but also a strategic and technological power in the 21st century. Under his leadership India has emerged as a globally engaged strong self-reliant and resilient nation.

When "Make in India" was launched in 2014, it signalled a paradigm shift. India no longer aspired to remain a passive participant in the global manufacturing value chain. Instead, it set its sights on becoming a manufacturing powerhouse. The policy ushered in major reforms aimed at improving ease of doing business, streamlining approvals, and encouraging both domestic and foreign direct investments. Sectors like electronics, defence, and automobiles saw renewed interest, with production-linked incentive (PLI) schemes further amplifying India's attractiveness as a manufacturing hub.

In 2020, the Atmanirbhar Bharat Abhiyan (Self-Reliant India Mission) reinforced this momentum. It was a fervent call for action to not only make India self-reliant but become a global lighthouse in state-of-the-art manufacturing, build modern and efficient value chains whilst integrating globally powered by our own strengths. This would also reduce India's dependence on imports in key strategic areas. It focused sharply on bolstering capacities in defence manufacturing, electronics, semiconductors, pharmaceuticals, and critical minerals. These are not just economic sectors—they are also key enablers of strategic importance and national security. Parallel to its industrial resurgence, India has also emerged as a global innovation leader. Today, it is the

world's third-largest startup ecosystem. From fintech to agritech, health tech to edtech, Indian startups are not only solving local challenges but also competing globally. Importantly, the startup ecosystem is beginning to make strategic contributions in defence tech, cybersecurity, AI, and space technology.

India's economic transformation is bolstered by global engagements and strategic partnerships. Collaborations like the U.S.-India TRUST initiative and the India-France roadmap advance cooperation in AI, quantum, and defence tech.

The highly successful Operation Sindoor was a moment of reckoning for Made in India. The operation showcased India's ability to strike with precision and confidence using indigenous defence technologies. The operation not only neutralized threats across the border but also symbolized India's gradual transition from a dependent arms importer to a producer of world-class defence equipment. India's defence exports climbed upto Rs 23,622 in FY 25, reaching out to close to 80 countries, and is expected to touch Rs

50,000 crores by 2029. The private sector contributes Rs 15,233 crore to these exports.

We understand that much of the equipment used in the operation was developed under the Make in India and Atmanirbhar Bharat initiatives. This operation was, therefore, a validation of a decade-long focus on economic and technological resilience, under Prime Minister Modi.

In today's world, national power is increasingly defined by technological leadership. Nations that do not control future-critical technologies—like AI, quantum computing, biotechnology, and space systems—risk long-term strategic vulnerability.



Sanjiv Puri, President, CII and Chairman & Managing Director, ITC Ltd



Chandrajit Banerjee, Director General, CII



L-70 GUN



OSA-AK COMBAT VEHICLE



MRSAM

▲ Source of images: Indian Army's publication, Batchet, May 2025

India has rightly recognized this and is actively investing in these domains. Government's initiatives like the National Quantum Mission and India's Semiconductor Mission are positioning the country as a hub for advanced research and technology development. ISRO's achievements, including the Chandrayaan and Gaganyaan missions, reflect the maturity of India's space capabilities.

However, technology leadership cannot rest solely on government initiatives. It must be a national enterprise involving Industry, academia, and startups.

Indian Industry remains committed to stepping up its efforts and actively collaborate with the Government in this journey towards global excellence. Given the recent events, it would be important to strengthen Industry's resolve to explore newer horizons to contribute even more meaningfully to building a secure and resilient tomorrow and reinforce India's position as a leader in frontier technology.

Industry is helping build hi tech capabilities across a wide range of critical sectors such as semiconductors, clean tech, next-gen mobility, defence and electronics. Industry has significantly contributed to India's space success by providing critical components and supporting satellite and launch vehicle development. It is helping enhance India's defence capabilities by developing advanced technologies, supporting indigenous manufacturing, and collaborating on joint ventures for systems like missiles, drones, and combat platforms.

Indian Industry is playing a key role in building India's AI capabilities through investments, innovation, and collaboration. It supports initiatives like Bhashini for AI-driven real time language translation in 22 languages and partners in FutureSkills Prime to train professionals, ensuring a skilled workforce for AI-driven growth.

Going forward, the private sector must ramp up its investments in R&D. It must also be more aggressive on forging overseas technology partnerships and joint ventures to leapfrog India's technological capabilities.

Collaborations between Industry, academia, and public research institutions are critical and Industry should take a lead in catalysing these. Through these collaborations, not only should it contribute to R&D and innovation, but it must also contribute towards generating a steady pipeline of Industry ready and trained engineers, scientists, and skilled technicians who can drive innovation and manufacturing.

In conclusion, India today stands at a defining juncture. With economic resilience, manufacturing strength, innovation-led growth, and a global outlook, India is no longer catching up—it is shaping the future. Prime Minister Narendra Modi's leadership has laid a robust foundation and this purposeful journey to Viksit Bharat will call for substantial Industry action. As the Hon'ble PM earlier stated, "Self-reliance has not only become our policy, but it has also become our passion." CII indeed would like to fuel this passion and see India rise to higher orbits in the future.

India must now aim to lead the next wave of global innovation. It must embed technological ambition into its industrial, academic, and strategic fabric. The vision is clear: a strong, secure, self-reliant, and globally respected India.

This article has been authored by Sanjiv Puri, President, CII and Chairman & Managing Director, ITC Ltd and Chandrajit Banerjee, Director General, CII and was first published in The Hindu on 27 May



# Boosting Competitiveness through Innovation and IP Reform

The Global Innovation and IP Summit addressed critical challenges and hosted dialogue on building a stronger, Industry-ready IP ecosystem to drive innovation, foster global collaboration, and boost India's role in the global knowledge economy. It evaluated the critical role of innovation and IP in driving economic growth and global competitiveness for India.

In today's digital age, technology and innovation are key drivers of national competitiveness and industrial transformation. With AI, Industry 4.0, life sciences, and clean tech reshaping markets, India is shifting from a service-led model to one focused on knowledge creation, value capture, and R&D-led growth, powered by a thriving innovation ecosystem and supportive policies. As technology evolves, Intellectual Property (IP) has become central to innovation-led growth. Globally, IP

systems are adapting to new technologies with faster patent processing, stronger enforcement, and better frameworks for licensing and valuation. While there has been a significant advancement, some challenges remain, particularly in awareness, enforcement, and monetisation.

The 15<sup>th</sup> Global Innovation and IP Summit organized by CII to mark the World Creativity and Innovation Day and World IP Day, addressed these issues and promoted dialogue on building a stronger, Industry-ready IP ecosystem to drive innovation, foster global collaboration, and boost India's role in the global knowledge economy.

The event, held in New Delhi on 29 April, reaffirmed CII's commitment to a future-ready innovation and IP ecosystem and brought together senior Government leaders, global experts, Industry innovators, and academic and R&D stakeholders.

As the country accelerates efforts to become a global hub for technology and R&D, the summit provided a timely platform to evaluate the critical role of innovation and IP in driving economic growth and global competitiveness.

The discussions centred around three key objectives. First, strengthening the innovation ecosystem by exploring policies and frameworks that enhance R&D and promote collaboration between academia



(L-R): Prof Unnat Pandit, Controller General of Patents, Designs and Trademarks, Indian Patent Office, Government of India; Dr Brajesh Pandey, Executive Director, INSA and Dr Shaheen Majeed, Global CEO and Managing Director, Sami Sabinsa Group Ltd & Vice Chairman, CII National Committee on IP at the 15<sup>th</sup> Global Innovation and IP Summit in New Delhi





(L-R): Anusha Rammohan, Co-Founder and Chief Technology and Product Officer, Myelin Foundry; Nakano Hiroyuki, Senior Director-IP, Japan External Trade Organization; Dr Abhinav Mathur, Advisor to the Board, Attero Recycling; M Faisal, General Manager and Global Head, IPR, Tata Motors Ltd; Dr Vinodh Mewani, Senior Principal Engineer, Head - IPR & KM, Mahindra and Mahindra Ltd and Dr Rajkumar Singh Senior Director, Bharat Forge

and Industry. Second, maximising the value of IP through strategies that leverage patents, trademarks, copyrights, and trade secrets to foster economic and technological advancement. Third, enabling a future-ready innovation and IP framework by examining global best practices, addressing emerging challenges, and reviewing regulatory developments in IP protection and enforcement

The opening session of the summit set the tone for a forward-looking dialogue on the role of intellectual property in driving inclusive and sustainable growth. It

highlighted the power of creativity and innovation as key drivers of socio-economic transformation, emphasising that breakthrough ideas can emerge from any part of the country, not just high-tech labs. The discussions underscored the need for a strong IP framework that enables scalable enterprises, supports job creation, and fosters value-driven growth. Collaboration among Industry, academia, and Government was recognised as essential for translating R&D into real-world impact. The discussions at the summit focused on building a future-ready innovation and IP ecosystem for

### KEY HIGHLIGHTS:

- Release of the Innovation Excellence Indicators Report for Public-Funded R&D Laboratories in India
- Insightful thematic sessions on cutting-edge topics, including:
  - Building a Future Ready Innovation and IP ecosystem
  - Emerging Technologies Driving the Next Wave of Innovation and IP
  - Tackling Counterfeiting and Piracy in a Tech-Driven Era
  - Demystifying IP Insurance
  - Standard Essential Patents (SEP) Licensing
  - Strategies for transformation from Lab to Market
- Over 50 speakers and 300 participants from India and abroad
- Strategic Partnerships: Organized in collaboration with leading national and international organizations in this domain, including:
  - Office of the Principal Scientific Adviser to the Government of India
  - Ministry of Electronics and Information Technology (MeitY)
  - World Intellectual Property Organization (WIPO)
  - UK Intellectual Property Office (UKIPO)
  - European Union Intellectual Property Office (EUIPO)
  - Japan External Trade Organization (JETRO) and other partners.



(L-R): Dr Umish Srivastva, Executive Director - Technology Promotion & Forecasting, IOCL; Dr Vibha Malhotra Sawhney, Scientist 'H', CSIR Headquarters; Dr Hafsa Ahmad, Scientist D, Office of the Principal Scientific Adviser to the Government of India; Prof Kamal Kishore Pant Director, IIT Roorkee and P S Jayan Corporate Technology Officer, Carborundum Universal Ltd and Former Board of Director, CUMI Middle East, Europe

technological advancements. Panellists acknowledged India's rising rank in the Global Innovation Index but emphasised the need for deeper reforms to address emerging challenges and advocated for adaptive policy reforms.

The speakers delved into how emerging technologies are reshaping innovation landscapes and IP generation across sectors. The panel on 'R&D Partnerships: Building Co-Innovation Ecosystems' explored the importance of strong R&D partnerships to build co-innovation ecosystems in India.

Discussions were also held on the growing challenges of counterfeiting and piracy in a tech-driven world, with speakers highlighting the dual role of tech, as both a threat and a tool for enforcement. There was also a focused talk on the growing relevance of insuring

intellectual property assets such as trademarks, copyrights, trade secrets, industrial designs, and even domain names.

Another panel explored the evolving landscape of SEP licensing, particularly in the context of India's growing role in global technology development. A subsequent panel on lab to market explored key challenges in turning innovations into market-ready technologies, along with a need for quality, speed, and collaboration.

The second edition of the report on 'Innovation Excellence Indicators of Public-funded R&D Organizations' was launched by Prof Ajay Sood, Principal Scientific Adviser to the Government of India. The report is an outcome of a year-long, extensive study undertaken by the Office of the Principal Scientific Adviser to the Government of India with CII and CTIER as Knowledge Partners.



(L-R): Adheesh Nargolkar, Partner, Khaitan & Co; Ignacio de Medrano Caballero, Head of Promotion of the IP System, EUIPO; Dr Anju Khanna Director, Patents, Lall & Sethi, Jetendra Gavankar, CEO & Country Head, Safran Group and Dr Shankar Venugopal, Vice President, Mahindra & Mahindra



## KEY TAKEAWAYS:

The CII Global Innovation and IP Summit provided valuable insights into India's growing innovation landscape, highlighting key advancements, strategies, and opportunities for growth. Here are the key takeaways from the summit:

- **Grassroots Innovation & IP as Growth Catalysts:** Speakers highlighted how grassroots creativity and strong IP systems are critical for India's transformation into a knowledge-driven economy, contributing directly to the vision of Viksit Bharat
- **Public R&D Reforms Emphasised:** Leaders, including Prof Ajay Sood, Principal Scientific Adviser to the Government of India and Dr Parvinder Maini, Scientific Secretary, Office of the

Principal Scientific Advisor to the Government of India called for performance-based reforms and greater alignment of public-funded research with national development goals

- **Youth & Capacity Building in Focus:** Speakers emphasised the need for building strong IP awareness and innovation capacity among youth, essential for unlocking India's demographic dividend
- **Global Best Practices & Policy Alignment:** The forum enabled cross-border knowledge exchange on emerging IP frameworks, enforcement trends, and innovation policy, helping India align with global innovation ecosystems.

