

Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, and Trust



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This year CII will implement a strategic action plan spanning the immediate, medium, and long term, centred around five core pillars: competitiveness, globalisation, inclusivity, sustainability, and trust. Through this comprehensive approach, CII aims to support India's transformation into a resilient, future-ready economy capable of leading on the global stage. The cover story explores in detail, the theme for 2025-26.



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We welcome your feedback and suggestions. Do write to us at sharmila.kantha@cii.in

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Unlocking Excellence: Best Education Practices and Cross-learning Insights

CII led high-level delegations of education leaders to the United Kingdom and Switzerland. The delegations included representatives from school and higher education sectors, such as Vice Chancellors, senior faculty members, school leaders, and education-focused professionals from diverse organizations.

The objective of the missions was to explore international best practices, foster academic and institutional partnerships, and promote innovation in teaching, learning, and research. Through visits to leading universities, schools, and research centers, the delegation engaged in insightful discussions on curriculum development, student engagement, digital transformation, and global benchmarks in education. The missions also facilitated conversations around collaborative opportunities, including research partnerships and faculty and student exchange programmes. This reflects CII's ongoing commitment to enhancing the quality and global relevance of India's education system through meaningful international engagement and knowledge exchange.



CII School Leaders' Global Learning & Partnership Mission to Switzerland

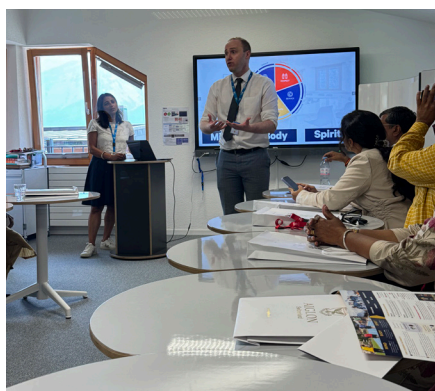
CII organized a School Leaders' Global Learning Mission to Switzerland from 13-17 June, with a delegation comprising principals and senior educators from leading schools across India.

The delegation visited four premier schools including International School of Geneva (Ecolint) & Institut

Florimont in Geneva, and Aiglon College and Collège Alpin Beau Soleil in Villars. Members also participated in the Global Learning Conference at Villars Institute, attended by global education leaders, youth changemakers, and multilateral representatives.

Each school offered distinct insights: Ecolint's inclusive, multilingual approach and its 'Sports+' programme for neurodiverse learners; Florimont's dual curriculum (IB

Glimpses of Activities



and Swiss Maturité) and structured CPD model for teachers; Beau Soleil's leadership and arts-focused experiential learning; and Aiglon's expedition-based outdoor education and gamified STEM learning. These experiences underscored effective strategies for promoting holistic development, empowering student agency, and achieving globally benchmarked outcomes in Indian schools.

The Global Learning Conference in Villars brought together global education leaders, policymakers, and youth changemakers. Key discussions focused on embedding Artificial Intelligence, climate literacy, and well-being into school systems; democratising

curriculum design; and creating cross-sector alliances to meet the Sustainable Development Goals (SDG), especially SDG 4 (Quality Education) and SDG 13 (Climate Action).

Key learnings from the visit include setting up AI and digital literacy hubs, integrating life skills and enterprise education, establishing structured Continuous Professional Development (CPD) calendars for teachers, adopting flexible, tech-enabled classrooms, and fostering student agency through outdoor learning, media production, and student-led initiatives that promote creativity, leadership, and global citizenship.

CII Higher Education Global Partnership Mission to United Kingdom



(L-R): Rajiv Memani, President, CII and Chairman and CEO, EY India; Shankar Vanavarayar, President, Kumaraguru Institutions and Dr Naushad Forbes, Past President, CII and Co Chairman, Forbes Marshall at the 2nd edition of the Oxford India Forum at Said Business School, University of Oxford

CII organized a Higher Education Global Partnership Mission to the United Kingdom from 18-23 June, featuring a distinguished delegation comprising vice chancellors, pro-vice chancellors, and professors from both Government and private institutions, along with CEOs and senior executives from start-ups and multinational companies.

The delegation visited six higher education institutions/universities including University of Edinburgh, University of Cambridge, University of Warwick, University of Oxford, Imperial College London and University College London. Members participated in the 2nd Edition of India – Oxford Forum at Said Business School, which was attended by global education leaders, Industry experts, youth changemakers and multilateral representatives. A roundtable was also organized by British Council, Scotland with 8 leading Scottish Universities and the CII Delegation on collaboration opportunities.

The delegation had an enriching experience during their visits to these universities, where they were introduced to cutting-edge research initiatives in areas such as Artificial Intelligence, Large Language Models (LLMs), robotics, healthcare, climate change, and more. They also explored potential opportunities for research collaboration, as well as faculty and student exchange programmes, and discussed mechanisms for future engagement.

The delegation also had the opportunity to meet with Mr Vikram Doraiswami, the Indian High Commissioner to the UK. The discussions focused on strengthening existing collaborations and exploring new avenues for partnership between India and the UK in the fields of education, research, and innovation. This engagement underscores a shared commitment to advancing higher education and fostering deeper, long-term ties between the two nations.



(L-R): Chandrajit Banerjee, Director General, CII and Lord Karan Billimoria, Founder, Cobra Beer; Member of the House of Lords in the United Kingdom & Chairman, International Chamber of Commerce - UK Chapter



Delegation members with professors from the University of Warwick

Glimpses of Activities



Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, and Trust

In 2025–26, CII will intensify its focus on enhancing India's overall competitiveness. The emphasis will be on strengthening the nation's ability to compete not only in traditional sectors but also in emerging high-tech, green, and digitally driven industries. This year, CII will implement a strategic action plan spanning the immediate, medium, and long term, centred around five core pillars: competitiveness, globalisation, inclusivity, sustainability, and trust.

Through this comprehensive approach, CII aims to support India's transformation into a resilient, future-ready economy capable of leading on the global stage.



Amid high levels of global economic and political volatility, India continues to shine as a beacon of stability in an increasingly fragmented world.

Competitiveness is India's passport to long-term prosperity, but it must be earned through reforms, sustained innovation, and a foundation of trust.

CII remains steadfast in its commitment to partnering with the Government, Industry, and all key stakeholders to advance India's emergence as a confident, competitive, and globally connected economy.

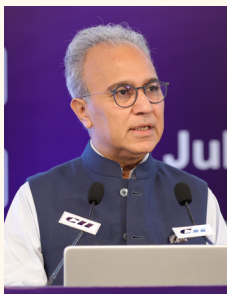
The Indian Economy

In its latest economic assessment, CII projects India's real GDP growth to range between 6.4 per cent and 6.7 per

cent for FY26. This estimate, based on CII's GDP Growth Model, underscores India's status as the fastest-growing major economy in the world. The model draws on 34 high-frequency indicators across investment, consumption, prices, labour, external trade, and global volatility, offering a dynamic and timely view of the Indian economy. It also accounts for global risks, making it a more nuanced and responsive tool for economic analysis.

Despite ongoing global challenges, the Indian economy has shown remarkable resilience. Strong domestic demand and robust macroeconomic fundamentals position India favourably compared to many of its peers. However, to fully realise its potential, India must pursue reforms with a mission-driven approach. Prioritising improvements in ease of doing business, scaling up

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CII expects real GDP growth to grow in a range of 6.4-6.7 per cent in FY26. This projection, generated through CII's GDP Growth Model, reinforces India's position as the fastest-growing major economy in the world. In a world where the rules of trade and technology are rapidly changing, we must anchor India's growth in competitiveness, rooted in scale, productivity, innovation, and resilience. It is our moment. But we must act decisively to seize it.

Rajiv Memani, President, CII and Chairman and CEO, EY India

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high-end employment-intensive manufacturing, and taking a leadership role in artificial intelligence will be key. At the same time, it is essential to proactively manage the potential employment disruptions that AI could bring.

CII Agenda on Next-Gen Reforms

CII's key reform recommendations cut across the critical sub-themes: next-gen economic reforms; manufacturing competitiveness; technology & AI leadership; sustainability & energy transition; and agricultural transformation & employment generation. Together, these proposals provide a strategic roadmap to strengthen India's foundations for inclusive and sustainable growth.

1. Next-Gen Reforms

Ease of doing business

On fiscal reforms, CII has called for strengthening state finances through the establishment of independent State Fiscal Councils to assess state budgets, debt sustainability, fiscal risks, etc. In addition to being able to meet the developmental and infrastructure needs while maintaining the fiscal balance, CII suggests a focus on augmenting Government revenues through calibrated disinvestment of Public Sector Enterprises. These proceeds could be utilised for enhancing public capex, retiring Government debt, setting up a



President, CII interacting with the media - Glances

Sovereign Wealth Fund for investing in strategic assets overseas and acquiring critical technologies.

To reduce legal and business uncertainty, CII recommends legislative backing for the National Single Window System (NSWS), mandating time-bound, faceless approvals. Businesses must be given clear service-level guarantees also through legislation, and all Government departments should publish timelines for project clearances, refunds, and incentive disbursements. In parallel, the establishment of Arbitration and Mediation Councils of India and a Central Tribunal Authority can streamline dispute resolution and reduce the enormous backlog of economic litigation.

Environmental regulations must be simplified and made technology-driven. CII urges the introduction of a unified compliance framework that integrates all state and central environmental clearances. Low-risk industries, especially those in industrial zones, should benefit from automated renewals and third-party audits to reduce delays and compliance fatigue.

On tax reforms, many path-breaking ones have been undertaken over the last decade, and reforms in this area must continue. On GST, CII proposes a simplified three-tier GST rate structure: 5 per cent for essentials, 28 per cent for demerit goods, and a converged rate between 12 and 18 per cent for all others, along with the inclusion of petroleum, electricity, real estate and alcohol under GST. On the external front, import tariffs should follow a three-tier model: 0-2.5 per cent for raw materials, 2.5-5 per cent for intermediates, and 5-7.5 per cent for

final goods, to avoid inverted duty structures and encourage global value chain integration.

Over ₹31 lakh crore is locked in tax litigation, highlighting the urgent need to reduce case volumes, particularly high-value, long-pending ones. CIT(A) should prioritise such cases and be guided by monthly disposal targets monitored by CBDT. Strengthening Alternate Dispute Resolution, introducing an “Accelerated APA” window, and fast-tracking APA renewals can help. The Dispute Resolution Scheme should also be expanded by removing thresholds to include mid-sized and large taxpayers, starting with transfer pricing cases.

2. Manufacturing

Manufacturing ecosystem

Manufacturing is central to the vision of Viksit Bharat. India has long aspired to increase the share of manufacturing in GDP to 25 per cent, but progress has been slow. India’s current share in global manufacturing value added remains at just 2.8 per cent, far below China (28.9 per cent) and the US (17.1 per cent). To address this, CII has proposed structuring the National Manufacturing Mission, announced in the Union Budget, as an empowered, action-oriented platform. With a three-tier governance model, this body should be tasked with execution and delivery, not just policy advice. It must drive convergence across ministries and states and be backed by technical expertise and Industry participation. In addition, a ‘Sub-Mission on



“ To be able to meet the developmental and infrastructure needs, while maintaining the fiscal balance, CII suggests focus on augmenting Government revenues, through calibrated disinvestment of Public Sector Enterprises. About 10% of the total market capitalisation, which is about ₹55 lakh crores, rests with PSEs. We could look at divesting about 10% of this market cap which could yield about ₹5 lakh crores. These proceeds could be utilised for – enhancing public capex, retiring government debt, setting up a Sovereign Wealth Fund for investing in strategic assets overseas and acquiring critical technologies.

Rajiv Memani

”

Advanced Manufacturing’ could also be announced under the National Manufacturing Mission.

To unlock medium-scale manufacturing, the so-called “missing middle” of India, CII has suggested a ‘Capital Support Scheme’ for this cohort. The proposal recommends support to cover 50 per cent of the equity capital for projects between ₹50 crore and ₹1000 crore, repayable after ten years. Both greenfield and brownfield projects should be eligible, and self-certification should be encouraged with appropriate audit and penalty safeguards. A dedicated Fund-of-Funds should also be launched to invest in manufacturing SMEs and support overseas technology acquisitions.

Labour market reforms are also part of the competitiveness agenda. CII will lead the Industry adoption of a Voluntary Code on Labour Welfare, encouraging companies to implement

progressive, inclusive, and safe workplace policies. Recommendations include expanding social security to gig and informal workers, enabling night shifts for women in manufacturing (with safety provisions), and investing in creches and housing in industrial clusters. Upgrading the Shram Suvidha portal into a single, unified compliance portal is also essential.

To secure an undeterred supply of critical minerals and rare earth, CII suggests allowing automatic rights to mine for players being awarded the Exploration Licence, apart from establishing a National Critical Minerals Data Repository and developing exclusive chapters in FTAs with mineral-rich countries like Australia, Peru, Chile, Indonesia, and Oman.

Rationalise Cost of Manufacturing

Improving the cost structure of doing business is equally critical. Land access remains fragmented and



expensive. CII will constitute a Special Taskforce on Land, aimed at recommending comprehensive policy measures to improve land access at reasonable prices for industry. Suggestions include establishing Integrated Land Authorities at the state level, land-use zoning plans, and freeing up PSU land holdings for industry use. Stamp duties should also be standardised across states at 3-5 per cent.

India's logistics costs, currently constituting a large share of total manufacturing cost, must be rationalised. CII proposes expediting the proposed dedicated railway freight corridors for industrial goods, rationalised freight tariffs through reduction of cross-subsidisation, improved last-mile port connectivity, and simplified documentation. The goal is to shift towards a seamless, multimodal logistics ecosystem where a single digital document can replace today's multiple physical clearances.

Power sector reforms remain essential. CII recommends reducing cross-subsidisation, privatising distribution to enhance efficiency, digitising networks, and strengthening grid transmission.

Integrate with Global Value Chains

To enhance India's Global Value Chain (GVC) participation, a dedicated nodal body should be established for better inter-ministerial coordination. GVC mapping and analysis must be integrated into FTAs. India should pursue an aggressive deepening of Asia-Pacific integration through reviews and renegotiations of its regional and bilateral trade agreements with countries in RCEP. To reduce strategic import risks, diversifying sources and building strategic reserves is critical. In response to CBAM, India-EU FTA talks should address carbon cost alignment and support for MSMEs to mitigate its impact, in addition to ensuring CBAM funds are collected and used in India itself for decarbonization/'just' green transition.

3. Technology and AI

India must position itself at the frontier of global technological transformation. CII strongly advocates the establishment of a National AI Authority, backed by a National AI Public Stack and adequate investment in semiconductor fabs, cloud infrastructure, and AI skilling programs. AI adoption in MSMEs, healthcare, manufacturing, and services must be accelerated through responsible innovation frameworks, regulatory sandboxes, and open data ecosystems.

4. Sustainability and Energy Transition

To meet India's ambitious energy transition targets, CII suggests drawing up sector-specific strategies, including that of mobility and proactively creating Green Hydrogen and Renewable Energy hubs. In addition, amendments to laws related to nuclear energy should be carried out for early implementation.

5. Livelihoods

Agriculture

Agriculture must pivot towards the 3Ps of Productivity, Profitability, and Preservation through increased private sector engagement. CII has recommended a paradigm shift from 'output-based subsidies' to 'income-per-acre' frameworks. Policy support should focus on building climate-resilient agri value chains, promoting FPOs with interest subvention and Mandi tax waivers, and investing in a National Cold Chain Corporation through PPP. A PLI-type scheme for cold chain players is also recommended.

Employment & Skilling

India has a large demographic dividend, but with the working-age population projected to peak around 2043, it is only a narrow window of opportunity. Hence, the urgency of large-scale and quality employment generation cannot be overstated. CII recommends launching a comprehensive Labour Market Information System (LMIS) by integrating all central and state employment and skilling portals and formulating a National Policy on the Gig Economy for large-scale employment creation, along with formalisation of the gig workforce.

To provide a ready pool of market-ready, skilled talent across sectors, CII recommends establishing a National Demand Aggregation Mechanism apart from introducing the concept of Skilling-as-Infrastructure, which will integrate skilling into investment pipelines.