It provides a comprehensive evaluation of 244 public-funded R&D labs across 62 performance indicators. Prof Sood highlighted the pivotal role that these institutions play in addressing national priorities such as sustainability, digital transformation, and inclusive growth. Going forward, the report will serve as a diagnostic and directional tool to foster cross-institutional learning and position India as a global leader in science, technology, and innovation.

The summit concluded with the exclusive address by Mr Daren Tang, Director General, World Intellectual Property Office (WIPO). He focused on the global

impact of innovation, IP, and creativity, and emphasised India's impressive progress in developing a dynamic IP ecosystem and fostering innovation. He lauded India's thriving science and technology clusters, particularly in cities like Bengaluru, Delhi, and Hyderabad. He also spoke about the long-standing collaboration between WIPO and CII in the areas of innovation and IP, highlighting CII's collaboration, capacity building programmes, and knowledge-sharing efforts that have contributed to strengthening India's innovation and IP ecosystem.



(L-R): Dr Udayant Malhoutra, Chairman, CII National Committee on Design Innovation; Daren Tang, Director General, WIPO and Masood Mallick, Chairman, CII National Committee on Waste to Worth Technologies and Managing Director & Group CEO, Re Sustainability Ltd

## QUOTES



India's public R&D institutions are no longer just centres of scientific inquiry, they are fast becoming engines of innovation, incubation, and national development.

The report on 'Innovation

Excellence Indicators of Public-funded R&D Organizations' is not just a record but a strategic roadmap to align public-funded research with India's inclusive, tech-driven future.

**Prof Ajay Sood**, Principal Scientific Adviser to the Government of India



India's public R&D labs are central to our innovation journey, but to truly become a global innovation powerhouse, we must adopt performance based, outcome driven reforms. The report

on 'Innovation Excellence Indicators of Public-funded R&D Organizations' is a landmark effort, benchmarking 244 labs across 21 ministries, to realign, accelerate, and elevate the role of public-funded research in national development.

**Dr Parvinder Maini**, Scientific Secretary, Office of the Principal Scientific Advisor to the Government of India



Our young minds are bursting with potential, and it is our responsibility to channel their passion through strong IP awareness and capacity building. Intellectual Property is the key that unlocks a

knowledge embedded economy, critical for shaping the leaders of tomorrow and realising the vision of Viksit Bharat.

**Prof Unnat P Pandit**, Controller General of Patents, Designs & Trademarks, Government of India



Today, we are seeing a renaissance of the ancient spirit of Indian innovation, this time fortified with the powerful tools of IP and guided by the vision of Viksit Bharat 2047.

Indian ideas are once again

travelling the globe and changing the world.

**Daren Tang**, Director General, World Intellectual Property Organization



On World Intellectual Property Day, we celebrate the power of ideas, those that shape industries, inspire change, and deserve protection in a diverse and dynamic ecosystem.

**Dr Shaheen Majeed**, Vice Chairman, CII National Committee on IP and Global CEO and MD, Sami Sabinsa Group Ltd



Innovation is no longer confined to large corporations; it is now the catalyst for rural artisans, student innovators, and women entrepreneurs.

As India rises to global recognition, we must continue

to democratize innovation, ensuring that everyone, regardless of background, has the tools, support, and opportunity to create and protect their ideas.

**Dr Udayant Malhoutra**, Chairman, CII National Committee on Design Innovation and CEO, Dynamatic Technologies Ltd



Regeneration and innovation are no longer optional, they are essential for resilience, sustainability, and future value. In a world of complex environmental challenges, breakthrough solutions often

begin with public-funded R&D. The Innovation Excellence Indicators Report is both a mirror and a map, reflecting our current standing and charting the course for transformative, collaborative progress across sectors.

**Masood Mallick**, Chairman, CII National Committee on Waste to Worth Technologies and MD & Group CEO, Re Sustainability Ltd



The IP system should not undergo a revolution but rather an evolution. Over the years, the IP system has adapted to technological changes, and it remains a crucial enabler for innovation. The recent reforms

in the European Union's design protection system aim to address the evolving needs of industries, offering faster and more accessible protection across the member states.

**Ignacio (Iñaki) de Medrano Caballero**, Head of Promotion of the IP System, European Union Intellectual Property Office



India's R&D ecosystem is undergoing a paradigm shift, driven by interdisciplinary collaboration, Industry-academia partnerships, and a strong push toward sustainability, global outreach, and practical

application of research in real-world contexts.

**Prof Kamal Kishore Pant**, Director, IIT Roorkee



Creativity without protection is powerless. A strong intellectual property system ensures that ideas are not just sparks of brilliance but engines of real change, driving industries, creating jobs, and empowering

a knowledge driven economy with global impact.

**Dr Brajesh Pandey**, Executive Director, Indian National Science Academy



In 2021, the Japan Patent Office launched the AI Examination Support Team to improve the evaluation of AI inventions. By consolidating expertise and sharing knowledge across divisions,

this initiative aims to enhance the efficiency and quality of AI-related patent determinations.

**Hiroyuki Nakano**, Senior Director-IP, Japan External Trade Organization



Today, technology convergence is happening faster than ever; what seemed impossible just two years ago is now a reality. With software-defined vehicles accelerating change and computing becoming

affordable and accessible, complex problems once thought unsolvable are now within reach. Speed, agility, and boldness are the new imperatives in innovation.

**Dr Shankar Venugopal**, Vice President, Mahindra & Mahindra



# Charting a Future-Ready Agenda for Corporate Governance

The Corporate Governance Summit focused on equipping boards to lead with foresight and integrity in dynamic times, while reinforcing stakeholder trust. Key themes included integrating sustainability and ESG priorities into decision making, leveraging digital transformation and responsible AI for better governance outcomes, and strengthening frameworks around cybersecurity and data governance.

In an era marked by rapid technological advancements, shifting regulatory landscapes, and heightened stakeholder expectations, the importance of strong corporate governance has never been greater. Governance today goes beyond compliance; it forms the foundation for long-term value creation, resilience, and sustainable business growth.

A principle-based approach to governance enables companies to navigate uncertainty with agility while upholding transparency, accountability, and ethical leadership. This is especially critical as organisations face growing scrutiny from investors, customers, and regulators on issues such as environmental impact and social responsibility.

To take forward the governance agenda, CII organises the Corporate Governance Summit every year. Deliberations at the summit facilitate review of corporate governance standards and practices in the national and international context, distil and disseminate the quantifiable benefits of corporate governance. This enhances awareness of emerging concepts, establishes the role of corporate governance in value creation and thus creates greater acceptability and adoption of good governance practices by the Indian Industry.

Against this backdrop, the 18<sup>th</sup> edition of the CII Corporate Governance Summit held on 17 April in Mumbai brought together Industry leaders, board members, and governance experts to chart a future-



(L-R): Sanjiv Bajaj, Past President, CII & Chairman, CII Corporate Governance Council and Chairman & Managing Director, Bajaj Finserv Ltd; Tuhin Kanta Pandey, Chairman, SEBI and Chandrajit Banerjee, Director General, CII launching the CII publication on 'The Shared Responsibility of Building & Strengthening Trust' at the CII 18<sup>th</sup> Corporate Governance Summit in Mumbai

ready agenda. The summit focused on equipping boards to lead with foresight and integrity in dynamic times, while reinforcing stakeholder trust. Key themes included integrating sustainability and ESG priorities into decision making, leveraging digital transformation and responsible AI for better governance outcomes, and strengthening frameworks around cybersecurity and data governance. The deliberations emphasised that robust governance is not just a regulatory imperative but a strategic asset for businesses.



Tuhin Kanta Pandey

Shri Tuhin Kanta Pandey, Chairman, Securities and Exchange Board of India (SEBI), said that good corporate governance is the foundation of a successful enterprise. He highlighted that from a regulator's perspective, high standards of corporate governance

in listed entities are essential to protect the interests of the shareholders, especially minority shareholders. Emphasising the importance of corporate governance, he said that for listed companies, robust governance mechanisms are essential for enhancing investor confidence through transparent disclosures, board independence, and effective oversight.

A company known for strong governance enjoys a positive reputation, which can lead to better credit ratings, easier access to capital, and higher valuations, he observed. He stated that over-regulation can stifle growth and innovation, while too little regulation can also lead to a decline in trust of stakeholders and adversely impact growth. The SEBI Chair emphasised the need for optimum regulation, saying regulations need to be rationalised by removing what is no longer relevant and reducing overlaps. Stable and adequate financial regulation can help in creating a high-trust environment, increase attractiveness for investors and promote economic growth, he added.

Mr Sanjiv Bajaj, Past President, CII, Chairman, CII Corporate Governance Council and Chairman and Managing Director, Bajaj Finserv Ltd, said that governance should focus on substance over form, moving beyond compliance to foster genuine behavioural change. He highlighted key corporate governance trends to include the trust imperative and corporate governance

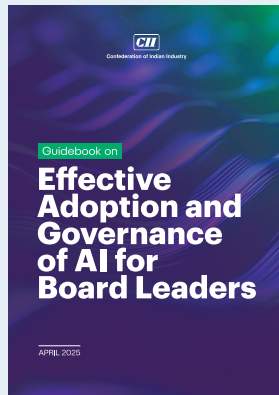
from the perspective of key stakeholders, demands for increased board oversight and Artificial Intelligence as the future of governance and culture.

Mr Chandrajit Banerjee, Director General, CII, highlighted that corporate governance is considered a key component of business strategy due to its far-reaching implications. It has become a critical concern for various stakeholders, including Governments, regulators, corporations, boards, markets, employees, and investors. CII encourages voluntary adoption of best practices and self-regulation by corporates and is keen on helping corporates build and strengthen trust amongst various stakeholders of a business ecosystem, he added.

At the plenary session themed 'Building Trust', discussions revolved around creating the foundation and environment for business growth, transparency in disclosures and reporting, trust premium vis-à-vis cost of mistrust and core leadership principles towards strengthening trust. In the session on 'Multi-Lens Framework: Prioritising Principle-Based Corporate Governance', thought leaders discussed the complexities of aligning diverse stakeholder interests. Discussions centred on developing a framework for reflective self-assessment to enhance stakeholder engagement and bridge expectation gaps, leading to more resilient and responsible corporate behaviour.

The session on 'Top Imperatives for Future-Ready Boards' centred on the critical steps boards must prioritise to ensure future readiness. Speakers emphasised effective crisis leadership, scenario planning, development of a digitally proficient board and striking a balance between deeper operational involvement and maintaining a clear, long-term strategic focus for navigating uncertainty and enhancing organisational resilience.

At the session on 'The changing dynamic of Geopolitics and Governance', it was discussed that boards must stay attuned to geopolitical and geoeconomic shifts, integrating this awareness into strategic decision making as shrinking traditional span of strategy planning requires agile and adaptive approaches to remain competitive. Speakers underlined the urgency to revisit and reinforce sustainability and ESG strategies, as stakeholders expect more accountable and future focused governance that aligns with both ethical imperatives and long term value creation.



Two CII publications titled 'The Shared Responsibility of Building and Strengthening Trust' and 'CII Guidebook on Effective Adoption and Governance of AI for Board Leaders' were released at the summit. The publication on shared responsibility and strengthening trust is based on a CII survey of Industry leaders on the subject and outlines the connotations of trust, stakeholder ecosystem for business, communication as a catalyst to build trust and technology as a critical trust enabler.

The publication suggests 15 action points for companies to build and strengthen trust. Besides leadership commitment to building and strengthening trust, these suggestions pertain to establishing corporate purpose and framework for risk and crisis management, supply chain management, conflict management, ensuring regulatory compliance, financial integrity, maintaining ethical practices, adopting technology to strengthen trust, ensuring reliability, consistent delivery on promises, employee engagement and empowerment, customer-oriented approach, commitment to ESG responsibility and building strong partnerships.

Keeping in view the increasing use of AI in businesses which require effective governance, the guidebook aims to serve as an effective tool for the board of directors to navigate the complexities of AI governance and drive better business outcomes. This guidebook encompasses basic concepts related to AI, its use in various business functions, the criticality of AI governance and its framework, risks and challenges in AI, and its governance and liabilities of directors associated with the deployment of AI in businesses. It defines the essential role of Board engagement in supporting effective and meaningful AI governance.





Confederation of Indian Industry

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Communiqué

May 2025 | 21



# Pillars for Manufacturing Excellence: Building India's Industrial Future

India's ambition to emerge as a global manufacturing powerhouse will be realized only through a holistic, strategic approach. The seven pillars of manufacturing excellence offer a pathway for companies to evolve beyond operational improvements and become innovation-led, globally competitive organisations, says Anil G Verma



India's manufacturing sector is at a defining moment. As global markets evolve rapidly and expectations around quality, innovation, and sustainability continue to rise, Indian manufacturers find themselves uniquely positioned to lead. The journey from being operationally efficient to becoming globally competitive now hinges on the adoption of strategic, future-ready practices.

Recognizing this imperative, the CII and its Centre of Manufacturing Excellence have outlined a robust framework that identifies the seven core pillars necessary to drive manufacturing excellence. These pillars serve as a strategic blueprint for organizations determined to lead not just in scale, but in substance and sustainability.

Together, these foundational elements provide a 360-degree view of manufacturing success, covering everything from internal processes and technology to market agility and leadership culture.

## The Seven Pillars of Manufacturing Excellence

### 1. Policy

Strong internal policies act as the backbone of any manufacturing enterprise as they bring clarity, agility and alignment with long-term strategic goals. Well-structured policies help organizations take coherent, consistent decisions, remain compliant and be responsive to regulatory changes.

### 2. Technology

The digital revolution has redefined manufacturing. From automation and robotics to AI-driven data analytics and smart factories, technology is more than just a tool, it's now a catalyst for innovation. Companies that proactively invest in digital transformation unlock new levels of efficiency, agility, and customer value.

### 3. Production

At its core, manufacturing is about converting raw material into sale worthy goods (for the market) with precision and efficiency. This pillar emphasizes lean methodologies, quality assurance, waste reduction and process optimization. Excellence in production translates to product availability, product quality, reduced costs, and increased customer trust.

### 4. Market Dynamics

Understanding and anticipating market trends is vital. Whether responding to changing customer demands, entering new geographies, or innovating products manufacturers must stay ahead of the curve. Responsive market strategies and continuous innovation are key enablers of leadership in a competitive landscape.

### 5. Sustainability

As the risks from climate change and related events continue to grow in probability and severity, sustainable manufacturing is no longer a choice, it's an imperative. Energy efficiency, environmental responsibility and





alignment with Environmental, Social, and Governance (ESG) goals are now fundamental to long-term success. Sustainable manufacturing enhances brand credibility and builds stakeholder value.

## 6. Collaboration

No organization thrives in isolation. Collaboration across the value chain—with suppliers, start-ups, academic institutions, industry bodies, and customers—drives innovation, builds resilience and improves responsiveness. Creating an ecosystem of shared growth and value benefits all stakeholders and strengthens the broader manufacturing network.

## 7. Behavioural Aspects

Ultimately, people power transformation. A culture of continuous learning, trust, empowerment, and accountability is the foundation of any successful organization. Leadership that invests in people development and fosters a progressive mindset builds a workforce ready to embrace change and drive excellence.

## Building a Future-Ready Manufacturing Ecosystem

India's ambition to emerge as a global manufacturing powerhouse will be realized only through a holistic, strategic approach. The seven pillars of manufacturing excellence offer a pathway for companies to evolve beyond operational improvements and become innovation-led, globally competitive organisations.

This framework is more than a checklist—it's a philosophy. By embedding these principles into their DNA, Indian manufacturers can not only scale new heights but also contribute meaningfully to the nation's broader goals of self-reliance, sustainability, and inclusive economic growth.

This article was contributed by Mr Anil G Verma, Chairman, CII National Task Force on Industrial Safety and Executive Director & CEO, Godrej Enterprises Group

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## RESERVE BANK OF INDIA GOVERNOR SANJAY MALHOTRA

# 'Strong domestic demand, lower export reliance cushion from external spillovers'

HITESHV VYAS  
MUMBAI, APRIL 27

AMID THE uncertainties faced by major global economies due to tariff-related risks, India offers a strong growth and stability to investors looking for long-term value and opportunity. Reserve Bank of India (RBI) Governor Sanjay Malhotra said.

India continues to be an economy supported by stability—monetary, financial and political; policy consistency and certainty; congenial business environment; and strong macroeconomic fundamentals, the Governor said.

"At a time when many advanced economies are facing economic headwinds and a deteriorating economic outlook, India continues to offer strong



Reserve Bank of India Governor Sanjay Malhotra

**E** Growth forecast cut amid global uncertainties

THE RBI Governor's statement comes even as two international agencies—the World Bank and the International Monetary Fund (IMF)—have recently cut their growth forecast for India for FY2025. The World Bank has cut India's growth forecast by 0.4 percentage points to 6.3 per cent from 6.7 per cent, while the IMF has lowered the country's growth estimate by 0.3 percentage points to 6.2 per cent from 6.5 per cent.

term that is transparent, rule-based, and forward-looking—an ideal setting for long-term and productive investments.

"As the world's fastest-growing major economy, India is not just a destination for investment—it is a partner in prosperity," he said, while asking global investors to collaborate and invest in India.

The country's financial markets offer seamless entry and exit for foreign investors, reflecting the maturity of its economy. On April 2, US President Donald Trump had announced sweeping reciprocal tariffs on America's major trading partners. The announcement, which sent ripples through financial markets across the globe, including in India, has increased the risk of global growth slowdown and de-dollarization of reserves.

Malhotra said that the Indian economy has demonstrated resilience and dynamism, with an average annual growth rate of 8.2 per cent over the past four years (2021-22 to 2024-25).

"Even this year (FY2025), our growth is expected to remain robust at 6.5 per cent. This is despite the tremendous increase in uncertainty and volatility in global financial markets. While growth is lower than in recent years and falls short of India's aspirations, it remains broadly in line with past trends and the highest among major economies," the Governor said.

The statement comes even as the two international agencies—the World Bank and the International Monetary Fund (IMF)—have recently cut their growth forecast for India for FY2025. The World Bank has cut India's growth forecast by 0.4 percentage points to 6.3 per cent from 6.7 per cent, while the IMF has lowered the country's growth estimate by 0.3 percentage points to 6.2 per cent from 6.5 per cent.

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# Over 100 offences set to be decriminalized by year-end

The Jan Vishwas Bill 2.0 will be tabled during the monsoon or winter session of Parliament

Geetha Chandra Prasad &  
Divyanka Kumar  
NEW DELHI

**T**he government is preparing to decriminalize more than 100 offences under various laws by the end of this year to improve investor confidence and unlock potential for faster economic growth, three persons familiar with the development said.

The Jan Vishwas Bill 2.0 that seeks to decriminalize such offences will be tabled during the monsoon or winter sessions of Parliament, they said.

India's decriminalization drive announced by finance minister Nirmala Sitharaman aims to remove criminality from minor violations and procedural lapses, dropping out-of-date provisions in the law, and making the regulatory regime more suited to current economic realities.

In effect, such offences would no longer lead to arrest, a court trial, or a jail term, but would be adjudicated by regulators, with the possibility of a fine.



India's decriminalization drive announced by finance minister Nirmala Sitharaman entails removing criminality from minor violations, procedural lapses.

mentioned above.

"Provisions that were not decriminalized in the previous drive—Jan Vishwas Act of 2023—will be included in the bill," this person said. In the 2023 law, more than 180 offences were decriminalized.

The department for promotion of investment and internal trade (DPIIT), which is spear-

heading the drive, is also working on decriminalization or modification, a second person said.

"The DPIIT has reviewed the provisions submitted by various ministries to identify those that need revision or removal for improved industry functioning," this person said. "The bill is currently in the preparation stage and is expected to be introduced in an upcoming session of Parliament."

**900**  
Provisions DPIIT has reviewed for Jan Vishwas Bill 2.0

**THE ECONOMIC TIMES**  
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## BID TO IMPROVE RANKING IN EASE OF DOING BUSINESS

# CII Calls for Overhaul of National Judicial Data Grid

India Inc for categorising disputes with greater specificity, ensuring more courts across the country are onboard the grid

**Our Bureau**

**New Delhi:** The Confederation of Indian Industry (CII) has called for revamping the National Judicial Data Grid (NJDG) to enable quicker dispute resolution which will improve India's contract enforcement abilities, a parameter that has dragged on the ease of doing business (EoB) index.

The World Bank's 2020 Doing Business report placed India at 163rd out of 190 countries for contract enforcement, while its overall ranking was 63.

The NJDG was launched in 2015 under the e-Courts Mission Mode Project to track, manage and reduce case pendency across India's judiciary system.

India Inc has recommended changes such as categorising dis-

putes with more specificity classifying disputes comprehensively and ensuring more courts across the country are onboard the grid.

The CII said a more specific categorisation of disputes with statutes or laws under which a case has been registered reflected on the grid can "help in identifying the most as well as least invoked statutes, as-

sess average resolution times of specific categories, pinpoint specific delays and learn from the good practices".

The industry body pitched for a more uniform framework for data reporting of cases across courts, pointing out discrepancies in the classification of cases by the grid and courts.

"For example, the Delhi High Court classifies cases under about 50

distinct categories whereas NJDG reflects a much lesser number of categories. Detailed and standardised reporting structure on NJDG would enhance comparability, improve tracking of pendency trends, and facilitate customized policy interventions," the CII said.

It highlighted that rapid growth and urbanisation had driven up the number of disputes, leading to a piling up of cases before the courts.

**THE ECONOMIC TIMES**  
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Thu, 24 Apr-25; Economic Times - Delhi; Size: 47 sq.cm.; Circulation: 86600; Page: 10

## INDUSTRY BODIES CONDEMN ATTACK

# India Inc Pushes for Collective Resolve to Overcome Challenges

**Our Bureau**

**New Delhi:** India Inc strongly condemned the dastardly terrorist attack on tourists and civilians in Pahalgam, Kashmir, saying it would threaten peace and prosperity in the entire region.

"The Confederation of Indian In-

"Such acts of terrorism are an affront to peace, security, and the spirit of hospitality that Jammu and Kashmir has always extended to visitors," said Manish Singhal, secretary general, Assocham.

The Resistant Front (TRF), a faction of the Lashkar-e-Taiba, claimed responsibility for the attack, and go-

**THE ECONOMIC TIMES**  
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# New FY25 Formal Jobs May Have Hit a Record

Net additions likely to cross 14.5 million; previous high was 13.8 million in 2022-23, as per data from EPFO

**Yogima Seth**

**New Delhi:** Formal job creation could hit a record high in 2024-25, suggesting robust hiring amid strong economic growth in the country. The cumulative net formal jobs created in the first 11 months of the year hit 13.22 million, higher than 13.14 million added in the entire 2023-24, Provisional Employees' Provident Fund Organisation (EPFO) data showed.

At an average monthly net addition of 1.2 million, the cumulative figure is expected to cross 14.5 million in the last fiscal, the highest annual addition ever, surpassing the previous record of 13.8 million for formal jobs created in 2022-23.

According to government estimates, India's economy grew 6.4% in FY25 and is forecast to expand at around the same rate in this fiscal.

"An increasing number of workers are now demanding wages in their bank accounts instead of cash," said S. S. Choudhary, executive director at Confedgata Roy Choudhary Industries (CII). "This has led to a surge in formalisation of jobs reflected in the increased formalisation of jobs reflected in the surge in EPFO payroll data."

However, new establishments added in the last financial year till FY25 are the lowest since 2018-19.

## At a Glance

Year	Net Enrollments	Establishments
2018-19	61,12,223	60,884
2019-20	78,58,394	52,738
2020-21	77,08,375	46,656
2021-22	1,22,34,625	62,535
2022-23	1,38,51,1	
2023-24	1,31,48,1	
2024-25*	1,32,25,1	

\*Till February 2025  
Source: EPFO Payroll Data

officials told ET, adding that situation could change soon once the government rolls out the employment-linked incentive (ELI) schemes announced in July 2024.