India stands at a pivotal juncture, with the opportunity to lead in a rapidly evolving global economy. Accelerating competitiveness through the pillars of globalisation, inclusiveness, and sustainability is not just a strategic imperative but a national necessity. By advancing structural reforms, investing in innovation, and fostering equitable growth, India can build a resilient, future-ready economy. CII remains committed to driving this transformation. With a clear vision and collaborative action, India can emerge as a global leader, economically strong, socially inclusive, and environmentally responsible. ■

Towards a Cleaner Future

India is accelerating its green energy transition with a bold net-zero target by 2070, spotlighting green hydrogen as a key pillar. The CII International Business Conclave on Green Hydrogen, united key stakeholders to drive collaboration towards a cleaner, more equitable future.

India has set a bold target to achieve net-zero emissions by 2070 and is actively pursuing this through a series of ambitious renewable energy and green hydrogen initiatives. The year 2025-26 is expected to be a defining phase in the implementation of India's Green Hydrogen Mission, as the country moves toward producing 5 million tonnes of green hydrogen annually by 2030.

To drive this vision forward and foster international collaboration, CII organized the International Business Conclave on Green Hydrogen on 19 June in New Delhi with the theme 'Towards a Cleaner Future: An Equitable and Collaborative Approach.' The conclave brought together key stakeholders, including policymakers, Industry leaders, and technology experts.

Shri Shripad Yesso Naik, Minister of State for Power and New & Renewable Energy, Government of India, highlighted the Government's commitment to promoting green hydrogen through the National Green Hydrogen Mission. He urged Indian Industry to invest in innovation, infrastructure, and skills to enable India's transition to a low-carbon economy. He described green hydrogen as a cornerstone for achieving energy security, economic resilience, and environmental sustainability.

Emphasising the role of the Government as an enabler, Shri Santosh Kumar Sarangi, Secretary, Ministry of New & Renewable Energy, Government of India, noted that policy support in the form of regulatory frameworks, incentives, standards, and stakeholder collaboration will be essential to unlocking the sector's potential.



(L-R): Vineet Mittal, Co-chairman, CII National Council on Energy Transition & Hydrogen and Chairman, Avaada Group; Manu Srivastava, Additional Chief Secretary – New and Renewable Energy Department, Government of Madhya Pradesh; Shripad Yesso Naik, Minister of State for Power and New & Renewable Energy, Government of India; Santosh Kumar Sarangi, Secretary, Ministry of New & Renewable Energy, Government of India; Sumant Sinha, Chairman, CII National Council on Energy Transition & Hydrogen and Chairman and CEO, ReNew at the International Business Conclave on Green Hydrogen in New Delhi

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As the world is moving towards a low carbon economy, green hydrogen is acting as a cornerstone of our collective effort to achieve energy security, economic resilience and environmental sustainability. Through the National Green Hydrogen Mission, the Government of India is committed to positioning green hydrogen as a cost-effective solution for reducing the dependency on fossil fuel and enhance the competitiveness of India in leading this transition.

Shripad Yesso Naik, Minister of State for Power and New & Renewable Energy, Government of India



The Government has to play an enabling role in regulation, incentive structure for green hydrogen initiative, development of standards and collaboration with key stakeholders.

Santosh Kumar Sarangi, Secretary, Ministry of Renewable Energy, Government of India

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Adding a state-level perspective, Shri Manu Srivastava, Additional Chief Secretary, Department of New & Renewable Energy, Government of Madhya Pradesh, suggested that some incentives could be gradually withdrawn from solar and redirected to support the green hydrogen sector.

Mr Sumant Sinha, Chairman, CII National Council on Energy Transition & Hydrogen and Chairman & CEO, ReNew pointed out that green hydrogen is currently more expensive than grey hydrogen and identified GST as a key contributor to the price gap. He proposed the use of long-term, dollar-denominated contracts to improve pricing certainty and attract investment.

Mr Vineet Mittal, Co-Chairman, CII National Council on Energy Transition & Hydrogen and Chairman, Avaada

Group, highlighted that green fuel is inflation-neutral and allows for price stability over 25 years, something unique among economic sectors.

Discussions at the conclave centred around India's green hydrogen roadmap, the evolving policy framework, industrial applications, technological innovations, and emerging investment opportunities. A key area of focus was the development of demand-side initiatives and strategies to transition traditional, hard-to-abate sectors.

During the event, CII also launched a report, developed in collaboration with Bain & Company and RMI, titled 'Unlocking India's Green Hydrogen Demand', which highlighted the potential for green hydrogen exports and outlined pathways for domestic demand creation across sectors.



(L-R): Dr Susana Moreira, Executive Director, H2 Global; Bernd Scholtz, Economic Counsellor, Embassy of the Kingdom of the Netherlands; Mahaveer Singhvi, Joint Secretary (NEST), Ministry of External Affairs, Government of India and Anil Taparia, Chief Operating Officer, Green Hydrogen & Ammonia, ACME Group



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Manufacturing Competitiveness Yields Growth, Jobs and Resilience

India needs a bold policy framework focussed on tech adoption, capital access, industrial infrastructure and digital readiness, says Chandrajit Banerjee



India stands at a pivotal moment in its economic trajectory. With the global manufacturing landscape undergoing a strategic realignment, India is uniquely positioned to emerge as a key player in global supply chains. This transformation can anchor long-term economic growth, generate large-scale employment and strengthen industrial resilience—critical pillars for achieving the vision of *Viksit Bharat*. Manufacturing success is also a strategic and national security imperative, as a string of recent domestic and global events have demonstrated.

India's strong fundamentals—a growing middle class, rising consumption, a rich resource base and a youthful workforce—create a solid foundation. Yet, despite this promise, manufacturing contributes only about 17% to gross value added (GVA) and employs just over 11% of the country's workforce. These figures underscore the urgency of scaling and strengthening India's manufacturing base.

To harness the sector's potential, we need to adopt a comprehensive strategy focused on competitiveness, innovation and sustainability. I would suggest a five-pillar strategy to strengthen India's manufacturing competitiveness.

My first suggestion is to empower the National Manufacturing Mission: This government initiative can be a game-changer. To unlock its full potential, the Mission should be operationalized as a cross-ministerial, action-oriented platform with clear objectives: to increase the share of manufacturing in GDP to 25%, expand merchandise exports to \$1 trillion by 2030 and create jobs at scale. A three-tier governance model—

providing strategic oversight, implementation support and outcome monitoring—can ensure its effectiveness.

The Mission should prioritize high-value and labour-intensive sectors, adopt cluster-based development and introduce a dedicated sub-mission for advanced manufacturing. This sub-mission would accelerate the adoption of technologies such as AI, IoT, robotics, additive manufacturing and nanotechnology, while promoting R&D, cross-sector integration and global collaboration.

Second, bridge the 'missing middle' with capital support: One of the persistent structural issues in Indian manufacturing is the 'missing middle'—a gap between large enterprises and micro firms. Mid-sized firms often lack access to growth capital, which stifles innovation and scalability. To address this, the government could launch a capital support scheme offering interest-free loans, and up to 50% of the equity capital for projects in the ₹50-₹1,000 crore investment range. Loans could be repayable over five years after a moratorium of ten years. Further, two fund-of-funds should be established—one focused on providing equity capital to small and medium enterprises and another on overseas technology acquisitions—drawing from the successful model used for startups. These funds would catalyse private investment and enable technology upgradation for globally competitive manufacturing.

Third, accelerate the construction of large-scale industrial infrastructure that's world-class: For this, it is essential to have a robust national framework for land acquisition that streamlines acquisition processes, ensures fair compensation, enables compliance with environmental

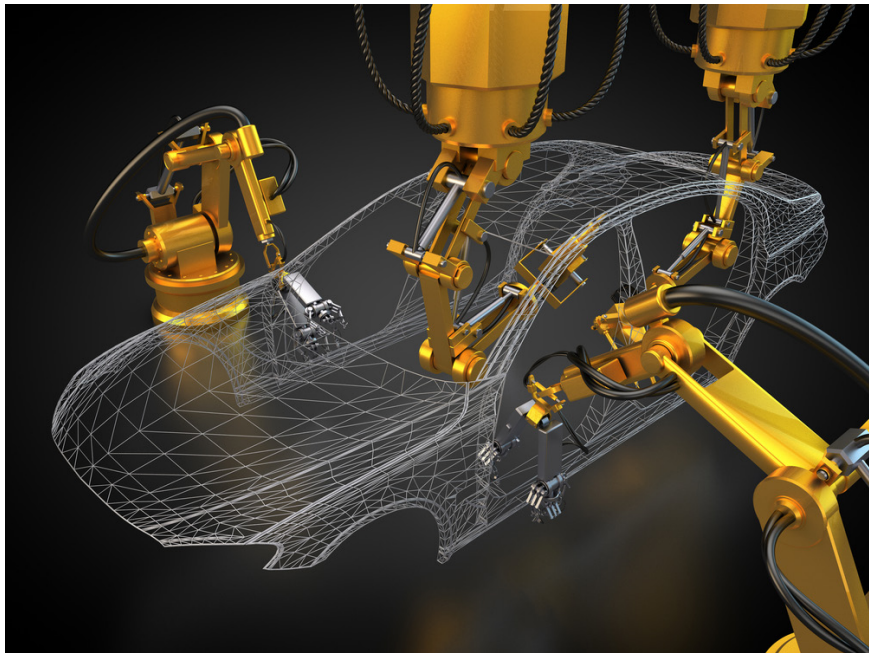
norms and facilitates coordination among all stakeholders.

In tandem, India must build its next generation of smart industrial cities along major industrial corridors. Drawing on successful models such as Sri City in Andhra Pradesh and AURIC in Maharashtra, the government should partner with the private sector to develop 10 new cities equipped with modern infrastructure, logistics and digital utilities. For faster development of the 12 smart cities already approved, an empowered group of ministers should be constituted with representation from central and state governments. A forward-looking national policy for private industrial parks—offering ‘plug and play’ infrastructure—can help scale up the effort to build large world-class parks that would attract both domestic and international manufacturers.

Fourth, lower logistics and power costs: High logistical costs severely impact export competitiveness. The Eastern and Western Dedicated Freight Corridors (DFCs) are welcome steps, but momentum must be sustained by fast-tracking the proposed East Coast, East-West and North-South DFCs. A world-class multimodal logistics network will improve turnaround times, reduce costs and attract global investors.

Similarly, rationalizing industrial power tariffs is crucial. Current high tariffs, driven by cross-subsidization and often arbitrary surcharges, hinder cost-efficiency. The Confederation of Indian Industry (CII) recommends implementing direct benefit transfers for subsidy-deserving consumers, with state governments funding these subsidies directly instead of doing it through distribution companies. Transparent tariff structures and reduced open-access charges will further improve reliability and investor confidence.

Fifth, accelerate smart manufacturing and digital readiness: As the world moves towards Industry 5.0, India must build its capacity for smart manufacturing. CII proposes the creation of a National Digital Maturity Framework to guide businesses through the digital



transformation journey—from foundational adoption to advanced integration.

In parallel, establishing Centres of Excellence for Skill Development in smart manufacturing across key industrial regions will help build a digitally skilled and future-ready workforce. These centres can bridge the talent gap in AI, robotics, automation and data analytics—critical for high-productivity, innovation-led growth.

To conclude, India’s inherent strengths—its demographic dividend, strong domestic demand and globally competitive sectors like pharmaceuticals, auto components and renewables—provide a compelling case for a manufacturing-led economic strategy. A bold and cohesive policy framework focused on technology adoption, capital access, industrial infrastructure and digital readiness will help realize India’s manufacturing potential. Reaching \$7.5 trillion in manufacturing output by 2047 is ambitious but achievable—and it can serve as a cornerstone for a \$30 trillion economy by India’s centenary.

We must unlock this opportunity not just to transform India’s economic landscape, but also to secure its rightful place in the global manufacturing value chain.

This article has been contributed by Mr Chandrajit Banerjee, Director General, CII and was first published in Live Mint on 17 July 2025

India Eyes Growth Amid Global Uncertainty

The sentiment towards investment is positive with subsequent CII surveys showing a rise in the capacity utilisation.



Bouts of global volatility are being driven by reorientation in trade and industrial policies, particularly in the US, as well as continuing global wars. This has led to heightened uncertainty regarding the global economic outlook leading the IMF to project a slowdown of 0.5 percentage points in global economic growth. The IMF now expects global GDP to grow by 2.8 per cent in 2025 versus 3.3 per cent in 2024. What could this mean for India?

For one, the export engine is likely to remain muted, even as merchandise exports have been on a slow lane for the last two years, dropping by 3.1 per cent 2023-24 followed by growth of just 0.1 per cent in 2024-25. On the other hand, the domestic engines of growth are likely to see recovery. There are indications that many supply chains are shifting to India as companies diversify away from China and much of South-East Asia in favour of India.

A pick-up in capital spending by Central and State Governments is also likely, as the frequency of State Government elections abates. Most importantly, the RBI has been able to initiate a cycle of easing interest rates as inflation has moderated. Normal monsoon across the country bodes well for a recovery in agriculture.

GDP growth in 2024-25 was estimated at 6.5%, a sharp drop from an upwardly revised 9.2% in 2023-24. The year 2025-26 has started on a sombre note with many core sectors such as electricity and coal exhibiting declines in the first quarter. There are divergent trends in rural and urban consumption with the former showing signs of recovery while the latter is yet to pick up. The good news is that the capital goods sector has maintained good growth.

The sentiment towards investment is positive with subsequent CII surveys showing a rise in the capacity utilisation. Private sector data for a large sample of 4000+ non-financial companies shows that the change in their gross block (a measure of investment) is rising in succeeding years till FY25.

This is quite remarkable in a period of uncertainty and is probably being driven by the need to capture market share before technological transformation established new leadership. For example, trends such as greater use of artificial intelligence, machine learning as well as use of green technologies are transforming the business landscape.

Over the next decade, as India becomes the third largest economy after the US and China, it will be at the centre of such transformations. As a result, enterprises will be looking at the medium term when taking investment decisions rather than at near-term challenges.

Policy makers would also be focusing on how to step up the rate of investment, especially in manufacturing. As per the latest national accounts data for 2024-25, the rate of investment (the ratio of investment to GDP at current prices) is 32.6. The potential to raise this to at least 35 is significant, given the opportunities presented by the current geoeconomic circumstances. Improvements can be expected in areas such as ease and cost of doing business as well as direct and indirect tax laws.

This article has been contributed by Ms Bidisha Ganguly, Chief Economist, CII



Confederation of Indian Industry

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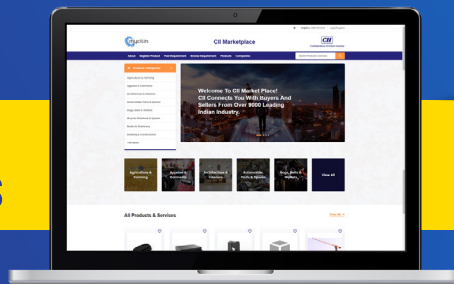


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Greener Tomorrow

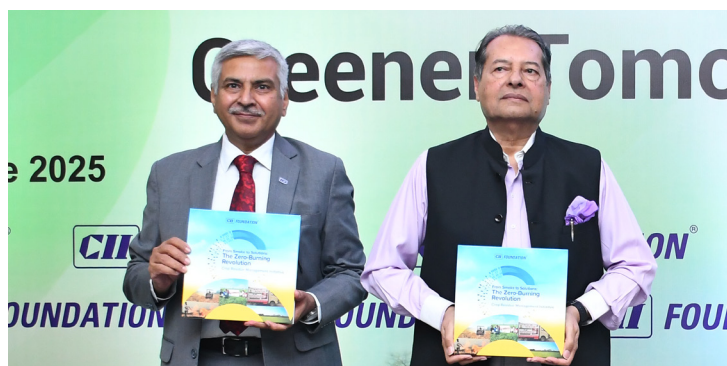
The CII Foundation's conference 'Greener Tomorrow' convened diverse stakeholders to explore scalable solutions to pressing environmental challenges, including plastic pollution, air quality, waste, and climate adaptation. Anchored around World Environment Day, the event underscored the role of corporate responsibility, grassroots leadership, and youth engagement in shaping a sustainable and inclusive future.