**THE HINDU**  
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Wed, 30 Apr-25; Hindu - Delhi; Size: 87 sq.cm.; Circulation: 102700; Page: 12

## Insufficient support for tech start-ups in India: Study

The study asked labs to supply data on 62 parameters such as their spend on the participating institutions reported spending between 75% and 100% of their spend

Only half of the public-funded research organisations in India reported their spend on the participating institutions reported spending between 75% and 100% of their spend

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# Engaging with the World

## MIDDLE EAST

### CII and Dubai Chambers Exchange MoU to Strengthen Economic Engagement

India and the United Arab Emirates (UAE) share a long standing economic partnership marked by bilateral development. This multifaceted relationship encompasses trade and investment, fintech, education, culture, and people-to-people connections. The Comprehensive Economic Partnership Agreement (CEPA) between India and the UAE has strengthened these enduring economic ties, illustrating a successful collaboration.

To further enhance economic engagement between the two nations, the Confederation of Indian Industry (CII) and Dubai Chambers exchanged a Memorandum of Understanding (MoU) on 8 April in Mumbai, India. The primary objective of this MoU is to promote trade and investment across key sectors in both countries.

The MoU was signed in the presence of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence of the UAE, and Shri Piyush Goyal, Minister of Commerce and Industry, Government of India. The signing took place during the Crown Prince of Dubai's visit to India.

## ASIA

### India-Korea: Strengthening Bilateral Economic Partnership

Mr Hee-sang Kim, Deputy Minister for Economic Affairs at the Ministry of Foreign Affairs, Republic of Korea, recently visited India, accompanied by a senior delegation from the Ministry. The visit reaffirmed the mutual commitment of

both nations to deepen bilateral economic partnership. As part of the visit, CII organised an exclusive networking luncheon on 29 April in New Delhi.

The event brought together select leaders from Indian Industry, who are actively engaged in business and collaboration with South Korea. The luncheon served as a meaningful platform to promote dialogue, explore new avenues of cooperation, and further strengthen commercial ties.

Mr Shiv Siddhant Kaul, Chairman, CII Korea Council and MD, Nicco Engineering Services Ltd, reaffirmed CII's steadfast commitment to enhancing economic engagement with South Korea and emphasised upon the following key interventions: focused collaboration in the integration of supply chains; expansion of pharmaceutical exports from India to Korea; deeper partnerships in the steel and electronics sectors; facilitation of South Korean SME entry into the Indian market and skilled manpower supply to Korean industries.

Industry members also highlighted emerging sectors with high potential for collaboration, including renewable energy, electric vehicles, and shipbuilding. CII members outlined the substantial investment opportunities available to Korean companies, particularly those in SMEs. Deputy Minister Kim was briefed on several key reforms and initiatives by the Indian Government aimed at improving the ease of doing business. These include the introduction of a single-window clearance system, streamlined labour regulations, and sector-specific incentive schemes, all of which create a conducive environment for Korean investment in India.

The conversation also touched on the growing cultural connection between the two countries, driven by the increasing popularity of K-pop, Korean dramas, and other aspects of Korean culture among Indian audiences, further strengthening people-to-people ties.



Hee-sang Kim, Deputy Minister for Economic Affairs, Ministry of Foreign Affairs, Republic of Korea with Shiv Siddhant Kaul, Chairman, CII Korea Council and Managing Director, Nicco Engineering Services Ltd., along with the Korean delegation and members of CII, during an exclusive networking session in New Delhi



Supporting Organisations



Confederation of Indian Industry



## GLOBAL MOBILITY TRANSITION – THE PULSE OF CHANGE

### Plug into the Pulse of Global Mobility @ International Auto Tech 2025

- The automotive world is shifting gears fast
- Chennai is home to over 30% of India's automobile producers and 35% of component manufacturers
- IAT 2025 is the definitive platform for next gen mobility solutions & clean tech innovation
- Emerging Technologies and cutting-edge Innovations are the requirement for future mobility

### The key growth areas of this sector include:

- EVs and Hybrid Technologies
- AI & ML-driven predictive maintenance
- Smart components & lightweight materials
- IoT-enabled connected vehicles
- Advanced Driver Assistance Systems
- Battery technologies and energy storage



For participation, connect at [neelam.bhagat@cii.in](mailto:neelam.bhagat@cii.in) | [Sanndeept.v@cii.in](mailto:Sanndeept.v@cii.in)  
[www.ciiautotech.in](http://www.ciiautotech.in) | [www.ciiinfraaffairs.in](http://www.ciiinfraaffairs.in) | [www.ciiautoserve.in](http://www.ciiautoserve.in)



## Space

### Space Delegation to UAE



CII delegation with dignitaries of UAE Space Agency at Abu Dhabi

CII under the aegis of the CII National Committee on Space led a delegation to the UAE from 21-23 April. The delegation, under the chairmanship of Mr Rohan Ganapathy, Co-Chairman, CII National Committee on Space and CEO & Founder, Bellatrix Aerospace, was organised with the support and guidance of the Embassy of India in the UAE.

The delegation comprised 16 members, including senior officials from eight industries, two SMEs, and six startups. The primary objective of the mission was to explore avenues for Industry-to-Industry collaboration and promote knowledge sharing by leveraging the complementary strengths of space organizations from both nations.

The three-day visit included meetings and visits in Dubai and Abu Dhabi. Mr Ganapathy delivered a presentation on the Indian space economy and India's vision for the sector. Delegation members toured the Mohammed Bin Rashid Space Centre (MBRSC) facilities and laboratories, gaining valuable insights into the UAE's advancements in satellite, space, and launch vehicle technologies.

The delegation also held discussions with H.E. Abdulrahman Al Muaini, Assistant Under Secretary, Ministry of Economy, UAE and other officials who shared the UAE's vision for establishing a space cluster. Additionally, members met Mr Khalifa H AlDaboos, Managing Director, Dubai Aerospace Enterprises.

A workshop was jointly organized by the UAE Space Agency, the Embassy of India, the UAE, and CII. The workshop, attended by senior officials from the UAE Space Agency and 13 UAE SMEs along with the Indian delegation, facilitated an exchange of capabilities and interests. Ms Fatima Alshamsi, Acting Director, Space Policies and International Relations Department, UAE Space Agency, delivered the opening remarks. Mr Ganapathy, on behalf of the Indian delegation, introduced the participating Indian companies and highlighted their capabilities.

Further, the visit included a meeting with the Advanced Technology Research Council in Abu Dhabi, which



The CII space delegation visiting Indian Embassy in the UAE

focuses on developing cutting-edge technologies across nine sectors, including space and propulsion. Interactions were held with officials from the Abu Dhabi Investment Office, where Mr Alessandro Borgogna, Chief – Cluster Planning & Development and Ms Elodie Robin, Head – Global Clusters, shared the Abu Dhabi Investment Office's initiatives

In a meeting with Mr Sunjay Sudhir, Ambassador of India to the UAE, spoke about the UAE space sector and invited feedback from the delegation on their visits and potential areas of collaboration.

The delegation had several other meetings with businesses to explore cross learning and business opportunities.



## Cybersecurity

### Cybersecurity in the AI Era

A roundtable on 'Cybersecurity in the AI Era' was organized on 7 April to draw focus on Cybersecurity with the theme 'Navigating the Dual Impact of AI – Enhancing Cybersecurity while Countering Emerging Threats' in New Delhi. Experts from the Government and Industry, along with cybersecurity experts and AI innovators, engaged in a strategic dialogue on the evolving relationship between AI and cybersecurity.

The deliberations highlighted the breakthroughs, fostered collaboration, and sparked strategic dialogue around the dual role of AI, both as a tool for strengthening cyber defences and as a vector for new-age threats. As digital transformation accelerates across sectors, the integration of AI into business operations has brought forward advanced capabilities, along with increasingly sophisticated cyber risks.

From real-time threat detection to autonomous cyberattacks, the roundtable emphasised the urgent need for forward-looking policies and innovative solutions that balance AI's promise with robust security frameworks. The speakers noted that the expansion of digital footprints requires more robust, forward-thinking cybersecurity solutions. Over USD 1 trillion has been invested in cybersecurity in the past seven years, achieving a 95 per cent success rate.

It was noted that the ever-evolving nature of cyber

threats demands more adaptive and innovative defence mechanisms. Securing AI systems is essential to maintain their trustworthiness, especially against risks like data poisoning, prompt injection, and cloud hijacking. Cybersecurity strategies must be customised for India's MSMEs, balancing AI-driven protection with adherence to privacy regulations.

Quantum computing offers promising potential to transform vulnerabilities into powerful defences against advanced cyber threats, the speakers said. Merging mathematical theories with AI enhances its ability to identify patterns, make predictions, and solve complex scientific challenges.

### Enhance Business Operations for Growth

The 'AI Immersion Week' was organised to empower businesses by harnessing the power of Artificial Intelligence, in Goa and Chandigarh on 15-17 April and 21-25 April, respectively. This intensive programme provided participants with actionable insights and hands-on training to effectively integrate AI across critical business functions, including marketing, financial management, cybersecurity, and strategic business planning.

The programme witnessed significant participation across the cities. Chandigarh witnessed over 630 attendees, while Goa received a turnout of more than 200.

The programme aims to build the capacities of 10,000 MSMEs, of which over 6,000 MSMEs have already been trained in 15 cities across India, marking a major milestone in the nationwide effort to accelerate AI adoption.



## Family Business

### Driving Sustainable Impact Through Business Transformation

FBN India, under the aegis of the IMPACT Community, organized a webinar titled 'Driving Sustainable Impact Through Business Transformation' on 29 April. The session addressed the importance of embedding sustainability and transformation into the core strategy of legacy enterprises.

The session opened with a powerful call to action: Transformation is no longer a choice – it is a necessity



for relevance and resilience. The speakers, including Ms Elizabeth Issac, Founder, Gunam Beauty, Ms Mitali Irani, Director, KK Nag Pvt Ltd, Ms Riaha Forbes, Digital Initiatives & Strategic Investments, Forbes Marshall and Ms Tina Muthoot, Executive Director, Muthoot Capital Services Ltd, brought unique perspectives from their respective sectors.

Through the lens of real-world experience, the speakers shared how their organizations are moving beyond legacy systems to adopt agile, inclusive, and forward looking leadership and governance models. They highlighted how they are leading change initiatives while honouring the core values and identity of their family enterprises.

The speakers noted the role of next-generation leadership in driving business transformation and underlined the importance of capability building to equip family businesses for ongoing change. Real-life strategies for integrating digital innovation and sustainability, and the need to adopt a long-term vision that balances tradition with future readiness, were highlighted.

The session concluded with a reaffirmation of FBN India's dedication to creating spaces that encourage thought leadership, peer learning, and ecosystem-wide transformation.

## NxG Community Connect Call

An NxG Community Connect Call titled 'The Year Ahead with FBN NxG' was organized on 23 April virtually to foster self-reflection, clarity, and intentional goal-setting among young leaders as they prepared for the year ahead. The session served as a vibrant community touchpoint for next-generation family business members across India.

This reflective, forward-looking session was co-facilitated by Ms Trisha Mandal, India NxG Chair and Associate Director, Fox Mandal Global and Ms Cecilia Dávalos, Coordinator, FBN International. It provided a platform for next-generation members to pause and reflect on where they stand in their personal and professional journeys.

The session emphasised that leadership begins with self-awareness and that by cultivating a supportive peer ecosystem, next-generation leaders can be better equipped to take on the evolving responsibilities of stewardship.

The speakers reflected on what it means to be a next-gen leader in 2025 and talked about the tools and prompts for intention setting, aligned with personal and business values. Peer stories at the session showcased the diversity of experience across family enterprises. It provided a safe, open space for networking and mutual support.

### A Journal of Confederation of Indian Industry

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Placement of ad	Page size	Rate per release (Rs)
Front jacket cover (full page)	17 cm (width) x 23 cm (height)	1,25,000
Front inside jacket cover (full page)	17 cm (width) x 23 cm (height)	1,00,000
Premium pages (full page) before and after cover story	17 cm (width) x 23 cm (height)	90,000
Banner band at bottom of each text page	8.5 cm (width) x 3 cm (height)	2,00,000

Placement of ad	Page size	Rate per release (Rs)
Full page	17 cm (width) x 23 cm (height)	75,000
Half page	Horizontal - 17 cm (width) x 11.5 cm (height)	40,000
	Vertical - 7.5 cm (width) x 24 cm (height)	
Double spread	36.7 cm (width) x 23 cm (height)	1,50,000

For more details, please contact: Ms Sharmila Kantha, Confederation of Indian Industry  
249-F, Sector 18, Udyog Vihar, Phase IV, Gurgaon-122 015 (Haryana), India, Tel: 91-124-4014060-67 • Email: sharmila.kantha@cii.in



# Empowering Startups



## Technical Discussion on Advancing Women-Led Startups

CII Centre of Excellence for Innovation, Entrepreneurship and Startups (CII CIES), along with the World Bank Group (WBG), organised a technical discussion on 'Advancing Women-Led Startups: Identifying Constraints and Driving Solutions in India' on 17 April in New Delhi. The session convened around 22 dynamic women entrepreneurs from diverse sectors to engage in meaningful dialogue on the challenges and opportunities within the startup ecosystem.