The CII Foundation hosted its first conference on Greener Tomorrow, on June 9 at New Delhi. Anchored around World Environment Day, the conference brought together Industry leaders, farmers, grassroots champions, and sustainability experts to deliberate on environmental solutions in key areas such as plastic pollution, waste management, air pollution, rural transformation and climate adaptation.

Addressing the gathering, Dr Bhaskar Chatterjee, Former Secretary, Public Sector Enterprises, Government of India highlighted how corporate responsibility in India

has progressed from the belief "charity begins at home" to a structured, board-driven mandate. "As we stand at the intersection of Corporate Social Responsibility (CSR) and Social Development Goals (SDGs), we are not just redefining business responsibilities but shaping the future of the society. It's time to move beyond compliance, towards commitment, and build a future that is not only economically stronger, but socially just and environmentally sound", he said.

At a high-impact panel discussion on 'Collaboration to Tackle Stubble Burning – A Roadmap for 2025', experts



(L-R): Sunil Misra, CEO, CII Foundation; Dr Bhaskar Chatterjee, Former Secretary, Public Sector Enterprises, Government of India releasing the Coffee Table Book 'From Smoke to Solutions: The Zero-Burning Revolution' at the conference on Greener Tomorrow in New Delhi



Basmati Gagrai, a CII Woman Exemplar from Jharkhand addressing the gathering



Arshbir Singh Saini, a student Eco Champion sharing his journey

discussed practical pathways to eliminate stubble burning while safeguarding farmer livelihoods. Dr Makhan Singh Bhular, Director of Extension Education, Punjab Agricultural University, Ludhiana was of the view that Tar-Wattar Direct Seeding of Rice offers a sustainable edge in both in-situ and ex-situ residue management. When parali (stubble) is removed, the nutrition must be returned to the soil, because parali belongs to the field, he added.

Sharing his perspective, Mr Asim Khan, Lead – CSR, Cadence Design Systems said that in the era of climate change, the true value of CSR lies in actively engaging the younger generation, especially graduates, in climate mitigation and adaptation. Their energy, innovation, and commitment are essential to driving sustainable change on the ground, he emphasized.

A standout moment came when a 11-year old Arshbir Singh Saini, a student Eco Champion, shared his inspiring journey, from convincing his school to replace paper tissues with hand dryers to engaging with the Foundation's Crop Residue Management project in rural Haryana. His story underscored the power of youth-led environmental action.

Representing the voice of farmers, Mr Ramesh Kumar Chauhan, President, Thakur Agriculture Multiple Society, Fatehabad, Haryana, stressed that farmers want to be seen as solution providers, not polluters. The CII Foundation's residue management model works and scaling it up can drive systemic change, he opined.

A Masterclass on Village Eco-Restoration focused on developing model villages through ecosystem restoration and carbon market participation. Mr Jasmeet Singh,

Director, Fair Climate Fund, India called for collaborations by saying that if India has to develop, our villages must lead the way. Carbon markets offer a powerful opportunity, but companies and NGOs must step in to complete the crediting process and ensure rural communities benefit, he shared.

Grassroots leadership was recognised and celebrated at a session on 'Transformative Action on Ground – Powered by Youth & Grassroots Leaders'. Ms Basmati Gagrai, a CII Woman Exemplar from Jharkhand, shared how she mobilized her 'Ho' tribal community to protect forests and integrate environmental stewardship into education. "We must live in cohesion with nature, not in fear of it, that is the key to prosperity for our communities," she said.

"Holding and preserving our roots is fundamental to how knowledge is passed on, not just through books, but through lived experience with nature. When we stay connected to our ecosystems and traditions, we not only protect biodiversity but also nurture generations with values of coexistence", said Mr Rakesh Khatri, Environmental Champion, known as the Nestman of India.

A coffee table book, From Smoke to Solutions: The Zero-Burning Revolution, was released at the conference. It documents the success of the crop residue management initiative in Punjab and Haryana, where several villages have transitioned to zero stubble burning through sustained efforts.

Greener Tomorrow set the tone for deeper partnerships, stronger commitments, and community-driven climate action, building a future where economic growth goes hand-in-hand with environmental sustainability. ■

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Engaging with the World

EUROPE

Indian Business Delegation to Sweden

A Business Delegation accompanying Shri Piyush Goyal, Minister of Commerce and Industry, Government of India, visited Stockholm, Sweden from 11-13 June. The visit featured a series of impactful engagements aimed at deepening economic and commercial ties between India and Sweden.

An "Introduction to Sweden" session and a visit to Epicenter, a prominent innovation hub and incubator was organized by Business Sweden. This was followed by participation in the Trade and Investment Policy Forum, co-hosted by the Confederation of Swedish Industry and the Sweden-India Business Council, where key issues around trade cooperation and bilateral investment opportunities were discussed. A significant highlight of the visit was the release of a joint report titled "Driving Growth Together: A Business Perspective on the EU-India FTA", developed by the Confederation of Swedish Industry and the Confederation of Indian Industry.

Along with Shri Piyush Goyal, the inaugural session of the Trade and Investment Policy Forum witnessed the participation of several dignitaries, including H.E. Mr Benjamin Dousa, Minister for International Development Cooperation and Foreign Trade, Sweden; Mr Anurag Bhushan, Ambassador of India to Sweden; Mr Jacob Wallenberg, Chairman, Confederation of Swedish Enterprise; Mr Robin Sukhia, Secretary General, Sweden-India Business Council; Ms Asees Ahuja, Director

EU Policy, Confederation of Swedish Enterprise; Ms Marie Sandin, Managing Director, Tetra Pak; Mr Amit Kalyani, Vice Chairman & Managing Director, Bharat Forge Limited; Mr Mattias Perjos, President and CEO, Getinge; M. Anna Stellingner, Deputy Director General, Confederation of Swedish Enterprise; and Mr Srikanth Iyengar, CEO, upGrad Enterprise.

The visit strengthened India-Sweden business ties and explored opportunities for collaboration and growth in sectors including green energy transition, upskilling and talent mobility, infrastructure, healthcare and India EU FTA.

Indian Business Delegation to France accompanying Shri Piyush Goyal

The Indian Business Delegation accompanied Minister Piyush Goyal to Paris, France from 2-3 June. This high-level delegation aimed to strengthen bilateral ties and explore new opportunities for trade and investment between India and France.

The India-France Business Interaction of select members from India and France was attended by Shri Piyush Goyal and H.E. Mr Laurent Saint-Martin, Minister Delegate for Foreign Trade, Government of France. This interaction emphasized India's commitment to strengthening economic ties with France and highlighted France's enthusiasm for collaborating with India and exploring new business opportunities.

This interaction was co-moderated by Mr Hari S Bhartia, Past President, CII and Founder & Co-Chairman, Jubilant



Delegates with Piyush Goyal, Minister of Commerce & Industry at Stockholm



(L-R): Paul Hermelin, Chairman, Capgemini SE Board of Directors; Sanjeev Singla, Ambassador of India to France and the Principality of Monaco; Piyush Goyal; Rajiv Memani, President, CII and Chairman and CEO, EY India and Hari S Bhartia, Past President, CII and Founder & Co-Chairman, Jubilant Bhartia Group at the India France Business Conference in Paris

Bhartia Group and Mr Paul Hermelin, French Co-Chair for Indo French CEOs forum, and brought together prominent business leaders and Government officials from both countries. Mr. Sanjeev Singla, Ambassador of India to France and the Principality of Monaco, also addressed the gathering, providing valuable insights into the diplomatic relations between the two countries.

The Indian delegation also participated in the India-France Business event, organized by the Embassy of India in collaboration with the Chambre de Commerce et d'Industrie Franco-Indienne (CCIFI). Mr Sanjeev Singla and the Principality of Monaco, set the tone for a productive dialogue between the two nations, emphasizing the importance of deepening economic and commercial ties.

Minister Goyal highlighted the Indian Government's commitment to fostering business-friendly policies and international partnerships. The Minister's address was followed by an engaging open house interaction, where he invited Indian companies to introduce themselves and addressed queries from the French companies, further clarifying India's stance on trade and investment.

Mr Coumar Ananda, President, CCIFI - Chambre de Commerce et d'Industrie Franco-Indienne, emphasized the importance of continued collaboration between India and France.

This delegation visit marked a significant step in enhancing the economic relationship between the two nations, paving the way for future collaborations and mutual growth.

CENTRAL ASIA

Business Delegation to Uzbekistan

CII led a business delegation to Uzbekistan from 10-12 June, comprising four members representing the mining and infrastructure consultancy sectors. The visit included engagements with the Chamber of Commerce and Industry of Uzbekistan, an Indian company already operating in the country, and the Indian Ambassador to Uzbekistan. Delegates also held independent B2B meetings and participated in the 4th Tashkent International Investment Forum (TIIF), which served as the focal point of the visit.

For all members, this was their first visit to Uzbekistan, offering a unique opportunity to gain first-hand insights into the country's evolving business environment. The delegation explored the competitive landscape, sectoral priorities, and emerging areas of interest for Uzbekistan.

Discussions throughout the visit indicated a strong and timely potential for enhanced Indian business presence in the country. Key sectors identified for collaboration and investment include education, agriculture, consultancy, pharmaceuticals, healthcare, and mining.

ASEAN

A high-level Indonesian agriculture delegation visited India as part of an exposure trip focused on fertilizer subsidy reforms and agricultural policy innovations. The delegation, led by Mr Bapak Leonardo Teguh Sambodo, Deputy Minister at the Ministry of National Development Planning (BAPPENAS), Government of Indonesia, visited India and interacted with key stakeholders across multiple Indian states to understand best practices in

digital agriculture, subsidy delivery mechanisms, and public-private partnerships in the agri sector.

The delegation met with CII on 5 June at New Delhi for a focused interaction facilitated by the Ministry of External Affairs, Government of India. The CII Food and Agriculture Centre of Excellence (FACE) delivered a presentation highlighting India's Agristack initiative, digital innovations in agri-data management, private sector models for enhancing farm productivity, and approaches to agri-financing and sustainable fertilizer use.

The discussion underscored India's progress in integrating technology with policy delivery and the role of Industry in supporting farmer-centric solutions. The Indonesian delegation expressed keen interest in India's experience, especially in digital platforms for subsidy delivery and Industry engagement in sustainable agriculture.

Both sides agreed on the potential for deeper collaboration through structured platforms for knowledge exchange, institutional partnerships, and B2B connect between Indian and Indonesian stakeholders in the agriculture and fertilizer sectors. CII-FACE will continue to explore opportunities to facilitate such engagements and support the dialogue going forward.

OCEANIA

Exploring Business Opportunities in Australia – Focus on South Australia

CII in partnership with the Government of South Australia, convened a high-level CEO Roundtable on "Business Opportunity in Australia: Focus on South Australia" on 25 June in New Delhi.

The roundtable was attended by H.E. the Hon'ble Frances Adamson AC, Governor of South Australia, and H.E. Mr Philip Green OAM, Australian High Commissioner to India. Senior representatives from Indian Industry, key sectoral leaders, and South Australian stakeholders participated in the dialogue.

Discussions focused on expanding bilateral partnerships in priority sectors, including Renewable Energy & Hydrogen, Critical Technologies & the Digital Economy, Healthcare & MedTech, Food, Wine & Agribusiness, and Tourism and Hospitality.

The interaction enabled CEOs to identify concrete collaboration avenues such as joint ventures, technology partnerships, market access strategies, and skill

development exchanges. Delegates emphasized the need for sustained engagement, streamlined regulatory cooperation, and co-investment platforms to accelerate outcomes.

The event marked a significant step in deepening India–South Australia economic linkages and set the stage for follow-up B2B and G2B engagements for the future.

USA

Deepening Collaboration between India and US

On 2 June, CII USA marked its 30th anniversary and convened the CII India Business Forum (IBF) Meeting, bringing together members from across the country to reflect on the progress and future of the India–US strategic and economic partnership. To commemorate this milestone, CII organized a series of high-level dialogues that highlighted deepening collaboration between the two nations. A special thanks was given to Mr Mike McCabe, Resident Director, Tata Sons for his continued leadership as Chair of CII IBF USA.

Members held discussions with Shri Vinay Kwatra, Ambassador of India to the US, Mr Ricky Gill, Special Assistant to the President and Senior Director for South Asia at the National Security Council and Amb Atul Keshap, President, US-India Business Council at the US Chamber of Commerce. These discussions provided valuable insights into the strategic alignment and shared aspirations of US and India and set the tone for continued engagement.

EAST ASIA

CII Business Delegation to Japan

CII organized a high-level business delegation to Japan from 17-20 June, led by Mrs Geetanjali Kirloskar, Co-Chair of the CII Japan Council and Chairperson & Managing Director of Kirloskar Systems Private Limited. The delegation comprised senior Indian Industry leaders from various sectors, including steel, automotive and electric mobility, food processing, advanced manufacturing, and IT/ITES. As the leading economies in the world, India and Japan are well-positioned to accelerate economic collaboration and set a new benchmark for regional growth. Japan's commitment to invest JPY 5 trillion

in India by 2027 further underscores the immense potential for expanding collaboration.

The CII Japan Business Delegation visit included call-on meetings, engagements with relevant Government agencies and prominent institutions, a business conference & B2B interactions with Japanese companies and other leading institutions, as well as a visit to the Osaka World Expo, among other key events.

In the meeting with H E Mr Sibi George, Ambassador of India to Japan, key issues were discussed: enhancing bilateral cooperation in building resilient supply chains, promoting startup and innovation partnerships, and aligning efforts with Japan's Society 5.0 vision. In the meeting with Mr Shingo Miyamoto, Assistant Minister for Foreign Affairs, Japan, the shared commitment to advance the bilateral partnership was reaffirmed, and key sectors for cooperation, such as digital health, medical devices, R&D, generics, green technologies, and electric vehicles, were identified.

Discussions with key stakeholders emphasized the importance of strengthening bilateral ties, fostering sustainable growth and development, and enhancing collaboration in key sectors including digital transformation, semiconductors, MSME competitiveness, skilled worker mobility, critical and emerging technologies, and infrastructure. Initiatives to attract Japanese SMEs to India and facilitate their integration into Indian value chains were highlighted as crucial for promoting bilateral economic cooperation.

Meetings were also held with Mr Satoshi UCHIDA, Director, SMRJ, Leadership of Keidanren, Mr Kazuya Nakajo, Executive Vice President, JETRO, Mr Gaku YODA, Deputy Director-General, Ministry of Economy, Trade and Industry (METI), Mr Tadashi Maeda, JBIC, Mr Ichiro Hirosawa, Mayor of the City of Nagoya and Mr Hiroyuki ITO, Director General, METI, Chubu Government.

An India-Japan Session was held at the India Pavilion, World Expo in Yumeshima, on the sidelines of the CII Business Delegation to Japan, was addressed by Mr Chandru Appar, Consul General of India, Osaka-Kobe, among others.

AFRICA

Business Delegation to Gaborone, Botswana and Windhoek, Namibia

CII, in association with the Commonwealth Secretariat and the Commonwealth Enterprise & Investment Council

(CWEIC) organized a Business Delegation to Gaborone, Botswana and Windhoek, Namibia from 16 - 20 June, on the sidelines of Commonwealth Business Summit.

The visit provided an opportunity for the delegation members to explore new business opportunities; interact with local businesses and Government; and showcase the Indian industry's business potential.

The delegation also participated in the Commonwealth Business Summit (CBS) organized by the Commonwealth Secretariat and hosted by the Government of the Republic of Namibia at Windhoek, Namibia. The Summit offered the delegation members to network with policymakers, business leaders and investors from across the Commonwealth and participate in B2B matchmaking, B2G dialogues with the visiting Trade Ministers from the Commonwealth countries and site visits.

Interaction with Students' Delegation from PLEI (International Business Leadership Program), Mexico

CII hosted a 25-member student delegation from PLEI (International Business Leadership Program), Mexico, in New Delhi on 2nd July. The visit was part of an international engagement aimed at fostering academic and economic ties between India and Mexico. The delegation was accompanied by Dr. Marcia Villasana, Professor at Tecnológico de Monterrey, and Mr. R. Daniel Delgado Muñoz, Head of Economic Affairs and Tourism at the Embassy of Mexico in India.

The interaction provided a dynamic platform for cross-cultural dialogue and knowledge exchange. Discussions focused on the evolving landscape of the Indian economy, India's role in global trade, and emerging opportunities in various sectors as well as an overview of CII's role in driving industrial growth. Key themes included India's economic trajectory, industrial development, and strategic positioning as a global innovation hub.

In his address, Mr Delgado emphasized the importance of strengthening India-Mexico bilateral relations, particularly in areas such as tourism, trade, and industry. He elaborated on major trade flows, noting Mexico's key exports to India, such as crude oil, chemicals, and electronics, and India's exports to Mexico, including pharmaceuticals, textiles, and automotive components. He also highlighted potential growth in the entertainment and pharmaceutical sectors, underlining opportunities for future investment and collaboration. ■

The Financial Express

Fri, 04 Jul 2025; daily - Financial Express - Delhi; Size: 143.56 sq. cm.; Circulation: 85000; Page: 2

INDIA-US BILATERAL TRADE AGREEMENT

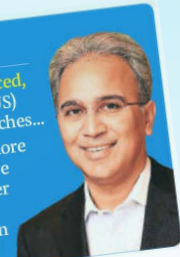
Tricky areas may not come under initial pact: CII chief

FE BUREAU
New Delhi, July 3

AMID THE BUZZ of India signing an initial free trade agreement any time soon, the Confederation of Indian Industry's new president Rajiv Memani on Thursday said the first phase of the bilateral trade agreement (BTA) may leave out sensitive areas to be addressed in the subsequent tranches.

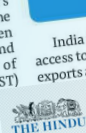
Speaking about India's growth prospects, he said the economy may expand between 6.4% and 6.7% in FY26 and suggested the next phase of goods and services tax (GST)

RAJIV MEMANI, PRESIDENT, CII
(We are expecting a) balanced, reasonable FTA (with the US) which will be done in tranches... those areas which are more tricky, which require more consultation, have greater political ramifications, maybe dealt with later on



India is pushing for greater access to the labour-intensive exports and ensuring that any

Memani said that "when a Quad (India, Australia, Japan and US) meeting is happening,



Fri, 04 Jul 2025; daily - Hindu - Delhi; Size: 76.29 sq. cm.; Circulation: 102700; Page: 17

'Rare earth crunch a bigger issue for auto firms than expected'

Govt. can monetise stakes in public sector companies, using the funds to establish independent supply chains for rare earths, says CII's Memani

T.C.A. Sharad Raghavan
NEW DELHI

Shortage of rare earth materials due to China's export ban of these materials is a bigger concern for the Indian automobile sector than was earlier thought, with some firms already indicating they would be cutting output, said Confederation of Indian Industry (CII) president



Out of box: Where India has critical supplies coming from outside, it should have a strategy for the same, says Memani. REUTERS



Mon, 07 Jul 2025; daily - Free Press Journal - Mumbai; Size: 335.14 sq. cm.; Circulation: 50355; Page: 1

Viksit Bharat goal: India needs 10% nominal GDP growth

Agencies
NEW DELHI

India needs an average nominal GDP growth rate of 10% annually to achieve the government's vision of Viksit Bharat by 2047, CII President Rajiv Memani said.

Nominal GDP is the total value of goods and services produced in a country, measured using current market prices, without adjusting for inflation.

The 26% tariff that has been imposed will come down, and industry will get renewed opportunities. India will remain more competitive compared to other countries

...positive impact.

THE TIMES OF INDIA

Fri, 04 Jul 2025; daily - Times Of India - Mumbai; Size: 56.47 sq. cm.; Circulation: 703000; Page: 13

CII chief sees 6.7% growth in FY26, says uncertainty a risk

TIMES NEWS NETWORK

New Delhi: The country's economy is projected to grow by 6.4-6.7% during the current financial year, **Rajiv Memani**, newly appointed president of Confederation of Indian Industry (CII), said on Thursday but cautioned that geopolitical uncertainty could pose a risk to the forecast. "At a time when glo-



ken to accelerate growth. He also backed rationalisation of GST rates and a move towards a three-tiered rate structure, with essential goods under 5% slab, luxury and sin goods at 28%, and placing all other items within 12-18% range. Memani

for a "balanced and reasonable" approach. He said sensitive sectors, such as agriculture and dairy, might be excluded from the initial agreement, which is expected to be implemented in phases as areas with significant political implications would be addressed at a later stage.

Memani also expressed concerns over shortage of critical minerals in the auto sector.

The Indian EXPRESS

Mon, 07 Jul 2025; daily - Indian Express - Delhi; Size: 1086.66 sq. cm.; Circulation: 25000; Page: 11

'The RBI has done its job ... availability of capital not an issue for industry'

THE RESERVE Bank of India (RBI) has done its job very proactively and the availability of capital for Indian industry is not an issue, according to Confederation of Indian Industry (CII) President **RAJIV MEMANI**. Memani, who took over as the head of the industry body from ITC Ltd's Sanjiv Puri last month, also said the Indian central bank is working to simplify its circulars. In a wide-ranging interview with AGGAM WALLA and SIDDHARTH UPASANI, Memani - Chairman and Chief Executive Officer of EY India - also dis-



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Mon, 02 Jun-25; Mint - Delhi; Size : 147 sq.cm.; Circulation: 75000; Page : 11

EY India CEO Rajiv Memani elected CII president for 2025-26

Rajiv Memani, chairman and chief executive of EY India, has been elected president of the Confederation of Indian Industry (CII) for 2025-26, the industry body said in a statement. Memani, who also sits on EY's global executive board and is known for advising top corporates on strategy and capital, succeeds ITC Ltd.'s managing director Sanjiv Puri in the position. He has also served on government tax reform panels and is active in social initiatives. Biotech entrepreneur and Bharat Biotech co-founder Suchitra K. Ella will serve as vice-president. Meanwhile, R. Mukundan, managing director and CEO of Tata Chemicals, was named president-designate of the industry body for 2026-27. The newly-constituted National Council of the CII elected its office bearers for 2025-26 at a meeting held last week. Memani, CII president-designate for 2024-25 and vice-president in 2023-24, is a key figure in tax and policy reform, having served on government committees including the Tax Reforms Committee. He has also served on the Finance Commission in 1990 after



Rajiv Memani has also served on government tax reform panels. He is in a good state to look at the availability of capital.

Green H2: Govt, industry bullish, but exports fatter

At an industry event on Thursday, ministry of new and renewable energy (MNRE) secretary, Santosh Kumar (Sanjay), said, "One key factor, a weak export demand—due to geopolitical instability and policy reversals in key markets—is slowing down the pace of expansion."

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Mon, 07 Jul 2025; daily - Times Of India - Delhi; Size: 122.16 sq. cm.; Circulation: 594773; Page: 11

'Investors have faith in India, capex happening'

Overall health of businesses is not bad. Rural consumption is becoming more robust. With lower interest rates, robust, more crop sowing, there is expectation that bounce-back should be reasonably strong.

Pattern of consumption is changing. People are spending more on technology, much more on experiences than in traditional areas... In some cases, it's in travel, technology or in traditional areas.

Some numbers point to a slowdown in Q1. What is slowing down is current economic situation. There are some sectors where there has been good growth. So the overall picture is that the global trade situation, the global trade situation, the global trade situation.

Thu, 26 Jun-25; The Hans India - Delhi; Size : 383 sq.cm.; Circulation:-; Page : 5

Role of pvt sector in strengthening aqua sector stressed

Minister of Fisheries and Aquaculture Development, Dr. K. Jaganmohan Reddy, stressed the need for collaboration among the government, private sector, cooperatives, and organisations to drive innovation, sustainability, and inclusive growth in aquaculture. He noted the sector's critical role in the national economy, especially in rural areas.

Dr. Reddy, Minister of Fisheries and Aquaculture Development, stressed the need for collaboration among the government, private sector, cooperatives, and organisations to drive innovation, sustainability, and inclusive growth in aquaculture. He noted the sector's critical role in the national economy, especially in rural areas.

Govt urged to unlock green Hydrogen demand

Copyright©2022 The Hans India
Fri, 20 Jun-25; The Hans India - Delhi; Size : 261 sq.cm.; Circulation:-; Page : 7

Govt urged to mandate use of green steel in infrastructure projects

INDIA has set a bold near-term milestone of creating 5 million metric tonnes (MMT) of green hydrogen production capacity by 2030. However, unlocking green hydrogen demand at scale is critical to achieving this vision, a new report said on Thursday, adding that export opportunities may generate up to 1.1 MMT in green hydrogen demand.

However, without a matching push on the demand side, this potential may remain underutilised.

Another critical suggestion, the report also highlights opportunities in niche sectors like chemicals, glass, and ceramics. These industries already use hydrogen extensively.

India targets 5 million metric tonnes (MMT) green hydrogen capacity by 2030

Export supports may spur up to 1.1 MMT in green hydrogen demand in India

0.13-0.18 MMT. Separately, the Chairman of ReNew, Sumant Sinha, said India needs 40 million ton of Green Hydrogen (annum) to achieve the goal of net zero by 2070. He suggested that the government should consider mandating the use of green hydrogen in certain sectors to create a stable demand.

Another critical suggestion, the report also highlights opportunities in niche sectors like chemicals, glass, and ceramics. These industries already use hydrogen extensively.

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Sectorscape



Healthcare

India – Japan: Collaboration on Healthcare Innovation, Med Tech and Senior Care

CII mounted a high-level business delegation to Japan from 23-28 June with the objective of deepening the collaborative ties between the two countries in the fields of healthcare, medical technology and senior care.

The mission covered key cities such as Tokyo and Osaka and brought together over 20 prominent Industry leaders led by Dr Randeep Guleria, Director, Medanta Medical School and Former Director, AIIMS, New Delhi.

The mission aimed to foster knowledge exchange, build institutional linkages and explore forward looking collaborations that can shape the future of healthcare delivery in India and globally.

One key takeaway from the mission was that every country has unique healthcare needs. What works well in Japan like systems for its aging population and widespread access to healthcare may not work the same way in India, where healthcare challenges include maternal and childcare, as well as infectious and lifestyle-related diseases.

Japan has developed strong systems for elderly care, disease prevention and health monitoring using technology. These are useful models, but they need to be adjusted to fit India's very different situation.

Key Outcomes:

Co-Creation is the Future

A major outcome from various deliberations during the visit was the importance of co-creation of building solutions. This requires a shift in mindset from transactional relationships to long-term partnerships.

India provides a much-needed ecosystem for Japan to co-create low-cost medical devices, affordable pharmaceutical molecules and scalable healthcare systems. By combining India's scale, clinical diversity and innovation-led mindset with Japan's technological sophistication and precision, both nations can jointly develop solutions not only for India and Japan, but for the world.

During the CII-MEJ Business Matching Roundtable, there was strong interest from Japanese companies in engaging with the Indian healthcare and MedTech landscape particularly in the areas of diagnostics, digital health and senior care. Japanese participants underscored the importance of understanding India's regulatory environment and the need to identify reliable Indian partners to support local operations.

Learning, Not Copying: Innovating for Our Needs

During the visits and meetings with hospitals, tech centres and universities in Japan, the Indian delegation observed a strong commitment to collaboration and innovation, highlighting that the future of healthcare depends on co-creating new ideas that fit the local needs.

For example, Japan's use of robots, AI, and automation for senior care is impressive. But instead of simply copying these solutions, India can learn from them and develop its own affordable and scalable innovations, suited for its own healthcare system.

India has the skills and experience to create world-class solutions that are low-cost and adaptable. The mission showed that India should not just import healthcare solutions but also build its own and share them with the world.

Investor Confidence: VCs Eye India's Healthcare Potential

A significant highlight from the visit was the growing interest of Japanese venture capital firms and



(L-R): Dr Shubnum Singh, Principal Advisor-Healthcare, CII; Dr Randeep Guleria, Director - Medanta Medical School, Former Director, AIIMS and Shashank ND, Chairman, CII Subcommittee on Digital Health, Co Chairman CII National Committee on Health Technology and Founder & CEO, Practo at the Fireside Chat at Osaka, Japan



CII delegation interacting with H.E. Sibi George, Indian Ambassador to Japan

institutional investors in India's healthcare sector. Several Japanese Venture Capitalists (VCs) have already begun establishing their presence in India, recognizing its potential as both, a market and an innovation hub.

This signals a shift in perception from viewing India solely as a consumer market to recognizing it as a dynamic contributor to healthcare innovation. The confidence shown by investors is an important validation of India's evolving healthcare ecosystem and its readiness for global partnerships.

From Buyer to Innovator: India's Big Opportunity

India's healthcare ecosystem is at a turning point. As countries around the world face new health problems like aging populations and chronic diseases, India has a chance to become a global healthcare leader. To do this, we need to see ourselves not just as a market for other products but as a center of innovation and knowledge.

India already leads in areas like telemedicine, affordable diagnostic tools, low-cost medical devices and digital health. These can be improved further and shared with other countries that have similar healthcare challenges.



Energy

Building Infrastructure for a Gas-based Economy

Natural gas has emerged as an important, cleaner, and convenient choice of fuel. Building infrastructure to enable natural gas use is an important step in this direction. CII organized a seminar on 'Building Infrastructure for a Gas-based Economy' on 6 June in New Delhi, focused on strategies and roadmaps for India's transition to a cleaner, gas-based energy system. Key topics discussed during the seminar included mobilising investment, developing natural gas infrastructure, optimising LNG transportation, and broadening access to clean fuels for industries.

The seminar addressed the critical need for developing infrastructure such as pipelines, LNG terminals, and City Gas Distribution (CGD) networks to support a gas-based economy. The seminar also touched upon the



(L-R): Nakul Raheja, Country Head, Shell Energy India; Sachin Vermani, Senior Vice President, SBI CAPS; Anjani Kumar Tiwari, Member, PNGRB; Rakesh Kumar Jain, Director (Finance), GAIL (India) Ltd and Manoj Kumar Pandey, Chief Commercial Officer, Pipeline Infrastructure Ltd at the seminar on 'Building Infrastructure for a Gas-based Economy' in New Delhi

Government's commitment to increasing natural gas in the energy sector and initiatives like the Ujjwala Yojana.

Shri Tarun Kapoor, Advisor to the Prime Minister of India, highlighted that while India's trunk gas pipeline network is nearly complete, the distribution network remains insufficient, necessitating substantial investments. Echoing this, Shri Gajendra Singh, Member, Petroleum and Natural Gas Regulatory Board (PNGRB), emphasised that building a gas-based economy requires not only robust infrastructure but also dependable domestic production. Citing global examples such as Qatar, the US, and Australia, he stressed the need for India to reduce import dependence and develop resilient systems, drawing lessons from countries like Japan and Korea.

Mr Akhil Mehrotra, MD & CEO, Pipeline Infrastructure Ltd, underscored the vital role of natural gas in driving India's energy transition and supporting its economic vision of growing from a USD 4 trillion to a USD 30 trillion economy by 2047, while achieving net-zero emissions by 2070. He emphasised the untapped potential of LNG as a clean fuel for heavy transport and MSMEs. Complementing this, Mr Nakul Raheja, Country Head, Shell Energy India, highlighted India's significant progress in the gas sector, with over 25,000 km of pipelines and 8000 CNG stations established. He credited policy reforms for making energy infrastructure investments more predictable and attractive to both domestic and international investors.

The session emphasised the urgent need to expand and modernise India's gas infrastructure to meet rising demand and support the energy transition. Compressed Biogas, with appropriate policy and financial support, has the potential to meet up to 55 per cent of India's gas requirements.



Media & Entertainment

Lights, Camera, India!