The discussion focused on understanding the unique barriers faced by women entrepreneurs in India, identifying gaps in access to finance, networks, mentorship and markets, and co-creating actionable, scalable solutions to enhance women's participation and leadership in startups. The event fostered a collaborative and solution-driven environment, generating valuable insights to inform policy and ecosystem-level interventions.

## Pitch Session with CII CIES Affiliated Startups

The Startup Affiliation Program is designed to certify growth-stage startups, providing them with a powerful platform to connect with corporates, investors, and other key ecosystem enablers. The affiliated startups are provided opportunities to participate in market access programs, international delegations, roundtable policy discussions, and network with CII's corporate members.

Episode 3 of the CII CIES Pitch 360, a monthly startup pitching initiative by CII CIES, was held on 24 April virtually. This edition highlighted deep technology and smart manufacturing startups, offering them a unique opportunity to pitch their innovations to a curated audience of corporates, investors, and ecosystem enablers.

Startups pitched their business to Industry leaders. Over 160 active participants joining live throughout the session. The audience featured over 100 corporate

leaders, investors, and ecosystem stakeholders. The session fostered high-quality engagements and showcased groundbreaking innovations in areas such as AI, advanced manufacturing, robotics, and industrial automation.

## Leveraging Technology to Reduce Health Insurance Claims

CII CIES held a webinar on 'Leveraging Technology to Reduce Health Insurance Claims' on 30 April. The session witnessed enthusiastic participation from nearly 100 attendees, eager to understand how the latest technological advancements and innovative startups are reshaping the landscape of health insurance claims management.

Dr Abhitabh Gupta, Chief Business Executive, Ace Insurance Brokers Pvt Ltd and Ms Sana Khan, Director – Growth (India), Twin Health Inc., provided their strategic perspectives on the challenges and opportunities associated with technology adoption in claims management and improving patient outcomes.

Speakers highlighted how digital solutions are moving beyond traditional paper-based processes, introducing speed, accuracy, and transparency into every stage of the claims lifecycle. From automated data capture and digital documentation to seamless communication channels, technology is fundamentally altering how claims are initiated, processed, and settled.

The session underscored the significant impact of Artificial Intelligence (AI) and Machine Learning (ML) algorithms in identifying patterns, detecting fraudulent claims, automating decision making for routine claims, and improving the overall accuracy of assessments.

The webinar further explored how digital health tools, such as remote patient monitoring devices, telehealth platforms, and wellness applications, are playing a crucial role in proactive healthcare management. By enabling early intervention, promoting preventive care, and facilitating remote consultations, these technologies contribute to a reduction in the frequency and severity of health issues, consequently lowering overall healthcare expenditure and the volume of insurance claims.

# Portfolio for Excellence



## CESD

### Building Climate Resilience of the Industry

The CII Centre of Excellence for Sustainable Development (CII CESD) held the fifth edition of Climate Action Awards (CAP 2.0°) in New Delhi on 28 March. Representatives from 21 organizations were felicitated by Shri Sharath Kumar Pallerla, Scientist G, Ministry of Environment, Forest and Climate Change, Government



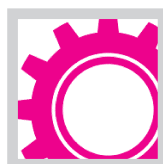
Sharath Kumar Pallerla,  
Scientist G, MoEFCC,  
Government of India at the  
Climate Action Awards in  
New Delhi

of India. He lauded the participating organizations for the efforts they are taking to contribute to India's climate commitments and emission reduction goals. Referring to the principle of Common but Differentiated Responsibilities, Shri Pallerla suggested that industries should set targets for achieving net-zero emissions based on their capabilities.

"Net zero is not an option; it is essential for survival", he said, adding that it is a choice, not only for our systems, but also for the survival of businesses. He highlighted that reducing greenhouse gas emissions is critical for organizations wishing to operate globally. He shared that India will soon have a net-zero portal that

will include the net-zero targets of companies in India. This information will be useful for global investors as well as for financial institutions that are responsible for climate finance.

Talking about the need for climate actions, Mr Ravi Singh, Secretary General and CEO, Worldwide Fund for Nature – India, said that India leads the world with unique climate initiatives, and these actions should be shared globally. He added that while the Government is leading the country's climate actions, a lot depends on the steps taken by the Industry and how it deals with suppliers, customers, and the people it works with.



## CME

### VLFM Program: Empowering the Future of Indian Manufacturing

In a rapidly evolving industrial landscape, transformation is no longer a choice, it is an imperative. Recognising this, CII, through its flagship Visionary Leaders for Manufacturing (VLFM) program, is nurturing a new generation of manufacturing leaders who are redefining Industry standards through strategic innovation, breakthrough thinking, and a bold customer-first mindset. CII CME recently inaugurated Batch 18 of



Winners of the 5th Climate Action Awards in New Delhi

the Visionary Leaders for Manufacturing Program. The cohort comprises 106 high-potential professionals from a diverse set of leading companies.

The program empowers leaders to build resilient, tech-driven, and customer-centric enterprises capable of competing at a global scale. The emphasis on ethical leadership, systems thinking, and breakthrough innovation ensures that VLFM graduates are not only operationally strong but also visionary in their approach, able to anticipate disruption, rally cross-functional teams, and lead organizations into the future.

The inaugural session was attended by Mr Jamshyd N Godrej, Chairman, CII CME and Chairman & Managing Director, Godrej Enterprise Group and Mr B Thiagarajan, Managing Director, Blue Star Ltd, both champions of transformative leadership and innovation in Indian manufacturing.

The program fosters a culture of open-minded learning, cross-functional collaboration, and system-wide alignment, encouraging leaders to work beyond departmental silos. It champions a mindset of continuous improvement, agility, and long-term vision, qualities essential for success in today's fast-paced manufacturing ecosystem.

Since its inception, the VLFM program has catalysed transformation across the manufacturing sector. More than 1300 leaders have been trained across 200 organizations, and over 450 breakthrough projects have been implemented. These figures reflect more than just participation, they represent real, measurable impact. Graduates of the program have gone on to pioneer innovative supply chains, revamp product strategies, and foster agile, customer-centric manufacturing cultures within their organizations.



## Food and Agriculture

### Antimicrobial Resistance in Poultry, Dairy

As part of its ongoing efforts to identify actionable strategies against Antimicrobial Resistance (AMR) in animal agriculture, the CII Food and Agriculture Centre of Excellence (CII FACE) convened leading voices from Industry, academia, veterinary practice, and startups for virtual consultations on AMR in India's poultry and dairy sectors on 14 and 23 April, respectively. These consultations aimed to enhance the understanding of sector-specific AMR-related challenges and opportunities and propose actionable recommendations to promote best practices, policy alignment and stronger collaboration.

The sector-specific consultations were structured into three sessions: examining the current state and key drivers of AMR in the poultry and dairy sectors; discussing Industry practices and on-farm solutions to mitigate AMR, and exploring policy, regulatory and trade-related aspects, including the role of digital traceability, certification and waste management in controlling AMR across farms and supply chains.

During the consultation on the poultry sector, participants highlighted the widespread use of antibiotics for growth promotion, prophylaxis, and metaphylaxis as a major driver of AMR, further compounded by informal market networks, limited diagnostic infrastructure, and weak regulatory enforcement. The potential of non-antibiotic alternatives, including probiotics, prebiotics, phytogenics, essential oils, and bacteriophages, along with the adoption of Good Animal Husbandry Practices,



Jamshyd N Godrej, Chairman, CII Centre for Manufacturing Excellence and Chairman & Managing Director, Godrej Enterprise Group, and B Thiagarajan, Managing Director, Blue Star Ltd, with the participants at Batch 18 of VLFM Programme



such as optimised housing, access to clean water, proper management of mortality pits, and routine monitoring, was emphasised as means to reduce antibiotic dependence.

For the dairy sector, experts identified mastitis as a major driver of antibiotic use. Although antibiotics are mainly used for therapeutic purposes in dairying, issues such as improper adherence to withdrawal periods, lack of dosage control, and the circulation of substandard antimicrobials were highlighted as significant contributors to the AMR. Participants recommended promoting ethnoveterinary medicine as a sustainable alternative among farmers. They also underscored the importance of improved management practices—including better feeding, calf management, clean milk production, and waste management—to reduce disease burden and reliance on antibiotics.

Policy and regulatory issues in AMR emerged as a common theme across both the poultry and dairy consultations. Key suggestions included mandating prescription-only access to critical antibiotics supported by triplicate documentation, establishing AMR reference laboratories at the state level linked to a national surveillance network, and implementing end-to-end digital traceability to monitor antibiotic use and residues. Sustainable waste management was emphasised as essential to preventing the environmental spread of antimicrobial resistance.

Building on insights from the two online consultations, the initiative will now expand its efforts through broader awareness and capacity-building activities targeting farmers, veterinarians, para-veterinarians, poultry professionals, extension workers, and other frontline personnel involved in animal health and production across states.



GBC

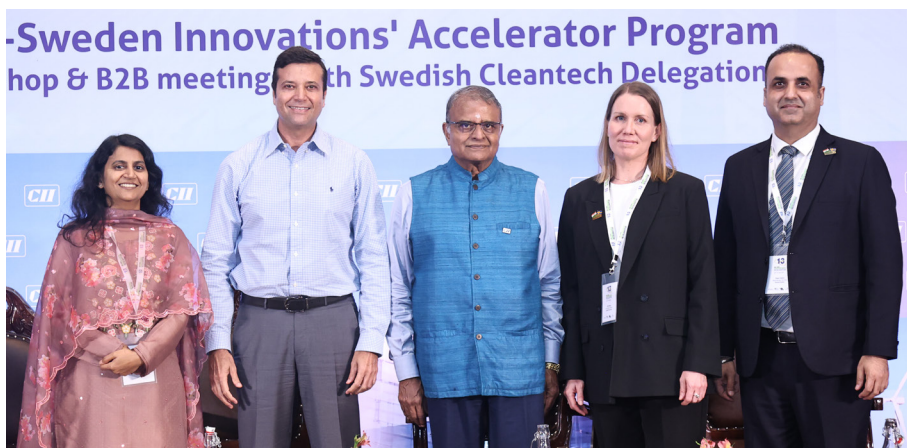
## India-Sweden Innovations' Accelerator Program

Under the India-Sweden Innovations' Accelerator (ISIA) programme, workshops were organized in Chennai and Indore on 9 and 15 April, respectively, to interact with a delegation from Sweden. During the workshops, 11 Swedish companies introduced their innovative technologies and ways they can drive the clean energy transition.

The innovations mainly focused on green energy, efficient water conservation technologies, resource efficiency, and energy management. The workshops saw participation from the Indian Industry. More than 130 B2B meetings were organized across various sectors, and over 50 high-potential opportunities were identified through these meetings.

The ISIA program is a leading initiative fostering green technology collaboration between India and Sweden. The program is supported by the Swedish Energy Agency, with Business Sweden-The Swedish Trade and Invest Council and CII Green Business Centre (CII GBC), Hyderabad, as the local programme partners.

Since its start in 2013, the ISIA program has introduced more than 70 Swedish cleantech companies in India, resulting in over 280 projects across India and seven local subsidiaries, thereby contributing towards Make in India and Clean India programmes. Through the programme, more than 2500 Indian companies have interacted with the Swedish delegation through workshops and B2B meetings.



Dignitaries at the India-Sweden Innovations' Accelerator Programme in Chennai



# Regional Review



## EASTERN REGION

### India@100: Leadership Insight from the Sports Economy

CII Eastern Region organised an interactive session on 'India@100: Leadership Insight from the Sports Economy' on 7 April in Kolkata to discuss the sports Industry, emphasise its role in the broader economy and identifying ways by which different industries can contribute to its growth.