Celebrating 23 Years of CII India Pavillion at Cannes Marketplace 2025

CII recently participated in the 78th Cannes Film Festival with CII-India Pavilion, located in the heart of the Palais

de Festival. The pavilion was inaugurated by acclaimed Indian filmmakers Mr Goutam Ghose, and Mr Shekhar Kapur. They were joined by Mr Ravi Kottarakara, President, South Indian Film Chamber of Commerce, Mr Sudhir Mishra, renowned filmmaker, and Mr Biren Ghose, Chair, CII National Subcommittee on AVGC-XR & Emerging Technologies along with several other distinguished stakeholders. Mr Goutam Ghose also led the CII delegation to the Cannes Film Festival.

This marked CII's 23rd consecutive year of facilitating the participation of Indian Industry and the States at the Cannes Film Market, reinforcing its commitment to promote Indian cinema at the global stage.

During the inauguration of the pavilion, Mr Biren Ghose, Mr Goutam Ghose and Mr Ravi Kottarakara emphasized the significance of India's unified presence at Cannes, highlighting the numerous opportunities for collaboration, creativity and networking that the pavilion provides to Indian filmmakers, producers and exhibitors.

The inauguration also featured Centenary Celebration of Ritwik Ghatak, one of India's iconic filmmakers, paying tribute to his cinematic legacy.

Another key highlight was the launch of the CII India Movie Guide 2025, providing a valuable document- a curated catalogue of Indian films available for global sales and distribution.

This year, CII was also an official partner of the Producers Network Evening at Cannes and the projects of Indian filmmakers were promoted in this special evening attended by the global producers.

The special focus in this edition was the participation of Goa which drew significant attention at the CII Pavilion. Goa offered a robust policy to attract film shootings in the state to international filmmakers and lots of business meetings took place between the State of Goa and international film producers.

CII also facilitated market screenings of the delegation members to promote their films to sales agents. Business meetings were also organized for the delegation members and state government representatives. Meetings were organized on four distinguished days i.e. Brazil Day, Europe Day, America Day and Asia Day to provide platform for the Indian delegates to meet the producers, filmmakers from these focused regions. This was well received by the Indian filmmakers and their global counterparts.

The CII-India Pavilion continues to showcase the strength, creativity and global appeal of Indian cinema, serving as a dynamic platform for building new connections and sharing India's cinematic excellence with the world.



MSME

CII ISB Collaborative Study on MSMEs

CII and the Indian School of Business (ISB) have formally entered into a strategic partnership through a Memorandum of Understanding (MOU) on 10 June in New Delhi to undertake a comprehensive, pan-India research study focused on strengthening India's Micro, Small and Medium Enterprise (MSME) sector. The MoU marks the beginning of a four-month research initiative designed to generate policy-relevant insights, address sector-specific challenges, and propose targeted interventions to enhance the competitiveness and resilience of Indian MSMEs.

A recent meeting with Dr Chandan Chowdhury, Senior Associate Dean and Practice Professor (Operations Management and Information Systems), ISB, deliberated on the survey framework for the joint study. The discussion focused on defining the methodology, platform logistics, and outreach strategy for the nationwide MSME survey to support evidence-based policy recommendations. Adopting a multi-stakeholder, evidence-based approach, the project will involve a large-scale national survey, focus group discussions, and deep policy analysis.

The study will engage a wide range of stakeholders across the MSME ecosystem, including CII's MSME membership network and large corporates and OEMs. It will address a comprehensive set of themes critical to the MSME ecosystem, including adherence to standards, digital infrastructure, supplier-customer collaboration, sensorisation strategy, digital maturity, sustainability, MSME schemes, innovation culture, entrepreneurship, future of skills & technology, expectations from the Government, OEMs, and educational institutions.

Engaging with the Government

A special meeting was organized with Shri Salik Parwaiz, Director, Ministry of MSME, Government of India, on 5

June in New Delhi to discuss how MSMEs can leverage global exposure and increase exports. The meeting was chaired by Shri Parwaiz and attended by senior officials of the Ministry of MSME and representatives from CII.

Discussions centred around identifying priority sectors, existing technology gaps, potential trade opportunities with Germany, and aligning with relevant Industry chambers and associations to ensure meaningful engagements.

It was noted that it is essential for MSMEs to have exposure to global technologies to strengthen their position in the global supply chain. Participants deliberated on strategic initiatives to foster deeper industrial partnerships, explore technology collaborations, and promote Indian MSMEs in the European market.

Germany was identified as a key partner to bridge technology gaps for Indian SMEs and explore bilateral trade opportunities. Emphasis was placed on identifying three to four high-potential sectors for collaboration and trade. It was noted that special attention should be given to products from Bihar that can be promoted internationally. Speakers called to explore end-to-end solutions for sectors where India exports unfinished goods, particularly in areas and assess technological advancements required to boost domestic capabilities.

Industrial Park Rating System

The Department for Promotion of Industry & Internal Trade (DPIIT), Ministry of Commerce and Industry, Government of India, convened the first meeting of the Steering Committee for Industrial Park Rating System (IPRS) 3.0 on 19 June in New Delhi, under the Chairpersonship of Shri Amardeep Singh Bhatia, Secretary, DPIIT. The committee has been constituted to provide strategic guidance for the updated version of IPRS, which aims to assess and benchmark industrial parks based on enhanced qualitative and quantitative parameters.

In this meeting, DPIIT presented the draft framework comprising 38 evaluation parameters, covering infrastructure readiness, sustainability, digital enablement, multimodal connectivity, and social inclusivity. The objective is to make IPRS a more inclusive and globally aligned framework to enable transparent decision-making and promote competitive, future-ready industrial ecosystems across India.

CII emphasised the importance of operational efficiency parameters such as 24x7 power, logistics infrastructure, and last-mile connectivity, which are critical to reducing unplanned downtime for MSMEs. The inclusion of

compliance cost-reducing infrastructure, such as shared ETPs, STPs, fire safety systems, and hazardous waste disposal facilities, was suggested to simplify environmental and labour compliance for MSMEs.

CII proposed mapping market access potential by linking top-rated parks with global buyers in key MSME sectors such as textiles, food processing, and engineering. Greater linkages with State Industrial Development Corporations was recommended to align MSME-focused parks with the IPRS framework, especially in Tier 2 and Tier 3 cities. CII advocated for targeted awareness campaigns and capacity building to educate MSMEs on IPRS utility, park ratings, and related incentives.

The need for flexibility in the rating framework was underlined to capture the realities of smaller, cluster-based, or state-supported MSME parks. It is important to capture MSME ground-level experience by integrating feedback loops, occupancy satisfaction, and grievance redressal mechanisms into park assessments. CII urged DPIIT to promote inclusive benchmarking that reflects real indicators such as job diversity, scale graduation, and infrastructure access for smaller enterprises.

Impact of Quality Control Orders

A stakeholder consultation meeting on the impact of Quality Control Orders (QCOs) on MSMEs was held on 24 June in New Delhi, under the chairpersonship of Dr Rajneesh, Additional Secretary and Development Commissioner, Ministry of MSME, Government of India. The meeting aimed to gather inputs from industry associations regarding the challenges faced by MSMEs due to the imposition of QCOs on various products, including raw materials, machinery, and components.

CII highlighted the disproportionate burden on small enterprises due to increased costs, complex licensing processes, and reduced access to affordable imports. Issues related to synthetic substitutes, their health and environmental risks, and their adverse economic impact on both MSMEs and farmers were also raised. CII strongly recommended sector-specific exemptions, simplified compliance mechanisms, and a more consultative approach in future QCO rollouts to safeguard the interests of MSMEs.

It was noted that QCOs on raw materials, machinery, and components have led to inflated input prices, reduced supply options, and increased certification and compliance costs for MSMEs. Many products under QCOs are either not manufactured in India or are in limited supply, making sourcing expensive and uncertain. MSMEs face rigid, one-size-fits-all licensing

procedures and delays due to mandatory pre-approval inspections and lab testing.

Concerns were raised regarding the widespread use of synthetic substitutes that are health-damaging and environmentally harmful, highlighting the need to regulate such products more stringently. Low-cost synthetic alternatives are displacing MSMEs engaged in natural product processing and harming farmers cultivating natural raw materials.



Space

Demand Creation in Indian Space Ecosystem

India's space sector is on the cusp of transformative growth, catalysed by policy reforms, private participation, and global market demand. However, for sustainable and inclusive growth, a robust mechanism for demand creation is essential for the Indian space sector.

Recognising the significance of creating demand for the space sector, a Subcommittee on Demand Creation was constituted under the CII National Committee on Space. The subcommittee, through extensive deliberations, developed a document outlining key recommendations to enhance the demand side of the Indian space economy, stimulate industrial participation, and accelerate value generation across the space value chain.

These recommendations were submitted to the Indian National Space Promotion and Authorisation Centre (INSPACe), Department of Space, Government of India, in June. Key recommendations covered in the document included forming an inter-ministerial space applications working group to facilitate the identification of actionable use-cases for space-based services.

Long-term procurement contracts should be institutionalised to enable assured demand through recurring contracts, and data licensing and pricing models should be standardised to improve access to government satellite data. The establishment of an India Space Export Promotion Cell to identify global market leads and tender opportunities, and fostering the formation of industrial consortia to deliver integrated, end-to-end space solutions, were among the other key recommendations. ■

Empowering Startups



Deepening India-Japan Startup Collaboration



(L-R): Arisa Ishihara, Program Manager, JICA; Takahashi Natsuki, Sr Manager – HR & GA, Komatsu Ltd; Yamamoto Yasuto, Vice Office Manager of Global Planning Office, Rakuten Group, Inc and Vinod Vasudevan, Senior Vice President, Deloitte Tohmatsu at the ICONN NINJA India Programme – Cohort 2 Demo Day, in Hyderabad

The ICONN NINJA Demo Day, held on 13 June at Hyderabad, was a part of the second cohort of the ICONN NINJA India Programme, a strategic initiative jointly led by the CII Centre of Excellence for Innovation, Entrepreneurship and Startups (CII-CIES) and the Japan International Cooperation Agency (JICA), under the Supporting Indian Startups for Global Business Expansion (SGBBE) project. The programme is designed

to deepen Indo-Japan startup collaboration by facilitating structured engagements between high-potential Indian startups and leading Japanese corporates, investors, and ecosystem stakeholders.

The visit to T-Hub and T-Works, offered the visiting Japanese corporate delegates first-hand insight into Hyderabad's dynamic innovation ecosystem. This was followed by the Demo Day showcase, where ten shortlisted Indian startups presented cutting-edge innovations to an audience comprising corporate representatives and investors.

Anchor partners for this cohort – Komatsu Ltd, Greenway Grid Global Pte Ltd (GGG), and Rakuten Group, Inc played an instrumental role in shaping the day's discussions. Senior representatives from these organizations shared their respective

innovation mandates and elaborated on how they are exploring partnerships with Indian startups to drive co-creation, address operational challenges, and unlock new business opportunities.

The event witnessed participation from a large number of delegates, including Industry leaders, investment professionals, Government representatives, and ecosystem enablers.

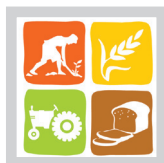


Participants exploring the unique innovations by startups



Participants at the programme

Portfolio for Excellence



Food and Agriculture

National Conference on Fisheries and Aquaculture

CII Food and Agriculture Centre of Excellence (CII FACE), in collaboration with the CII Andhra Pradesh state office, hosted the National Conference on Fostering Sustainable Growth and Competitiveness in Fisheries and Aquaculture in Vijayawada on 25 June. As a leading state in aquaculture and marine exports, Andhra Pradesh provided the perfect backdrop for this important sectoral dialogue.

The conference brought together participants, including policymakers, researchers, entrepreneurs, private sector leaders, and fish farmers. It highlighted the urgent need to address India's protein deficiency and positioned fisheries and aquaculture as critical contributors to nutritional security, rural employment, and economic development.

Sessions explored ways to bridge the current gaps in cold chain, traceability, branding, and digital transformation, highlighting Andhra Pradesh's leadership in farm traceability and potential as a model state for nationwide adoption. Stakeholders called for stronger collaboration between the Government and Industry to promote sustainable intensification, especially for small and marginal farmers, through targeted skilling, affordable finance, and inclusive cooperatives.

The event was attended by Shri B Rajasekhar, Special Chief Secretary, AHDD & Fisheries, Government of Andhra Pradesh, alongside Shri Rama Shankar Naik, Commissioner of Fisheries, Government of Andhra Pradesh; Dr S Kannappan, Senior Executive Director, NFDB; Mr P Ravichandran, Chairman, CII Task Force on Fisheries & Aquaculture and President, Danfoss Industries Pvt Ltd; Mr S Ganesh Kumar, Executive Director, Apex Frozen Foods Ltd; Mr Suresh Chitturi, Vice Chairman & MD, Srinivasa Farms; Mr Pankaj Mehta, COO, ITC Ltd; and Mr S Narendra Kumar, Vice Chairman, CII Andhra Pradesh and Executive Director, Apex Solutions Pvt Ltd.

The conference also highlighted the need for urgent policy interventions to mitigate trade bottlenecks such as anti-dumping duties and non-tariff barriers that threaten

India's export competitiveness. Enhancing domestic market access was identified as a critical strategy through modernised freshwater fish handling, Dutch auction systems, and private marketplaces that ensure transparency and better price realisation. Promoting region-specific and high-value aquaculture practices such as seaweed farming in Rameswaram, tuna canning in Lakshadweep, and murrel fish farming in Karnataka were emphasised as key levers for area-based development. A strong push was made to embed environmental sustainability across the value chain.

A CII FACE report on 'Infrastructure Gaps in Fisheries Harbours and Landing Centres' was launched during the event. The report identifies operational bottlenecks and provides a roadmap for upgrading infrastructure at key harbours, including Visakhapatnam, Thoppumpady (Kochi), Jeppiaar (Muttom), Shankarpur (Digha), and Vanakbara (Diu), focusing on landing, cold storage, logistics, and processing facilities to minimise post-harvest losses and enhance efficiency.



GBC

Scaling Net Zero Action for 2030 and Beyond

The GreenCo Summit, hosted by the CII Green Business Centre's GreenCo Council at HICC, Hyderabad, witnessed a powerful convergence of Industry leaders, policymakers, sustainability champions, and innovators. Under the theme 'Beyond Commitments: Scaling Net Zero Action for 2030 and Beyond', more than 100 expert speakers engaged in dialogues focused on moving from vision to verifiable climate action.

It was attended by over 1000 delegates, making it unequivocally clear that sustainability is mainstream, measurable, and monetisable. Indian Industry is poised to lead the global green transition. The Government of Telangana pledged deeper integration of the GreenCo Rating System across industries, with support from the Pollution Control Board, reinforcing state-level policy alignment.



(L-R): Pradeep Bhargava Chairman, GreenCo Summit & Chairman, CII GreenCo Council; Dr Suchitra K Ella Vice President, CII and Co-Founder & Managing Director Bharat Biotech International Ltd; Duddilla Sridhar Babu, Minister for Information Technology, Electronics & Communications; Industries & Commerce and Legislative Affairs, Government of Telangana; Jamshyd N Godrej, Chairman, CII Sohrabji Godrej Green Business Centre and Chairman & Managing Director, Godrej Enterprises; Vikram Kasbekar Chairman, CII GreenCo Delhi Forum & Executive Director, Acting CEO and CTO Hero MotoCorp Ltd and R Sivaprasad Reddy Chairman - CII Telangana & Managing Director, Rachamalla Forgings at the CII GreenCo Summit in Hyderabad

CII leadership and Industry champions endorsed the integration of sustainability into core business strategy, emphasising that 'Green Makes Business Sense' is now a business reality, not a choice.

During the event, key initiatives and publications were launched, including the CII Cleantech Innovation Challenge to identify, mentor, and scale high-impact sustainable technologies from startups.

A report titled 'GreenCo: Powering the Path to Net Zero Carbon – Milestone 2030 and Beyond' was released, capturing a future-focused roadmap. The CSO Alliance for Net Zero, a first-of-its-kind platform uniting Chief Sustainability Officers to accelerate collective climate action, was also launched.