Mr Shashwat Goenka, Chairman, CII Eastern Region and Vice Chairman, RP-Sanjiv Goenka Group said that the role of sports economy becomes increasingly vital as the Industry envisions India's future as a global powerhouse by 2047. He emphasised that the global sports Industry's revenue is projected to surpass USD 680.7 billion by 2028, driven by robust sponsorship, international events, and digital innovation. India must carve out its own unique growth story within this ecosystem, balancing tradition with innovation, and scale with inclusivity.

Mr Debasish Dutta, Chairman, CII West Bengal State Council and Director, BGS Group, stressed upon the need for strategic collaboration between the



Shashwat Goenka, Chairman, CII Eastern Region and Vice Chairman, RP Sanjiv Goenka Group and Rishabh Pant, Member of Indian Cricket Team at the CII's initiative India@100: Leadership Insights from the Sports Economy in Kolkata

Government, private sector, clubs, and community to build a sustainable ecosystem. CII initiatives can play a vital role in this, he said.

Mr Zaheer Khan, former member of the Indian Cricket Team, Mr Rishabh Pant, Member, Indian Cricket Team,



(L-R) Rupak Barua, Vice Chairman, CII West Bengal State Council and MD & CEO, Woodlands Hospital; Debasish Dutta, Chairman CII West Bengal State Council and Director, BGS Group; Dimitrios Petratos, Member, Mohan Bagan Super Giant & Australia's Men's National Soccer Team; Nicholas Pooran, Former Member of West Indies Cricket Team; Shashwat Goenka; Jamie Maclaren, Member, Mohan Bagan Super Giant & Australia's Men's National Soccer Team and Zaheer Khan, Former Member of Indian Cricket Team

and Mr Nicholas Pooran, Former Member of West Indies Cricket Team, highlighted the crucial role institutions play in developing sports infrastructure and advocated for striving to become a better version of oneself each day, calling it the key to long-term sustainability.

Mr Jamie Maclaren, Member, Mohan Bagan Super Giant and Australia's Men's National Soccer Team, asserted that true leadership goes beyond recognition and involves handling pressure effectively and motivating teammates to enhance their performance.

Mr Dimitrios Petratos, Member, Mohan Bagan Super Giant and Australia's Men's National Soccer Team, said that staying calm is key and the focus should be on showcasing the best skills to your ability.

### Applications of Sustainability 4:0

CII Jharkhand organised a workshop on 'Safety and Sustainability' on 25 April in Jamshedpur to strengthen industrial practices by addressing five key safety risks and demonstrating the practical applications of Sustainability 4.0 across sectors. It offered participants actionable strategies to enhance safety performance, drive sustainable growth, and align with global standards.

Mr Tapas Sahu, Past Chairman, CII Jharkhand State Council and MD, Highco Engineers Pvt Ltd, emphasised individual responsibility. He said that fostering a strong safety culture begins with incremental changes that can lead to significant improvements across small, medium, and large enterprises. Mr Neeraj Kumar Sinha, Convenor, CII Jharkhand Safety Panel and Chief – Safety, Tata Steel Ltd, underlined the Government's role, highlighting the need for greater awareness of the Factories Act, particularly among MSMEs. He highlighted the critical safety risks prevalent across industries and the sector-specific nature of risk profiles.

Mr Abhijit A Nanoti, Chairman, CII Jamshedpur Zonal Council and MD, Jamshedpur Continuous Annealing & Processing Ltd, mentioned that collaborative efforts foster shared responsibility, improve compliance, and drive the consistent adoption of best practices across value chains.

By offering practical tools and strategies, the workshop emphasised the importance of proactive safety measures and sustainable practices in enhancing operational efficiency and long-term growth. It served as a strategic forum to explore how digital innovation and proactive risk management foster operational excellence.



## NORTH EASTERN REGION

### Addressing Business Issues in Assam

CII Assam State office organized an interactive session with Shri Oinam Saran Kumar Singh, Commissioner, Industries & Commerce, Government of Assam and Shri Manvendra Pratap Singh, Managing Director, Assam Industrial Development Corporation Ltd (AIDC) on 24 April in Guwahati.

The Commissioner spoke about various initiatives undertaken by the Government of Assam to facilitate the ease of doing business in the state. "Apart from drawing big projects, Assam's performance in the Pradhan Mantri Employment Generation Programme (PMEGP) is overwhelming," he said. The state has a notable number of projects under PMEGP. Chief Minister's 'Aatmanirbhar Asom Abhijan' is another successful initiative, he said.

The AIDC MD spoke about the changing industrial scenario of Assam and the inflow of investments to the state in diverse fields, ranging from pharmaceuticals to solar energy, and thermal infrastructure, amongst others. The businesses of Assam are now connected globally, he added.

The members raised several issues pertaining to the operations of industries and highlighted necessary policy interventions. The officials took note of the issues and assured their support in redressing the problems.

### Sikkim Reverse Buyer-Seller Meet

As a strategic initiative to enhance trade relations and attract investment, the Government of Sikkim, in collaboration with CII and with support from Invest India, hosted its first-ever Sikkim Reverse Buyer-Seller Meet on 28-29 April in Ahmedabad.

The initiative showcased Sikkim's diverse product portfolio and facilitated business collaborations with key stakeholders in Western India. Sikkim's organic food products, processed foods, spices, handicrafts, handloom items, and innovative startups were presented to prospective buyers and investors. The programme commenced with an exhibition and a conference focused on fostering business partnerships and exploring investment avenues in Sikkim.

Shri Tshering Thendup Bhutia, Minister of Commerce & Industries and Tourism & Civil Aviation, Government of Sikkim, emphasised the state's strategic vision for sustainable growth. He highlighted opportunities for Gujarat's established industrial ecosystem to synergise with Sikkim's strengths in organic agriculture, eco-



(L-R): Sony Viridi, Chairman, CII Sikkim State Council and Founder, Zion Education Trust; M Ravikumar, Principal Director of MSME, Department of Commerce & Industries, Government of Sikkim; Tshering Thendup Bhutia, Minister for Commerce & Industries and Tourism & Civil Aviation, Government of Sikkim and Vinod Agrawal, Past Chairman, CII Gujarat State Council and Chairman & Managing Director, Arunaya Organics Ltd at the Sikkim Reverse Buyer Seller Meet at Ahmedabad

tourism, and sustainable development. The Minister underscored the importance of collaboration, joint ventures and knowledge exchange to unlock mutual economic benefits.

Mr Sony Viridi, Chairman, CII Sikkim State Council and Founder, Zion Education Trust, highlighted Sikkim's status as India's first fully organic state and its potential as a model for sustainable development. Sectors such as organic farming, renewable energy, and artisanal crafts were identified as promising areas for investment and growth.

A key component of the initiative was the facilitation of B2B and B2G meetings, creating a strategic platform for direct engagement between Sikkim entrepreneurs and Government officials with the Industry stakeholders from Gujarat.

The programme's centrepiece was a comprehensive exhibition showcasing Sikkimese products. A key highlight of the initiative was the one-on-one meeting between Minister Bhutia and Industry representatives from Gujarat, facilitating direct dialogues on sourcing, market expansion and investment prospects.

The Sikkimese delegation of 36 members, comprising Industry representatives, entrepreneurs and Government officials, also participated in an Industry visit to a leading filling and packaging systems manufacturing facility.



## NORTHERN REGION

### Meeting with Gurugram Deputy Commissioner

A CII delegation comprising office bearers from Gurugram met Shri Ajay Kumar, Deputy Commissioner, Gurugram,

to discuss key infrastructure challenges and ease of doing business reforms in the district on 2 April in Gurugram.

The delegation included Mr Vinod Bapna, Chairman, CII Gurugram Zone and Executive Director & CEO, Caparo Maruti Ltd; Mr Kunal Soni, Vice Chairman, CII Gurugram Zone and CEO, Meenakshi Polymers Pvt Ltd; and Mr Anadi Sinha, Co-Chairman, CII Haryana Special Task Force on Ease of Doing Business & Policy Matters and Director, Group Corporate Affairs, Uno Minda Ltd.

The meeting focused on key infrastructural challenges in Gurugram's industrial clusters, including roads, power supply, waterlogging, and waste management in areas such as Udyog Vihar and Manesar. Additionally, the office bearers



CII delegation with the Ajay Kumar, Deputy Commissioner, Gurugram

requested the Deputy Commissioner to facilitate policy recommendations to the State Government on critical matters, including land acquisition & pricing, solar infrastructure & adoption, workforce skilling, and the regularisation of existing industries, among others.

The Deputy Commissioner assured that the issues and policy recommendations discussed would be given due consideration. He also highlighted the ongoing infrastructure projects aimed at easing traffic congestion, improving road infrastructure, and enhancing groundwater recharge initiatives.

### Interaction with Mohali Deputy Commissioner

CII Mohali Zone convened a meeting with the newly appointed Deputy Commissioner of Mohali, Ms Komal Mittal at Mohali on 3 April. The meeting aimed to establish a constructive dialogue between the local administration and the Industry, and to apprise the DC of key issues impacting industrial operations in the region.

CII members highlighted several pressing concerns, including procedural delays and operational challenges related to the Punjab Small Industries and Export





(L-R): Komal Mittal, Deputy Commissioner, Mohali, Punjab; Harpreet Nibber, Vice Chairman, CII Punjab, MD, Pritika Auto Industries; Vivek Kapoor, Chairman, CII Mohali Zone and Director, JAL Bath Fittings; Sanjiv Sethi, Vice Chairman, CII Mohali Zone and Managing Director, Gilard Electronics and Karanpreet Bhoparai, Member, CII Punjab and Proprietor, Boparai Metals Pvt Ltd

Corporation, difficulties in obtaining Fire NoCs, and the inadequate infrastructure and service delivery at the ESIC Hospital.

The delegation also raised issues related to regulatory bottlenecks, land allotment delays, and the need for streamlining approvals to improve the overall ease of doing business in Mohali.

### Mega Crop Show

The Mega Crop Show was organized in Lucknow, Uttar Pradesh on 5 April. During the meeting, held under the aegis of the CII Regional Committee on Agriculture, an overview of the technologies and products applied in the model plot was shared.

The event was also attended by Mr Amarnath Singh, Senior Scientist from KVK Ambarpur and professors including Dr Satendra Singh and Dr YK Singh, from Chandra Bhanu Gupta Agriculture College, in Lucknow.

The discussion, supported by all delegates, was followed by a field visit where the comparative performance of

various yield-contributing factors was demonstrated with supporting data.

### Interaction with Policymakers from Punjab

CII Mohali convened a high-level meeting at the CII Northern Region Headquarters in Mohali on 16 April with Shri Tarunpreet Sond, Minister for Industries and Commerce, Government of Punjab; Shri Malwinder Kang, Member of Parliament (Lok Sabha); and Shri Vaibhav Maheshwari, Member, Punjab Development Council (PDC). The interaction aimed to bring forth long-standing and critical issues faced by the Industry in Punjab and explore actionable solutions through constructive policy dialogue.

During the session, CII representatives highlighted key challenges impeding industrial growth, including delays in statutory clearances, infrastructure constraints, the need for rationalisation of land and power costs, and reforms in labour compliances. Particular attention was drawn to the urgent need for streamlining operations under PSIEC, enhancing support for MSMEs, and creating a more robust ecosystem for new investments.

### AI Immersion Week

CII Chandigarh launched its highly anticipated AI Immersion Week on 21 April, kicking off a five-day series of three-hour sessions, engaging approximately 120 enthusiastic participants. Aimed at deepening understanding and fostering discussions on AI and its transformative applications, the event set a vibrant tone for the week.

The sessions were led by Mr Rocky Jagtiani, a seasoned trainer with 24 years of experience in technology training for leading organisations.

Mr Taranjeet Singh Bhamra, Chairman, CII Chandigarh UT and CEO and Founder, Agnext Technologies Pvt Ltd highlighted the rapid advancements in technology and the pivotal role AI plays in shaping the modern world. He emphasised the growing relevance of AI tools like GROK, underscoring their ability to revolutionise



Interaction with Tarunpreet Sond, Minister of Industries & Commerce, Government of Punjab



industries and drive innovation in the digital era. The session set an inspiring tone for the series, promising a week of insightful exchanges and learning.

### Interaction with Deputy Chairman – Northern Region

A special interactive session was organised with Mr Puneet Kaura, Deputy Chairman, CII Northern Region and MD & CEO, Samtel Avionics Ltd, on 28 April in Chandigarh. The session brought together key stakeholders from across Chandigarh, Himachal Pradesh, and Punjab, to discuss evolving Industry dynamics, share insights on sectoral challenges, and explore emerging opportunities for business growth.



(L-R): Vivek Kapoor, Chairman, CII Mohali Zone and Director, JAL Bath Fittings; Taranjeet Bhamra, Chairman, CII Chandigarh and CEO & Founder, Agnext Technologies Pvt Ltd; Puneet Kaura, Deputy Chairman, CII Northern Region and Managing Director & CEO, Samtel Avionics Ltd; Sanjay Suri, Vice Chairman, CII Himachal Pradesh and Director, Morepen Laboratories Ltd at the Interactive Session in Chandigarh

Mr Kaura provided a strategic perspective on the role of innovation, policy support, and collaboration in driving regional competitiveness and industrial transformation. Participants engaged in meaningful dialogue, reflecting on local business concerns and the broader economic landscape.

Highlighting the importance of such engagements, Mr Kaura remarked, “It is essential that Industry leaders

and stakeholders come together to address common challenges and identify new avenues for growth. Platforms like this help bridge the gap between policy and practice and foster collective solutions that can shape the region’s industrial future.” Mr Taranjeet Bhamra, Chair, CII Chandigarh and CEO and Founder, Agnext Technologies Pvt Ltd; Mr Sanjay Suri, Vice Chairman, CII Himachal Pradesh and Director, Morepen Laboratories Ltd and Mr Vivek Kapoor, Chairman, CII Mohali Zone, and Director, JAL Bath Fittings also participated in the discussion.



### SOUTHERN REGION

#### Andhra Government – CII JCF Meeting

CII Andhra Pradesh, in partnership with the Government of Andhra Pradesh, convened the first meeting of the Joint Consultative Forum on 15 April in Vijayawada. This significant initiative aims to strengthen Government-Industry collaboration, promote economic development, and enhance the ease of doing business in the state.

The meeting was chaired by Shri Nara Lokesh, Minister for Human Resources Development, IT, Electronics & Communication, and Real Time Governance, Government of Andhra Pradesh. He was accompanied by Shri TG Bharath, Minister for Industries & Commerce and Food Processing and Shri Kondapalli Srinivas, Minister for MSMEs, Society for Elimination of Rural Poverty, and NRI Empowerment & Relations, Government of Andhra Pradesh.

Dr N Yuvaraj, Secretary to Government, Industries & Commerce, Food Processing, Investment & Infrastructure, underscored the importance of the



(L -R): G Murali Krishna, Chairman, CII Andhra Pradesh & Member Convenor, Joint Consultative Forum; Nara Lokesh, Minister for Human Resources Development, IT, Electronics & Communication, and Real Time Governance, Government of Andhra Pradesh; T G Bharath, Minister for Industries & Commerce and Food Processing, Government of Andhra Pradesh and Kondapalli Srinivas, Minister for MSME, Society for Elimination of Rural Poverty, and NRI Empowerment & Relations, Government of Andhra Pradesh

forum as a platform to collaboratively address Industry challenges and accelerate industrial growth in Andhra Pradesh.

Mr Murali Krishna Gannamani, Chairman, CII Andhra Pradesh and Member Convenor of the Forum and Founder & CEO, Fluentgrid Ltd., provided a detailed presentation on Industry concerns and suggested forming sector-specific working groups to optimise processes.

Discussions spanned across key sectors such as ports & logistics, warehousing, power tariffs, agriculture, horticulture, animal husbandry, education & skill development, pharma & petrochemicals, and healthcare & life sciences.

### Roundtable with Acting Ambassador of the USA to India



(L-R): G Murali Krishna; Jorgan K Andrews, Acting Ambassador of USA to India and Jennifer Larson, US Consul General

CII Visakhapatnam organised a Roundtable Meeting with H.E. Mr Jorgan K Andrews, Acting Ambassador of the United States to India, on 1 April in Visakhapatnam. The session served as a platform to discuss opportunities for enhancing India-US partnerships, particularly with Andhra Pradesh.

Mr Andrews reaffirmed the United States' commitment to strengthening ties with Andhra Pradesh, recognising the state's pivotal role in fostering innovation and industrial growth. He emphasised the immense potential for deeper business and Government collaborations, grounded in shared values of entrepreneurship and sustainable development.

Mr G Murali Krishna, Chairman, CII Andhra Pradesh and Founder & CEO, Fluentgrid Ltd highlighted the strength of the India-US economic relationship, noting that Andhra Pradesh exported goods worth over USD 4.1 billion to the US in 2024, led by marine products.

He pointed to significant investment opportunities in emerging sectors such as electric vehicles, semiconductors, pharmaceuticals, and clean energy, supported by Andhra Pradesh's evolving industrial clusters and proactive policies. Mr Krishna also outlined

prospects for collaboration in AI safety, inclusive data initiatives, and technology-driven education partnerships.

### Session on US Tariff Policies, Impact on Trade

CII Visakhapatnam organised a focused session on 'US Tariff Policies and Their Impact on Global and Indian Trade' on 17 April in Visakhapatnam. The session aimed to analyse the recent shifts in trade policies and their implications for Indian businesses.

Ms Aisha Hussaini, Partner, EY, provided a comprehensive analysis of the United States' decision to impose 26 per cent reciprocal tariffs on Indian exports, with exemptions for sectors such as pharmaceuticals, gems, and wood products. She highlighted that key sectors like semiconductors, energy, and auto components would experience direct cost escalations.

Mr DVS Narayana Raju, Chairman, CII Visakhapatnam and Executive Director, Deccan Fine Chemicals India Pvt Ltd encouraged businesses to reassess customer portfolios and diversify order placements across different markets to mitigate disruptions. He underscored the need to realign warehousing and transport networks and to develop flexible operating models. Mr Raju further emphasised capitalising on India's natural cost advantages to strengthen pricing, margins, and brand strategies in global markets.

### CII IWN Andhra Pradesh Annual Meeting

CII IWN Andhra Pradesh organised its Annual Meeting for 2024-25 and a special session on 'Power of Collaboration: Accelerating Progress Together' on 12 April in Tirupati. During the meeting, Ms Chandini Chandana, Co-Founder, Avera AI Mobility Pvt Ltd and Dr Usha Pantula, Life Skills and PoSH Training Consultant, were elected as the office bearers for CII IWN Andhra Pradesh for the year 2025-26.

As part of the program, CII IWN Andhra Pradesh hosted an engaging session focused on collaboration and progress. Ms N Mourya, Commissioner, Municipal Corporation and Vice Chairperson, TUDA, Tirupati District, emphasised the importance of promoting gender equality across all roles and the critical need for continuous upskilling to foster inclusive and sustainable economic growth.

Mr Murali Krishna Gannamani, Chairman, CII Andhra Pradesh and Founder & CEO, Fluentgrid Ltd, inspired participants by endorsing Chief Minister Chandrababu Naidu's vision of cultivating at least one entrepreneur



Speakers at the Session on 'Power of Collaboration: Accelerating Progress Together' at the CII IWN Annual Meeting for 2024-25 in Tirupati

in every family, reinforcing economic empowerment through industrial development.

### Aligning Business with Sustainability

CII Mysuru Zone organised the ESG Conference and Expo on 23 April, under the theme 'Driving Sustainable Transformation: Aligning Business with Sustainability'. The event was conducted in collaboration with the CII Centre of Excellence for Sustainable Development, SJCE, JSS Science and Technology University, and the Schevaran Cleanfix Academy.

Dr CG Betsurmamath, Executive Secretary, JSS Mahavidyapeetha, Mysuru, emphasised the vital importance of integrating Environmental, Social, and Governance (ESG) principles into strategic developmental frameworks, especially those focusing on environmental conservation and restoration.

The conference featured four technical sessions covering critical ESG topics, including decarbonisation pathways for industries, ESG accounting for growth and compliance, ESG as a catalyst for MSME development, and advancing sustainability across value chains beyond achieving net-zero targets.

Each session was enriched by expert panel moderators and industry leaders who shared practical experiences, insights, and success strategies. The event witnessed participation from over 150 delegates representing a wide spectrum of industries and academic institutions. A concurrent expo showcased sustainable products, solutions, and services.

### CII Karnataka Golf Tournament

CII Karnataka organised the inaugural edition of the CII Karnataka Golf Fellowship Tournament on 12 April at the Karnataka Golf Association (KGA), Bengaluru. This exclusive event provided a unique platform for fostering networking, collaboration, and camaraderie among Government officials, senior Industry leaders, and key stakeholders.

The tournament witnessed enthusiastic participation from over 120 players, creating a vibrant atmosphere

of engagement beyond traditional business settings. Designed to strengthen professional relationships and encourage informal dialogue, the event blended sport with meaningful interaction, reinforcing CII's commitment to building stronger Industry-Government partnerships.



(L-R) Kamal Bali, Immediate Past Chairman, CII-SR and President & Managing Director, Volvo Group India Pvt Ltd; N Venu, Immediate Past Chairman, CII Karnataka and Managing Director & CEO, India & South Asia, Hitachi Energy; Maheshwar Rao, Managing Director, BMRL; Rabindra Srikantan, Chairman, CII Karnataka and Managing Director, ASM Technologies Ltd; Preeti Rabindra, Non Independent & Non-Executive Director, ASM Technologies Ltd; Prasad Rajappan, Managing Director, Zing HR and Sandeep Kumar Maini, Past Chairman, CII Karnataka and Chairman, Maini Group of Companies at the CII Karnataka Golf Fellowship Tournament in Bengaluru

### Leadership & Entrepreneurship Conclave

CII-IWN Kerala organised 'Power Her: Leadership & Entrepreneurship Conclave' around the theme 'Redefining Leadership and Entrepreneurship in the 21<sup>st</sup> Century' on 22 April in Kochin. The event focused on leadership, inclusivity, family business, and mental well-being. Keynote speaker Ms Shalini Warriar, Chairperson, CII Kerala State Council and Executive Director & Business Head-Retail, The Federal Bank Ltd emphasised the need for continuous learning and adaptability in leadership.

The event featured insightful panel discussions on leadership, inclusive workplaces, managing family businesses, and mental well-being.

The panel on family businesses highlighted emotional intelligence, legacy management, and collaboration. A





(L-R): Sabeena Shaji A, Vice Chairwoman, CII-IWN Kerala and Senior Vice President, HR Department, The Federal Bank Ltd; Vinod V S, FAAS – Digital Leader MENA & CR Lead, Kerala & Tamil Nadu, EY Global Delivery Services; Nisary Mahesh, Chairperson, CII-IWN Kerala & Founder, HerMoney Talks and Shalini Warriar, Chairperson, CII Kerala State Council & Executive Director & Business Head – Retail, The Federal Bank Ltd at the CII-IWN 'Power Her: Leadership & Entrepreneurship Conclave' in Kochin

session on mental well-being stressed the importance of mindfulness and proactive mental health support for leadership effectiveness. The conclave, attended by 155 women participants, underscored the significance of inclusive leadership, resilience, and wellness in building future-ready organisations.

### Exploring Business and Cross-learning Opportunities with Vietnam, Cambodia

CII Tamil Nadu, along with the Textiles Department, Government of Tamil Nadu, led a textiles delegation to Vietnam and Cambodia from 7-12 April, supported by the Honorary Consulate of Cambodia. The delegation was headed by Ms R Lalitha, Director – Textiles, Government of Tamil Nadu; Dr K Velkrishna, Co-Convenor, Textiles Panel, CII Tamil Nadu and Managing Partner, Deiveegam Dyers.

During the visit, the delegation engaged with the Garment Training Institute, participated in SaigonTex 2025, and organised buyer-seller meets in both Cambodia and Vietnam with prominent textile buyers. The delegation included representatives from the Yarn and Fabric (woven and knitted) sectors, aiming to identify business opportunities and foster international collaborations.

At the Buyer-Seller Meet and product showcase in Cambodia, H.E. OK Boun, Secretary of State, Ministry of Commerce, Kingdom of Cambodia, underscored the importance of addressing challenges through improved competitiveness, integration into regional and global supply chains, market expansion, capacity building, and attracting investments into emerging industries.

Highlighting Tamil Nadu's strengths at the Vietnam Buyer-Seller Meet, Ms R

Lalitha noted, "Tamil Nadu, known for its fibre-to-fabric value chain, is home to vibrant textile clusters and is India's leading exporter of ready-made garments."