CESD

Reuse and Refill

There is a need to focus on strategies beyond waste collection, disposal, and recycling; to proactive and preventative strategies such as reuse. The Government of India has recognised reuse as an intervention to manage plastic packaging waste and included ambitious targets for it in the Extended Producer Responsibility (EPR) Guidelines, under Plastic Waste Management Rules, 2022. Clause 7.4(b) of the EPR Guidelines

mandates brand owners using rigid plastic packaging to meet reuse targets beginning this fiscal.

On the occasion of World Environment Day, CII India Plastics Pact (IPP) initiative hosted a webinar on 'Reuse and Refill: Connecting the Dots'. The webinar aligned with the 2025 World Environment Day theme #BeatPlasticPollution and brought together stakeholders from different parts of the reuse system to drive collective action towards adopting and scaling reuse systems and tackling plastic pollution.

With reuse gaining traction, the webinar emphasised the need for collective action across the value chain, from product design and reverse logistics to consumer engagement. Speakers discussed insights, challenges, and practical solutions for advancing reuse within India's evolving regulatory context. Sessions at the webinar explored different aspects of the reuse system, including global policy approaches to encourage reuse adoption, reuse business models and tech-enabled reuse solutions.



Dignitaries releasing White Paper on 'Electrifying Progress – Scaling Zero-Emission Deliveries in India' at the Meeting of the India CEO Forum for Clean Air in New Delhi

Operational challenges in designing and piloting reuse systems and consumer engagement strategies, and solutions for sanitisation, standardisation, and traceability, which help in a safe and effective reuse system, were also discussed. The webinar brought together participants comprising brands, converters, recyclers, solution providers, and researchers.

Requisites for Clean Air in Delhi

CII Cleaner Air Better Life (CII CABL) convened a meeting of the India CEO Forum to deliberate on the requisites for clean air in Delhi on 20 June. The meeting brought together 45 business leaders to provide feedback on the forum's work, align work with the Industry priorities and discuss the role of collaborative action to improve urban air quality and promote clean practices.

The forum was addressed by Mr Sujit Kumar Bajpayee, Member Secretary, Commission for Air Quality Management in NCR and adjoining area. Mr Bajpayee highlighted some of the key actions undertaken by the commission to improve the air quality in Delhi NCR. Actions include limiting the use of polluting vehicles in Delhi, setting up a command-and-control centre for tracking dust emissions from construction, stricter emission standards for industrial boilers, and restricting the use of pollution fuels across industries in NCR.

The meeting deliberated on innovation in technology and business models to scale solutions, new business models to scale penetration of zero-emission vehicles, innovative solutions for sustainable utilisation of agricultural biomass and new techniques to exploit air quality data to support cities for targeted action on clean air.

A white paper on 'Electrifying Progress – Scaling Zero-Emission Deliveries in India' was also released during the meeting. Developed in partnership with Prosus Group and Clean Air Fund, the white paper proposes policy measures along with implementation pathways to accelerate the transition to zero-emission vehicles across delivery fleets in Indian cities.

Draft Framework for India's Climate Finance Taxonomy

A stakeholder consultation on the Draft Framework for India's Climate Finance Taxonomy was held in New Delhi on 24 June. Ms Chandini Raina, Adviser, Department of Economic Affairs, Ministry of Finance, Government of India, provided an in-depth overview of the draft framework. She elaborated on the taxonomy's structure, its foundational principles, and the overarching objectives



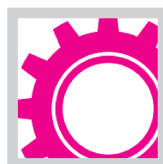
Chandini Raina, Adviser, Department of Economic Affairs, Ministry of Finance, at the stakeholder consultation on Draft Framework for India's Climate Finance Taxonomy in New Delhi

aimed at standardising and enhancing transparency in climate finance.

Highlighting the critical role of adaptation within the framework, Ms Raina emphasised that adaptation is something that is very, very important and that it enters into all three types of classification, either climate supportive or transition. Ms Raina clarified the approach to the taxonomy's classification system, noting that, unlike ASEAN or European Union, India's framework does not adopt a traffic light approach.

Mr R Mukundan, President Designate, CII and CEO & MD, Tata Chemicals Ltd, shared that green finance must follow the ABCs: Accuracy, Brevity, and Clarity. "Let's build a climate finance ecosystem that supports sustainable and resilient growth for India", he added.

Participants also shared insights, raised pertinent queries, and provided constructive feedback, all of which are expected to contribute significantly to the refinement and finalisation of the taxonomy framework.



CME

Electrical Safety Management

The CII Centre of Manufacturing Excellence (CII CME) organized a virtual session on 'Best Practices Sharing' focused on Electrical Safety Management on 27 June. The session brought together leading Industry players to share pioneering practices in managing electrical safety hazards, an area of increasing importance in ensuring safe and resilient workplaces.

This session disseminated knowledge from the winners of the sixth edition of the CII Best Practices in Occupational Health and Safety Competition, where

electrical safety emerged as a key theme among the winning entries. The session provided an opportunity for participants to learn from real-life, award-winning initiatives that are driving measurable improvements in electrical risk mitigation and workplace safety.

The key objectives of the session were to showcase innovative and sustainable electrical safety practices, recognise organizations that have demonstrated excellence and replicability, and encourage Industry-wide adoption of proactive electrical safety strategies.

The session was attended by around 75 safety professionals from across manufacturing and allied sectors. Participants engaged with the speakers through a Q&A session, gaining actionable insights and practical takeaways for their workplaces.

This session reaffirmed the importance of cross-Industry learning in strengthening electrical safety standards. The proactive steps taken by the presenters demonstrated that electrical safety is not just a compliance requirement but a strategic imperative.

Efficient Production Management

As part of its mission to build capability across Industry verticals, CII Centre of Manufacturing Excellence (CII CME) conducted a training on 'Efficient Production Management' in Mumbai on 10-14 June, designed especially for middle and junior-level managers from manufacturing organizations. The programme focused on enhancing productivity, ensuring quality, improving

safety, and driving cost efficiency; critical competencies for those managing daily operations.

Efficient production management is the backbone of a high-performing manufacturing ecosystem. The ability to deliver products that meet quality benchmarks, on time and at optimal cost, requires a disciplined approach to planning, execution, and continuous improvement. Recognising this, CII developed a comprehensive training programme structured around five key modules.

These modules include Zero Defects Production – Focused on quality assurance and right-first-time approaches; Zero Waste Production – Introduced lean techniques for reducing material and time waste; Inventory Management – Explored strategies for balancing stock levels and reducing carrying costs; Workplace Safety Enhancements: Addressed the importance of a safe working environment; and Team Building – Emphasised communication, collaboration, and leadership.

The programme was designed not just to inform but to equip. Topics were explained in a way that enabled practical application in participants' respective areas of work. The hands-on nature of the sessions, coupled with relatable examples, ensured better absorption of concepts.

The programme underscored the importance of collaborative leadership, cross-functional teamwork, and a culture of continuous improvement. These elements are critical for creating resilient production systems that are adaptable, safe, and sustainable. ■





Confederation of Indian Industry

CII Launches CII MARKET PLACE

— Connecting Buyers & Sellers Worldwide —

(Exclusive for CII Members)

KEY OFFERINGS



Showcase Products
& Services



Network with
Buyers & Sellers



Get Business Lead

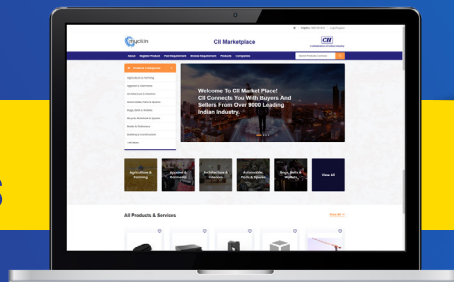


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Regional Review



EASTERN REGION

Role of Human Error in Health & Safety

CII Eastern Region organized a workshop on “Role of Human Error on Health & Safety” via a virtual platform on 12 June to help professionals understand the underlying causes of human error that are often overlooked. The workshop, attended by more than 145 participants, also explored ways to develop a safety culture to reduce human error.

Dr Prabal Bandyopadhyay, Founding Member, Mentors for Resourceful Collaboration and Mr Surya Bhusan Kumar Sinha, Head - Process Safety Operations & Maintenance, Tata Steel Ltd, were the guest speakers.

Dr Bandyopadhyay said the consistent pattern across sectors highlights the need for a deeper understanding of the issue. Accidents are rarely caused by human mistakes alone. Leaders must pay attention to uncover the root causes and help prevent the recurrence of similar events.

Mr Sinha iterated that to effectively address human error, we must first understand why it happens. Tools such as ‘Just and Fair’ are used to assess responses to errors, while the Human Error Assessment and Reduction Technique (HEART) tool helps identify potential human errors in specific tasks.

Both speakers urged that human error is not just about individual mistakes, it's about systems that fail to prevent those mistakes from leading to serious consequences. While human failure is inevitable, it can be managed and mitigated through structured, systematic approaches designed to reduce risk and improve safety.

Nursing Conclave and Joyee

CII West Bengal and Indian Women Network organized the ninth edition of ‘Nursing Conclave’ and the sixth edition of ‘Joyee: Recognition of Excellence for Caregivers’ on 19 June in Kolkata. The central theme of the Nursing Conclave was ‘Emerging Technologies, Redefining Care’. The conclave focused on the emerging technologies to enhance the efficiency and effectiveness of nursing care and empower nurses to provide more personalised and patient-centred care.

Ms Moumita Godara, Secretary, Department of Health & Family Welfare, Government of West Bengal, lauded the nursing fraternity's significant contributions, particularly during COVID-19, and highlighted the expansion of Suswasthya Kendras.

Complementing this, Shri Saikat Kumar Dutta, Special Secretary (Nursing), Department of Health & Family



(L-R) Simarpreet Singh, Director, JIS Group; Dr Usha Ukande, President, Nursing Honor Society; Dr Rana Mukherjee, Director, Care Continuum; Debashis Dutta, Chairman, West Bengal State Council and Director, BGS Group; Swami Nityakamanandaji Maharaj, Secretary, Ramkrishna Mission Seva Pratishthan; Moumita Godara, Secretary, Department of Health & Family Welfare, Government of West Bengal and Saikat Kumar Dutta, Special Secretary (Nursing), Department of Health & Family Welfare, Government of West Bengal releasing the Whitepaper at the Nursing Conclave in Kolkata



Debashis Dutta, Chairman, West Bengal State Council and Director, BGS Group, felicitating the winners

Welfare, Government of West Bengal, noted that the state's current employment of 52,000 nurses with an additional 10,000 potential openings, emphasising promising career prospects in nursing, in both public and private sectors.

The discussions centred around some key trends and developments that may shape the future of nursing in the country, such as increased demand for healthcare services, advanced education and specialisation, integration of technology, focus on preventive care, global opportunities, policy changes and recognition, emphasis on research and evidence-based practice and interprofessional collaboration. Research papers were also published during the conclave based on best practices in the sector.

As a mark of appreciation for the healthcare workers, CII West Bengal, in association with Indian Women Network, organized a felicitation program, Joyee 2025, to acknowledge the exceptional contributions made by caregivers from the State. More than 400 caregivers and prominent industry faces were present at the event.

Market Affairs: An Evening of Perspectives, Planning and Possibilities

A session on 'Market Matters: An Evening of Perspective, Planning and Possibilities' was organized by CII Chhattisgarh on 11 June in Raipur to deliberate on wealth creation, economic foresight, and value-driven leadership. The initiative brought together leading voices from Chhattisgarh's business and investment ecosystem.

A panel discussion on 'Family Values and Wealth Management' saw perspectives on the importance of strong family values in long-term wealth management, succession planning, and ethical business practices, especially within family-owned enterprises that have shaped the industrial landscape of Chhattisgarh.

The evening also featured a powerful keynote address on global macro and Indian market outlook, delivered by renowned market expert Mr Vikas Khemani. His insights on global economic trends, investment strategy and India's financial trajectory offered valuable guidance for Industry stakeholders and investors.

The programme served as a vibrant platform for idea exchange, strategic planning, and exploring growth



(L-R): Bajrang Goel, Vice-Chairman, CII Chhattisgarh State Council and Director, Shri Bajrang Power & Ispat Ltd; B L Agrawal, Managing Director, Godawari Power & Ispat Ltd; Kamal Sarda, Chairman & Managing Director, Sarda Energy & Minerals Ltd; Narendra Goel, Managing Director, Shri Bajrang Power & Ispat Ltd; Sanjay Jain, Chairman, CII Chhattisgarh State Council & Managing Director, RSV Exim Pvt Ltd and Vikas Khemani, Founder, Carnelian Asset Management & Advisors

possibilities in a fast-evolving economic environment. Participants emphasised the importance of long-term thinking, responsible entrepreneurship, and aligning business practices with emerging global and local market realities.

Integrating Innovation, Wellness and Care for a Healthier Tomorrow

CII Odisha organized the inaugural edition of the Healthcare Summit on 24 June in Bhubaneswar. It aimed at positioning Odisha as a regional hub for healthcare, medtech, insurance, digital health, and wellness. Held under the theme 'Integrating Innovation, Wellness and Care for a Healthier Tomorrow,' the summit sought to advance Odisha's vision of becoming a leading centre for healthcare excellence. It focused on fostering public-private collaboration and promoting sustainable, inclusive healthcare delivery to meet the evolving needs of the region.

Dr Mukesh Mahaling, Minister of Health & Family Welfare, Government of Odisha, reaffirmed the state's strong commitment to strengthening healthcare infrastructure and advancing medical education. He announced the establishment of eight new Government medical colleges, one Ayurvedic college, and four Government dental colleges across the state. The Minister also highlighted the successful recruitment of over 4000 doctors and paramedical personnel in the past year, with plans underway to induct more than 5000 additional healthcare professionals this year. He further assured that the Government is working towards filling 1.5 lakh vacant positions across various departments within the next five years.

The summit convened a diverse group of healthcare leaders, policymakers, technology innovators, investors, and wellness experts to collectively shape Odisha's vision of emerging as a leading healthcare and wellness hub in eastern India. Key focus areas included medical

equipment manufacturing, digital health, hospital infrastructure, medical tourism, health insurance, wellness, and investment promotion.

The summit featured four insightful technical sessions aimed at fostering collaboration, innovation, and investment in Odisha's growing healthcare sector. The session titled 'Healing Meets Heritage: Unlocking Odisha's Potential as a Medical Tourism Hub' explored how the state's rich cultural and natural assets can be harnessed to attract healthcare travellers. The session on 'Wellness Beyond Wages: Holistic Worker Health in Manufacturing Hubs' addressed strategies to promote comprehensive well-being among industrial workers.

'Smart Health: AI and IoT Integration Boosting Startups' examined the role of emerging technologies in driving healthcare innovation and supporting startup ecosystems.'

Health Insurance & Financing: Reaching the Last Mile' focused on expanding financial protection and access to care for underserved communities. Complementing the sessions, an exhibition along with B2B and B2G meetings facilitated strategic partnerships and unlocked new investment opportunities across the sector.

Scaling MSMEs to New Heights in Jharkhand

On the occasion of World MSME Day, CII Jharkhand organized a session on 'Scaling MSMEs to New Heights' in Jamshedpur on 27 June to empower MSMEs with essential tools, insights, and strategies to drive growth and enhance their competitiveness in the dynamic business environment. The session empowered MSMEs with insights on subsidies, ZED & LEAN certifications, financial access, and skilled manpower, enabling sustainable growth, operational efficiency, and enhanced competitiveness in today's evolving business landscape.



(L-R) Dr Narin Sehgal, Medical Director, Sehgal Neo Hospital; Dr Alok Srivastava, Convenor, CII Odisha Healthcare Panel, and Chief Operating Officer & DMS, Apollo Hospitals – Bhubaneswar; Sunil Gupta, Chairman, CII Odisha State Council, and Chief Operating Officer, Vedanta Ltd, Jharsuguda; Dr Mukesh Mahaling, Minister, Health & Family Welfare, Government of Odisha; G Suresha, Vice Chairman, CII Odisha State Council and Executive Director, AM/NS India and Dr Girdhar J Gyani, Director General, AHPI at the Healthcare Summit in Bhubaneswar



(L-R): Kunal Yadav, Head, CII Jamshedpur; Rajiv Bansal, Convenor, CII Jharkhand MSME Panel & Head - Supply Chain, Tata Motors Ltd; Vishal Kumar Agarwalla, Vice Chairman, CII Jamshedpur Zonal Council & CEO, CTC Praezision Tools Pvt Ltd; Diloo Parikh, Vice Chairman, CII Jharkhand State Council & Director, Vaidehi Motors Pvt Ltd; Ranjot Singh, Imm. Past Chairman, CII Jharkhand State Council & Managing Director, Emdet Jamshedpur Pvt Ltd; Neeraj Kumar Sinha, Convenor, CII Jharkhand Safety Panel & Chief – Safety, Tata Steel Ltd and Rajeev Shukla, Co Convenor, CII Jharkhand MSME Panel & Partner, Himalaya Enterprises at the session on Scaling MSMEs to New Heights in Jamshedpur

Mr Diloo Parikh, Vice Chairman, CII Jharkhand State Council and Director, Vaidehi Motors Pvt Ltd, stressed the need for empowering MSMEs through greater financial access, awareness of Government schemes, skill development, and digital transformation. Mr Vishal Kumar Agarwalla, Vice Chairman, CII Jamshedpur Zonal Council and CEO, CTC Praezision Tools Pvt Ltd, acknowledged the importance of policy support, skill development, digital adoption, and innovation in engineering technologies to build a self-reliant and globally competitive MSME ecosystem.

The session offered insights into overcoming key growth barriers and leveraging practical enablers such as subsidies, certifications, financial access, and skilled manpower. By highlighting actionable strategies and emerging practices, the programme underscored the importance of building resilient, competitive, and future-ready enterprises.

with corporates. The workshop focused on practical aspects such as compliance, governance best practices, fundraising strategies, and proposal development.

Shri Lalduhoma, Chief Minister of Mizoram, expressed concern over the low inflow of CSR funds to Mizoram. He cited the successful construction of the Serchhip Hospital, which mobilised over ₹21 crore through CSR, as an example of CSR's transformative potential. The Chief Minister underscored the need to increase the number of registered CSR Implementing Agencies in Mizoram. He urged NGOs, societies, and hospitals to pursue formal registration, assuring them of continuous guidance and support from the CSR Cell.

Shri TBC Lalvenchhunga, MLA and Adviser to the Chief Minister (Finance & Planning), who also serves as Chairman of the Mizoram CSR Cell, highlighted the State Government's efforts to strengthen the CSR ecosystem in Mizoram and reiterated the role of the CSR Cell in supporting NGOs and CSOs. He also announced the development of an AI-based project aimed at connecting donors with credible implementing agencies in the state.



NORTH EASTERN REGION

Capacity Building Workshop for NGOs, Implementing Agencies

CII, in collaboration with the CSR Cell under the Chief Minister's Office, Government of Mizoram, organized a three-day capacity-building workshop for NGOs and implementing agencies on 25-27 June in Aizawl, Mizoram. This joint initiative by CII and the Mizoram CSR Cell aims to strengthen the capacity of NGOs by enhancing their understanding of CSR compliance, statutory requirements, and engagement



Lalduhoma, Chief Minister of Mizoram at the capacity-building workshop for NGOs, implementing agencies in Aizawl

The workshop witnessed participation from 55 NGOs representing various districts of Mizoram. Participants were grouped by sector, assigned projects, and provided the opportunity to present their proposals to experts for feedback. Interactive group exercises, mock pitching sessions, and discussions with CSR heads from leading industries provided participants with valuable insights and skills to better engage with the CSR ecosystem.

Tripura Pineapple Festival

CII, in collaboration with the Department of Horticulture and Soil Conservation, Government of Tripura, organized the fifth edition of the CII Tripura Pineapple Festival, around the theme 'Celebrating the crowned Queen of Tripura: From our hills to Global tables' on 27 June in Agartala. Shri Ratan Lal Nath, Minister for Agriculture & Farmers' Welfare, Power, Parliamentary Affairs and Elections, Government of Tripura, emphasised the Government of India's focused strategy to promote the Queen Pineapple as a globally recognised brand. He highlighted plans to leverage digital platforms, advanced marketing techniques, and post-harvest technologies to scale up international outreach and exports.

The Minister also announced a major push under the ₹132 crore DoNER-backed initiative to expand pineapple cultivation by an additional 2000 hectares, reduce post-harvest losses, enable year-round production through staggered cropping and boost export capabilities.

Shri Apurba Roy, Secretary, Department of Agriculture & Farmers' Welfare, Government of Tripura, informed that the State Government is actively scouting for an anchor buyer for pineapple exports. Dr Sailesh Kumar Yadav, Director, Department of Industries & Commerce, said that a comprehensive policy on food processing is

under development to create a conducive ecosystem for Industry growth.

Mr Raj Ganguly, Senior Agribusiness Specialist, World Bank, mentioned the need for more processing units in the state for pineapple to reap more profits for the pineapple farmers. Mr Adwait Kulkarni, MD, Nunsei Food and Vegetables Processing Industry, while speaking from the perspective of a local entrepreneur, highlighted the need for introducing RO-RO Services for the quick transportation of pineapples from Tripura. Mr Naresh Gajbhiye, Co-Founder, Grow India Import Export, spoke about the export potential of Tripura's pineapples.

Mr Ratan Debnath, a progressive farmer, was felicitated during the Inaugural Session of the festival.

The festival was attended by 120 delegates comprising FPOs, buyers, exporters, entrepreneurs and aggregators. A report prepared by CII and Yes Bank, stitled 'Resource Mapping of Pineapples in Tripura' was also launched during the festival.

Industry Collaboration Workshop with Assam Skill University

CII, in collaboration with Assam Skill University, organized a workshop on 27 June in New Delhi. Skill development programmes focusing on the healthcare, manufacturing, construction and food technology sectors were discussed. The workshop particularly focused on medical radiation technology, clinical psychology, OT technology, health management, digital health in healthcare, smart manufacturing and automation, civil engineering and food technology related areas

As these sectors continue to create opportunities for economic development, investment potential and employment generation, there is a need to equip



Ratan Lal Nath, Minister for Agriculture and Farmers' Welfare, Power, Law and Elections, Government of Tripura along with dignitaries launching of the report on "Resource Mapping of Pineapples in Tripura" at the 5th CII Tripura Pineapple Festival at Agartala

individuals with the necessary skills to thrive in such industries and address the emerging and dynamic needs of the sectors. The workshop brought together experts and Industry leaders to discuss effective approaches to integrating such skills and curricula into skill development programmes.

The participants shared insights on the strategies for integrating curriculum and courseware in these sectors into skill development programmes. The Assam Skill University is being established by the State Government of Assam to strengthen Industry-oriented skills education and training systems in India through future-aligned curricula and state-of-the-art facilities and infrastructure.

The key deliberations included identifying emerging trends and opportunities in strengthening the healthcare, manufacturing & construction, and food technology sectors. Developing future-ready skills to meet global industry needs and building Industry-academia partnerships for Industry-focused training programmes were prioritised.



CII Members interacting with Rekha Gupta, Chief Minister of Delhi

The first volume of the Task Force's recommendations was formally presented to Ms Rekha Gupta, Chief Minister of Delhi, Shri Vinai Kumar Saxena, Lieutenant Governor of Delhi and Sardar Manjinder Singh Sirsa, Minister of Industries, Food & Supplies and Environment, Forest & Wildlife, Government of NCT of Delhi on 14 June.

Key recommendations addressed in volume 1 of the report included a reduction in amalgamation and additional FAR charges to support commercial and hospitality growth, exemption from revised layout plan approvals to expedite projects, and rationalisation of circle rates and property taxes for fairer, smoother transactions. Policies like incentivising green buildings, slum redevelopment, and the redevelopment of group housing and co-operative societies aim to enhance sustainability and livability.

The Government of Delhi has positively received the recommendations proposed by CII. The recommendations were acknowledged, and actions have been initiated on some. Notably, the rationalisation of circle rates and simplification of redevelopment procedures have seen initial steps towards implementation, aimed at boosting investment and accelerating project timelines. The Government has also initiated discussions on incentivising green buildings and slum redevelopment.

As a next step, the Joint Task Force is now addressing a range of critical issues to further streamline and strengthen Delhi's real estate ecosystem. These include improving the Ease of Doing Business by engaging with key agencies. Additionally, focus is being placed on the implementation of Master Plan Delhi 2041, including the need for special commercial zones, IT parks, transit-oriented development, transfer of development rights, land pooling, green development areas, and affordable housing policies.



NORTHERN REGION

India Inc partners Delhi Government to unlock Delhi's Real Estate Potential

In a significant step towards revitalising Delhi's real estate ecosystem, a Joint Government-Industry Task Force has been formed to address long-standing regulatory and policy bottlenecks hampering urban development in Delhi. Constituted under the leadership of Shri Vinai Kumar Saxena, Lieutenant Governor of Delhi, who also serves as Chairperson of the Delhi Development Authority, the Task Force is the result of collaborative advocacy led by CII Delhi, along with real estate stakeholders across the national capital.

This task force comprises senior representatives from key government departments and development agencies, including the Delhi Development Authority, Municipal Corporation of Delhi, Delhi State Industrial and Infrastructure Development Corporation Ltd, Delhi Metro Rail Corporation, and Industry members from CII. Over five detailed meetings, the task force deliberated on ten crucial issues and incorporated feedback from across the ecosystem to ensure that the final recommendations are pragmatic, inclusive, and forward-looking.



Speakers at the 8th Edition of 7R Conclave in Jaipur

7R Conclave

Organized by CII Rajasthan, in association with the Rajasthan State Pollution Control Board and Indian Green Building Council, the eighth edition of the 7R Conclave on 4 June in Jaipur focused on 'Future Cities – Circularity, Sustainable, Resilient and Thriving'. The event convened policy leaders, Industry experts, and sustainability champions to explore pathways for building inclusive and future-ready urban centres.

Mr Sharda Pratap Singh, Member Secretary, RSPCB, said that the future of cities lies in integrating sustainability and resilience into every layer of planning and execution. During the discussions, speakers noted that Rajasthan now ranks among the top 10 Indian states with over 600 IGBC-rated green buildings covering 185 million sq ft. Green building penetration in new projects stands at 10-12 per cent, with growing momentum in the hospitality and real estate sectors. Experts advocated stronger policy frameworks and community awareness to promote circularity and low-carbon development.

Farm Machinery and Technology Expo



The fourth edition of the CII Farm Machinery and Technology Expo, held on 5-6 June in Chandigarh, brought together key players from India's agri-mechanisation and farm-tech sectors, featuring exhibitions, buyer-seller meets, and vendor development programmes. It focused on driving innovation, MSME empowerment, and global collaboration for transforming India's agricultural landscape.

The event witnessed strong participation from OEMs such as Mahindra & Mahindra, TAFE, Sonalika, and Escorts/Kubota, among others. During the event, emphasis was laid on affordable automation, localised solutions, and sustainability. The participants called for enhanced partnerships among MSMEs, technology innovators, and policymakers.

Future-Proofing India's Construction Equipment Ecosystem

CII organised the second edition of the International Conference on Construction Equipment (ICONEQ 2025) in Gurugram on 6 June, convening key stakeholders including policymakers, Industry leaders, OEMs, and technology innovators. Held under the theme 'Future-

Proofing India's Construction Equipment Ecosystem', the conference aimed to chart a strategic path for a resilient, future-ready, and globally competitive construction equipment sector aligned with India's Vision 2047.

(L-R): Arun Raghav, VP – Human Resources, Mahindra Swaraj; Amit Jain, Chairman, CII Punjab and Managing Director, Shingora Group; Gaganjot Singh, Chief Executive Officer, Mahindra & Mahindra (Swaraj Division); Harpreet Nibber, Vice Chairman, CII Punjab and Managing Director, Pritika Auto Industries Ltd and Scott Matthies, Managing Director – Trade & Investment, Saskatchewan India Office, Canadian High Commission inaugurating the 4th Edition of the Expo in Chandigarh



(L-R): Saket Bhatia, Vice Chairman, CII Haryana & Director, Bony Polymers Pvt Ltd; Sunil Khurana, Chairman – ICONEQ 2025 and Chief Operating Officer, JCB India Ltd; Jayant Davar, Chairman, MD & CEO, Sandhar Technologies; Karam Sahni, Chairman, CII Faridabad & Group Head (OEM Sales), Elofic Industries Ltd at ICONEQ 2025 in Gurugram

Chaired by Mr Sunil Khurana, Chief Operating Officer, JCB India Ltd, the conference opened with a theme address underscoring the transformation underway in the construction equipment Industry. Mr Khurana highlighted the growing influence of digitalisation, automation, and green technologies, while stressing the importance of collaboration across Government, Industry, and academia to drive innovation, sustainability, gender inclusion, and skill development in line with India's net-zero goals.

Haryana's emergence as a hub for construction equipment manufacturing and innovation was highlighted during the discussions. Key themes discussed during the event were green transition, digital adoption, supply chain resilience, and skilling. Speakers strongly pushed for Industry-Academia-Government collaboration.

International Automotive Design Conclave

The CII International Automotive Design Conclave (IADC), held on 12 June in New Delhi, explored how evolving design philosophies, emerging tech, and sustainability are shaping India's automotive future. It served as a platform for exchange among OEMs, designers, engineers, and tech experts.

Special emphasis was laid on electric vehicles, connected technologies, and sustainable design. Discussions focused on making India a global design



Speakers at IADC in New Delhi

hub. Integration of innovation and style with eco-consciousness was encouraged.

CFO Leadership Conclave

The second CII CFO Leadership Conclave was organized with the theme 'India at the Crossroads: CFOs Navigating Trade & Supply Chain Shifts' on 14 June in New Delhi.

Dr K K Tripathy, Joint Secretary, Economic Advisory Council to the Prime Minister, Government of India, explored the evolving role of fiscal policy, private capital, and structural reforms in driving India's next economic leap.



(L-R): Rudra Kumar Pandey, Chairman, Regional Committee on Economic Affairs & Taxation and Partner, Shardul Amarchand Mangaldas & Co; Yashpal Jain, CFO, Sandhar Technologies Ltd and Saumil Shah, Partner, Grant Thornton Bharat at the inaugural session of the CFO Leadership Conclave in New Delhi

The role of public-private convergence in long-term capital formation was discussed. The speakers also talked about the evolving policy frameworks to support innovation and sustainability. It was noted that CFOs must act as catalysts in aligning business investment with national priorities.

Automotive Aftermarket Conclave

CII hosted the second edition of the Automotive Aftermarket Conclave in Gurugram on 18 June, bringing together senior leaders from OEMs, auto component manufacturers, policymakers, and technology providers. Themed 'Driving Innovation, Powering the Aftermarket,' the conclave explored new growth drivers, emerging technologies, and the evolving landscape of India's automotive aftermarket.

'Digitalisation, standardisation, and consumer trust are pivotal to scaling India's aftermarket sector. With the country now ranked fourth globally by nominal GDP and vehicle ownership on the rise, we have a strong foundation to unlock its vast potential – especially as we transition towards electric mobility,' said Mr SD Chhabra, Chairman, AAC 2025 and Executive Officer



(L-R) Manas Trivedi, Principal, Roland Berger; Vinod Bapna, Chairman, CII Gurugram & Chief Executive Officer, Caparo Maruti Ltd; Abhimanyu Sharaff, Chairman, CII Haryana and Managing Director, Sanden Vikas (India) Pvt Ltd; S D Chabbra, Chairman, Automotive Aftermarket Conclave & Executive Officer – Parts, Accessories & Logistics, Maruti Suzuki India Ltd; Vinay Dhingra, Senior Director, Honda Motorcycle & Scooter India Ltd and Saket Bhatia, Vice Chairman, CII Haryana & Director, Bony Polymers Pvt Ltd at the Automotive Aftermarket Conclave in Gurugram

– Parts, Accessories & Logistics, Maruti Suzuki India Ltd. The speakers called for digitalisation, indigenisation, and policy support for independent players. During the discussion, emphasis was laid on exports, MSME empowerment, and skill development.