### Opportunities for the MSMEs in Aerospace, Defence

CII Trichy Zone, in collaboration with Bridge Bharat Council, a think tank of armed forces veterans, organised an interactive session on 20 April to encourage MSMEs to explore opportunities in defence and aerospace manufacturing. The event focused on leveraging Trichy's industrial strengths to support the Government of India's indigenisation drive.

During the session, local manufacturers agreed to form a consortium to secure orders from the Indian Armed Forces and Defence Public Sector Undertakings (DPSUs). Veteran Wing Commander M Jeyakumar, Founder of Bridge Bharat Council, emphasised the shift from component suppliers to original equipment manufacturers, noting that over 40,000 defence products are open for indigenous production.

Mr Tamizh Iniyan, Chair, CII Trichy's Manufacturing Panel and Chief Executive Officer, Frigate highlighted that a consortium provides a unified interface for DPSUs and enables collaborative R&D. He also noted the advantage of local access to institutions like NIT Trichy.



Participants at the session on 'Encouraging MSMEs to Explore Opportunities in Defence and Aerospace Manufacturing'



Key opportunities identified included tank turrets, shipbuilding components, and ground support equipment. MSMEs recognised the sector's high-risk, high-return nature and stressed the need for deeper understanding and collaboration.



Speakers at the CII Mutual Fund Summit in Mumbai



## WESTERN REGION

### Press Conference with Western Region Chairman

At his first press conference, held on 1 April, after assuming office as Chairman of CII Western Region, Mr Rishi Kumar Bagla, CMD, BG Electricals and Electronics India Ltd, reaffirmed CII's commitment to driving India's industrial and economic growth. Speaking at the CII Marathwada Zonal Office in Aurangabad, he emphasised the region's focus on competitiveness, innovation, and sustainability. With the support of CII's 12 Centres of Excellence, businesses will be empowered to adopt advanced technologies, boost productivity, and embrace sustainable practices.



Rishi Kumar Bagla,  
Chairman, CII Western  
Region and Chairman &  
Managing Director, BG  
Electricals and Electronics  
India Ltd

Mr Bagla highlighted the economic importance of the Western Region, which contributes 25 per cent of India's GDP and 48 per cent of its merchandise exports, with Gujarat and Maharashtra leading in key sectors like petroleum, engineering goods, and pharmaceuticals. He underscored the region's role in helping India reach its USD 35 trillion economy goal by 2047, citing investment promotion, a robust policy framework, and improved Ease of Doing Business as critical enablers.

### Mutual Fund – Accelerating Growth

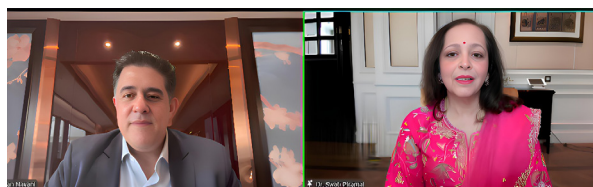
The 18th edition of the annual flagship CII Mutual Fund Summit was held in Mumbai on 15 April with the theme 'Accelerating Growth ₹100 trillion Milestone: Vision 2030'.

The CII-CAMS report titled 'B30 Locations – The Performance and Potential' was released at the summit. It underscored the rising mutual fund adoption beyond the top 30 cities of India. Mr Manoj Kumar, Executive

Director, Securities and Exchange Board of India (SEBI), spoke on agile, inclusive regulation under the '4T Vision: Transparency, Trust, Technology, and Team Spirit'.

The summit was attended by Mr Navneet Munot, Chairman, Association of Mutual Funds in India (AMFI) and MD & CEO, HDFC Asset Management Company Ltd; Mr Sundeep Sikka, Chairman, CII WR Taskforce on Banking & Finance 2025–26 and ED & CEO, Nippon Life India Asset Management Ltd; Mr U K Sinha, Former Chairman, SEBI; Mr Manoj Kumar, ED, SEBI, and Rishi Kumar Bagla, Chairman, CII Western Region 2025-26 and CMD, BG Electricals & Electronics India Ltd, among others.

### India@100: Shaping the Future through the Lens of Public Health



Rajan Navani, Chairman, CII Council on India@100 and Co-Chairman, India@100 Foundation in conversation with Dr Swati Piramal, Vice Chairperson, Piramal Group

CII's India@100 Foundation aims to unite stakeholders from Industry, Government, institutions, communities, and individuals. It focuses on building a morally, economically, and technologically advanced India by 2047.

In alignment with this mission, the foundation's flagship conversation series, 'I Have a Dream', features eminent personalities who share their journeys and vision for India's future. As part of this series, Mr Rajan Navani, Co-Chairman, India@100 Foundation, engaged with Dr Swati Piramal, Vice Chairperson, Piramal Group, in a virtual fireside chat on 9 April. The dialogue focused on India's healthcare transformation and explored the roles of innovation, Public-Private Partnerships, and progressive policy in shaping a healthier future for the nation.

## Implications for India in a Changing Global Economy



Speakers at the discussion on 'Implications of Recent Shifts in Tariff Policies for India' in Bhavnagar

A discussion was held on 'Implications of Recent Shifts in Tariff Policies for India' on 10 April in Bhavnagar to help the industry understand the impact of the evolving trade policies on India's economy and local businesses. Insights were shared regarding the latest changes in international tariff policies and their impact on global trade dynamics. Other discussion points covered were India's evolving economic landscape as well as potential opportunities and challenges for various sectors.

The Industry members benefited through case-to-case interactions to understand how their businesses are going to be affected by the new US Tariff approach.

## Interaction with Singapore Business Delegation

CII Gujarat, in collaboration with the Singapore Business Federation, facilitated a business delegation visit from Singapore to Gujarat on 7 April in Ahmedabad. India and Singapore share a deep-rooted and dynamic partnership, encompassing various strategic areas such as digitalisation, climate, green economy initiatives, food security, technology, healthcare, and startups.

As part of the ongoing collaboration, a Singapore business delegation, comprising 20 Industry leaders, visited Gujarat to explore business synergies and strengthen economic ties. The visit facilitated meaningful engagements between Singaporean and Gujarat-based



(L-R): Vinod Agrawal, Past Chairman, CII Gujarat State Council and Chairman & Managing Director, Arunaya Organics Ltd; Samantha Teo, Executive Director, International Business, Singapore Business Federation and Vinesh Natal, Global Head & Managing Director, Meinhardt EPCM Group.

industry leaders, enabling discussions on trade and investment prospects, technological collaborations, and strategic business partnerships, including roundtable discussions and B2B meetings.

## Total Cost Management

A workshop on 'Total Cost Management' was held on 11 April in Indore to disseminate knowledge, techniques and methods for effective cost management and increased profitability in businesses. The workshop aimed to incubate and upskill managerial personnel in TCM. Participants received exposure to best-in-class case studies of blue-chip companies, which are practitioners of TCM, and gained a holistic understanding of the framework to map, control, reduce and eliminate costs.

CII has established the TCM division to offer a gamut of knowledge and solutions to industries on their journey to achieve the cost and competitive advantage in their industries. The workshop covered aspects like differentiating from conventional cost accounting, cost reduction, cost saving approach and TCM framework and its applicability in businesses for profit enhancement.

## Buyer Seller Meet

A Buyer-Seller Meet was held in Goa on 11 April, connecting over 45 MSME sellers with Siemens Ltd. Siemens outlined its requirements for specific components, including transformers, sheet metal, aluminum castings, welded shafts, decal/membranes, plastics and packaging, emphasising the need for precise specifications, timely delivery, and customised solutions to meet their world-class product standards.

Through one-on-one interactions, the participating MSMEs showcased their cutting-edge technologies, innovative offerings, and technological expertise, fostering meaningful collaborations and business prospects. The event enabled MSMEs to understand Siemens' expectations and explore potential partnerships, driving growth and development in the region. The meet facilitated smooth business development opportunities for MSMEs capable of supplying the required components, paving the way for mutually beneficial partnerships.

## Exploring the Impact of the US Tariffs on India's Economy

A session was held on 17 April in Pune to discuss the impact of US tariffs on the Indian economy. The imposition of new US tariffs presents a significant challenge, particularly for export-driven sectors such as steel, aluminium, textiles, and pharmaceuticals. These tariffs not only disrupt trade flows but also strain diplomatic and economic relations between the two nations.

The session discussed the export challenges as the US tariffs will make Indian goods like steel, textiles, and pharmaceuticals more expensive in the American market, reducing their competitiveness. The tariffs can lead to lower export revenues for India, potentially affecting jobs and growth in key manufacturing sectors. It could also strain India-US trade relations, pushing India to explore new markets and reconsider its global trade strategy. India may need to implement supportive policies for affected industries and invest in domestic resilience to buffer against external trade shocks.

### Navigating the Future of Data Ownership in the Age of AI

A webinar was held on 'Navigating the Future of Data Ownership in the Age of AI' on 11 April to provide insights into the legal, technological, and strategic dimensions of data ownership in manufacturing. It equipped Industry leaders with practical strategies to leverage AI-driven data while safeguarding ownership rights.

Data ownership is a strategic factor for competitive differentiation. As manufacturers increasingly integrate AI into production, supply chain management, and automation, understanding data ownership is critical for protecting proprietary information, ensuring compliance, and driving innovation.

As Industry 4.0, smart factories, and IoT-driven automation reshape traditional manufacturing, businesses will navigate the legal, ethical, technological, and business implications of data governance, AI-driven decision-making, and regulatory compliance.

### Bricks & Billions: The Winning Formula for Real Estate & BFSI

CII, in collaboration with CBRE as knowledge partner, organised the CII BFSI Summit on 22 April in Mumbai on the theme 'Bricks & Billions: The Winning Formula for Real Estate & BFSI'.

A report on the theme was released during the summit, providing a view of the real estate landscape, prevailing financing strategies, the real estate equity, debt investment, AIF landscape, and strategic insights.

According to the report, Mumbai topped the real estate equity investment with the highest inflow of USD 6.9 billion, accounting for ~26 per cent share in the total real estate equity investments between 2022-24.

Mr Rishi Kumar Bagla, Chairman, CII Western Region and CMD, BG Electricals and Electronics India Ltd, noted that India's real estate sector is rapidly institutionalising, creating a more transparent, risk-mitigated environment that aligns with global investor expectations.

Mr Anshuman Magazine, Chairman and CEO - India, South-East Asia, Middle East & Africa, CBRE, said that India's real estate sector is entering a new phase of growth, powered by robust capital inflows and a significant pool of dry powder ready for deployment.

### Interaction with DMCC



Ahmed Bin Sulayem, Executive Chairman & CEO, Dubai Multi Commodities Centre (DMCC) at the interaction in Mumbai

CII, in collaboration with the Dubai Multi Commodities Centre (DMCC), organised an exclusive interaction with Mr Ahmed Bin Sulayem, Executive Chairman, DMCC, on 22 April in Mumbai. DMCC is dedicated to reinforcing Dubai's status as a global business hub by facilitating trade, attracting investments, and providing top-tier infrastructure and support services to help businesses thrive.

The session aims to showcase DMCC's dynamic ecosystem, encouraging Indian businesses to explore opportunities within the DMCC Free Zone. It served as a platform for Indian investors and Industry leaders to engage in meaningful discussions on investment prospects and company setup in the world's leading free zone.

Mr Rishi Kumar Bagla, Chairman, CII Western Region and Chairman and MD, BG Electricals & Electronics Ltd noted that India-UAE trade reached USD 85 billion in 2022-23, making the UAE India's third-largest trading partner for the year 2022-23 after China and the US.



(L-R): Nikhil Bhatia, Managing Director and Co-Head, Capital Markets, CBRE India; Rishi Kumar Bagla, Chairman, CII Western Region and Managing Director, BG Electricals and Electronics India Ltd; Dr Rajesh Kapoor, Regional Director, CII Western Region and Rami Kaushal, Managing Director, Consulting & Valuation Services, India, Middle East, Africa, CBRE





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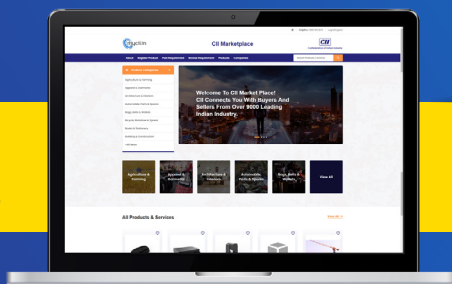


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