UP Logistics and Supply Chain Summit

CII Uttar Pradesh, in collaboration with the Uttar Pradesh State Industrial Development Authority, organized the third edition of the UP Logistics and Supply Chain Summit in Noida on 20 June. The summit served as a dynamic platform for dialogue among key stakeholders from the Government, Industry, and logistics ecosystem, focusing on the evolving landscape of logistics and supply chain management in Uttar Pradesh.

Chief Guest Shri Mayur Maheshwari, CEO, Uttar Pradesh State Industrial Development Authority said that with strategic focus and the right partnerships, Uttar Pradesh can emerge as a national logistics powerhouse.

Mr Shashank Chaudhury, Additional CEO, Invest UP,

also attended the event. Highlights of the event included digitalisation, infrastructure upgrades, and public-private collaboration. Speakers deliberated on factors to enhance the State's potential as a logistics hub.

GST@8: Evolution, Experiences, and Emerging Pathways

CII, in collaboration with the CGST Commissionerate, Chandigarh, organized an interactive session on 'Session on GST@8 – Evolution, Experiences, and Emerging Pathways' on 24 June. The session brought together senior Government officials, Industry leaders, and tax professionals to mark the eight years of GST.

Mr Manish Saxena, Principal Commissioner, CGST Commissionerate, Chandigarh, shared his perspective on the journey of GST and the road ahead. The deliberations focused on simplifying compliance, enhancing the taxpayer experience, and strengthening trust. Participants advocated for a collaborative approach between Industry and the tax department. The importance of digitalisation and feedback-driven policy adaptation was highlighted.



(L-R): Mihir Deshmukh, Partner, Shardul Amarchand Mangaldas & Co; Gaurav Kumar Jain, Joint Commissioner, CGST; Manish Saxena, Principal Commissioner, CGST Commissionerate; Vincy Chadda, CFO, JAL Bath Fittings; Rudra Kumar Pandey, Regional Committee on Economic Affairs & Taxation and Partner, Shardul Amarchand Mangaldas & Co; Vivek Verma, Vice Chairman, CII Chandigarh and MD, Spray Engineering Devices Ltd; Gurbaksh Dang, Managing Partner, Dang & Associates and Ravneet Singh Khurana, Additional Commissioner, CGST Commissionerate at the Interactive Session on GST@8 in Chandigarh



SOUTHERN REGION

Industry 4.0-5.0: Roadmap for the Manufacturing Sector

CII Southern Region organized the inaugural edition of the Intelligent Manufacturing Summit on 25 June in Chennai, bringing together over 260 stakeholders from across the manufacturing ecosystem. The summit provided a platform for high-impact dialogue, Industry collaboration, and strategic networking.

Discussions focused on the transition from Industry 4.0 to 5.0, with a strong emphasis on digital transformation and the expanding role of AI across the manufacturing value chain. Key topics included cybersecurity, human-AI collaboration, and the imperative for accelerated technology adoption.

Mr Unnikrishnan AR, Chairman, Tamil Nadu State Council and MD, Saint-Gobain India, stressed the need for collective action to scale digital maturity in manufacturing.

Mr Vininder Baweja, Summit Chairman and Chief Digital & Information Officer, Saint-Gobain India, highlighted the urgency for the Industry to embrace rapid technological change to remain competitive. A recurring theme was the need to reskill the workforce to align with emerging technologies.

The summit underscored the importance of strong Industry-Academia partnerships in building a future-ready talent pipeline. In addition to insightful sessions on AI, automation, and advanced manufacturing, the event fostered meaningful networking and collaboration opportunities, reinforcing CII's commitment to drive

intelligent, sustainable, and inclusive growth in Indian manufacturing.

CII Ports and Logistics Conference

CII Visakhapatnam organized the Ports and Logistics Conference on 20 June in Visakhapatnam, around the theme 'Building Andhra Pradesh – The East Coast Logistics Capital of India', bringing together key government officials, Industry leaders, infrastructure developers, and trade experts.

Shri BC Janardhan Reddy, Minister for Roads & Buildings and Infrastructure & Investments, Government of Andhra Pradesh, outlined the state's vision to become South Asia's logistics hub. He highlighted that Andhra Pradesh's ports contribute over 5 per cent to the state's GSDP and support nearly one million jobs. The state is investing ₹20,000 crore to enhance connectivity through 1040 km of new highways and key corridors. Initiatives to develop logistics parks, warehousing, and cold chains aim to reduce logistics costs from 15.7 to 7-8 per cent. He also emphasised the strategic significance of the ₹26,000 crore Dugarajapatnam shipbuilding cluster in Nellore, expected to generate 35,000 jobs.

Shri D Satyanarayana, Chairman, Andhra Pradesh Maritime Board, noted that the state is implementing a port-led development strategy with six operational ports and three upcoming greenfield ports at Machilipatnam, Ramayapatnam, and Bhavanapadu, all integrated with multimodal logistics and industrial corridors. Dr M Angamuthu, Chairperson, Visakhapatnam Port Authority, highlighted Andhra Pradesh's potential to emerge as a maritime entrepreneurship hub, citing underutilised port capacity and the need to build the entire maritime value chain, spanning skilling, logistics, and shipbuilding.

Mr G Murali Krishna, Chairman, CII Andhra Pradesh & CEO, Fluentgrid Ltd, said that ports have evolved



(L-R): Hussain Abbas Lehy, Director – Product, Lehy Valves; Vininder Baweja, Summit Chairman and Chief Digital & Information Officer, Saint Gobain India Pvt Ltd; Unnikrishnan AR, Chairman, CII Tamil Nadu State Council and Managing Director-Glass Group, Saint Gobain India Pvt Ltd and Sanjeev Kumar, Vice President & Business Head, Information Technology and Digital, Infinite Uptime at the Intelligent Manufacturing Summit in Chennai



(L-R): Dr G Sambasiva Rao, Convenor, Ports & Logistics Panel, CII Andhra Pradesh and Managing Director, Sravan Shipping Services Pvt Ltd; D Satyanarayana, Chairman, Andhra Pradesh Maritime Board; B C Janardhan Reddy, Minister for Roads & Buildings, Infrastructure & Investments, Government of Andhra Pradesh; G Murali Krishna, Chairman, CII Andhra Pradesh & CEO, Fluentgrid Ltd; Dr M Angamuthu, Chairman, Visakhapatnam Port Authority and DVS Narayana Raju, Chairman, CII Visakhapatnam & Executive Director, Deccan Fine Chemicals India Pvt Ltd at the Ports and Logistics Conference in Visakhapatnam

into strategic national assets, influencing investment, diplomacy, and employment. Mr DVS Narayana Raju, Chairman, CII Visakhapatnam and Executive Director, Deccan Fine Chemicals India Pvt Ltd, called for strengthening last-mile connectivity and enhancing cold chain and warehousing infrastructure. Dr G Sambasiva Rao, Convenor, CII Ports and Logistics Panel, stressed the importance of a complete logistics ecosystem to unlock the State's full logistics potential.

Creating Future-Ready MSMEs

To equip MSMEs with the agility, innovation, and resilience required to thrive in a rapidly evolving global economy and drive India's industrial transformation, CII Thiruvananthapuram Zone organized the Industry Vision Summit on 27 June around the theme 'Future-Ready MSMEs: Powering India's Industrial Growth'.

Shri P Rajeev, Minister for Industries, Government of Kerala, emphasised the state's strong economic contribution, highlighting that while the state constitutes only 1.16 per cent of India's land area and 2.8 per cent of its population, it contributes nearly 4 per cent to the national GDP. He also noted that Kerala ranks among the top five globally in select sectors and currently holds the ninth position in the national Ease of Doing Business rankings.

The Minister outlined the current economic landscape and presented the state's forward-looking development agenda, calling for continued collaboration with CII to realise these goals. The summit served as a platform for meaningful dialogue between policymakers and Industry leaders, reinforcing the critical role of MSMEs

in shaping a future-ready and competitive industrial ecosystem in Kerala and beyond.

Puducherry Unveils Bold Industrial Vision

On the second Regional Council meeting held on 10 June in Puducherry, Lt Governor K Kailashnathan presented a transformative vision to redefine Puducherry's economic landscape, focusing on marine enterprise, medical excellence, and digital infrastructure. The roadmap aims to position Puducherry as a dynamic hub blending traditional strengths with future-ready industries.

Central to this vision is the development of a 750-acre Karasur Industrial Estate, alongside modernisation of ports and expansion of the airport runway to enhance trade, tourism, and medical travel connectivity. Healthcare ambitions include establishing Puducherry as a premier destination for organ transplants and medical tourism, supported by nine medical colleges and advanced hospitals, with a strong emphasis on sustainable and green development.

Given that 15 per cent of the population depends on fisheries, plans were announced for introducing deep-sea trawlers, a new fish-processing cluster in Karaikal, and upgraded waterfront infrastructure to ensure sustainable livelihoods and boost marine productivity. Complementing these efforts is the proposal for a state-of-the-art IT corridor supported by digital infrastructure, eco-friendly policies, and collaboration with academic and Industry partners to promote entrepreneurship and digital skills.

To accelerate these initiatives, the Lt Governor invited investments across sectors such as AgriTech,

HealthTech, CleanTech, MSMEs, and startups, with a focus on women-led enterprises and impactful CSR programs in education, healthcare, and sanitation. Promises of fast-track approvals and supportive regulatory frameworks were emphasised to create a conducive business environment.

The meeting was chaired by Mr Thomas John Muthoot, Chairman, CII Southern Region and CMD, Muthoot Fincorp Ltd alongside Mr Ravichandran Purushothaman, Deputy Chairman, CII Southern Region and President - Danfoss India, Danfoss Industries Pvt Ltd, and Mr Samir Kamra, Chairman, CII Puducherry and CEO, Kosh Innovations Pvt Ltd. The leadership reaffirmed the importance of regional collaboration and Puducherry's strategic advantages.

Agri Connect Xpo

CII Agri Connect Xpo, held on 14-16 June in Attur, Salem, brought together policymakers, Industry leaders, and grassroots innovators to highlight the future of Indian agriculture, with a focus on empowering small and marginal farmers. Shri Thiru R Rajendran, Minister for Tourism & Sugarcane Development, Government of Tamil Nadu, highlighted the importance of inclusive policies and rural infrastructure in driving agri-sector transformation. He noted the untapped potential in integrating agri-tourism and sugarcane-based industries to create diversified income opportunities for farmers.

Dr R Brindha Devi, District Collector and Magistrate, Salem, showcased effective district-level interventions that have improved farmer livelihoods through technology adoption, digital enablement, and capacity-building initiatives. The conference reinforced the importance of collaborative growth, uniting Government, private sector, and local communities to build resilient and sustainable agri-ecosystems.

CII Madurai Vision 2035

CII Madurai Zone officially launched CII Madurai Vision 2035 on 17 June. It is a bold, future-focused roadmap to shape the long-term development of Madurai and the South Tamil Nadu region. The vision, themed 'pudhu Madurai' (AI – Ancient Intelligence), aspires to position Madurai as an inclusive, sustainable, and innovation-driven hub for Industry, education, and quality of life.

Dr Palanivel Thiaga Rajan, Minister for Information Technology and Digital Services, Government of Tamil Nadu, offered strategic insights on Madurai's potential as a digital and economic growth centre. Mr C Devarajan, Vice Chairman, CII Tamil Nadu and CEO, URC Construction Pvt Ltd, urged the stakeholders to collaborate in realising this shared vision.

The launch event featured two key thematic sessions. The session on 'Reimagining Urban Infrastructure – Smart, Sustainable and Inclusive' deliberated on integrated development models. The session on 'Collaborative Governance for pudhu Madurai' focused on partnership-led transformation. The initiative marks a significant step towards long-term regional revitalisation, with CII catalysing collaboration, innovation, and sustainable growth across South Tamil Nadu.

Business Roundtable with Japanese Delegation

The Government of Telangana and CII Telangana organized a high-level business roundtable with a Japanese delegation led by Mr Kazuhisa Takeuchi, Mayor of Kitakyushu, on 2 June. The discussions focused on exploring partnerships in electronics manufacturing, food processing, circular economy, renewable energy, and mobility & logistics.



(L-R): Senthil Kumar N, Chairman, CII Salem Zonal Council and Chief Operating Officer & Designated Partner, Global Labs & Consultancy Services LLP; Dr M Ramasami, Chairman, CII Agri Connect Xpo 2025 and Chairman Rasi, Seeds Pvt Ltd; Thiru R Rajendran, Minister for Tourism & Tourism Corporation & Sugar, Sugarcane Excise, Sugarcane Development Government of Tamil Nadu; AR Unnikrishnan, Chairman, CII Tamil Nadu State Council and Managing Director - Glass Group, Saint Gobain India Pvt Ltd; Dr R Brindha Devi, District Collector & Magistrate, Salem District, Government of Tamil Nadu; Rajendran Ramasami, Convenor, CII Tamil Nadu Agri Panel and Managing Director, Rasi Seeds Pvt Ltd; Suresh Kannan, Co Convenor, CII Tamil Nadu Agri Panel & Whole Time – Director, Parry Sugars Refinery India Pvt Ltd; P Boopalan, Vice Chairman, CII Salem Zonal Council & Chief Financial Officer, Sambandam Spinning Mills Ltd at Connect Xpo 2025 in Salem

Shri D Sridhar Babu, Minister for IT and Industries, Government of Telangana, highlighted the state's growing industrial ecosystem and commitment to sustainable development. He expressed strong interest in building a strategic partnership with Kitakyushu, aligning shared priorities such as innovation, green energy, and advanced infrastructure.

Key outcomes included the identification of collaboration opportunities in clean technology and investment-led growth. The session reinforced Telangana's position as a preferred destination for Japanese Industry, while laying the groundwork for deeper bilateral engagement.



WESTERN REGION

CII-DGTS Interaction on India-UK FTA

To foster greater awareness and understanding among trade and Industry stakeholders, taxpayers, and departmental officers, CII Western Region, in collaboration with the Mumbai Zonal Unit of the Directorate General of Taxpayer Services (DGTS), organized an interactive session on the topic 'India-UK FTA: Opportunities in Key Sectors' in Mumbai on 19 June.

The session focused on the broader landscape of trade agreements, the salient features and objectives of the India-UK Free Trade Agreement and the key issues it addresses. It also covered the impact of the FTA on various sectors, outlining the potential opportunities and benefits for both India and the UK, along with

discussions on the future roadmap.

The session featured esteemed speakers including Shri Sumit Kumar, Principal Additional Director General, Directorate General of Taxpayer Services, Mumbai Zonal Unit; Mr Anurag Agarwal, Co-Chairman, CII WR Sub-Committee on International Trade and Investment and CEO, Global Exports & New Businesses, B2B verticals, Polycab India Limited and Mr Vikram Kulkarni, Partner, Ernst & Young.

Their insights provided participants with a comprehensive understanding of the strategic implications of the India-UK FTA and the opportunities it presents for cross-border trade and investment. An interactive Q&A session concluded the event, allowing participants to engage directly with the speakers.

WireTech

The second edition of the CII WireTech was organized in Mumbai on 17-19 June, bringing together Industry leaders, policymakers, and technology experts to highlight the pivotal role of the wire and cable sector in powering India's infrastructure, clean energy transition, and digital future. The conference positioned the Industry as a critical enabler of the country's ambitions in renewables, mobility, urban development, and manufacturing.

Shri Radhakrishnan B., CMD, Maharashtra State Power Generation Company Ltd, said that Maharashtra, as India's economic engine, must be powered by a modern and resilient energy ecosystem. Our vision is to double the capacity from 13 GW to over 32 GW by 2035 through a balanced mix of thermal, pumped storage, and 13 GW+ of renewables, he said. The wire



(L-R): Manjit Singh Sethi, Co-Chairman, CII WireTech 2025 and Executive Director, KEC International Ltd; Trinadh Kothapalli, Scientist D/Joint Director, Bureau of Indian Standards; Sunil Chordia, Chairman, CII WireTech 2025 and Chairman and Managing Director, Rajratan Global Wire Ltd; Radhakrishnan B, Chairman & Managing Director, Maharashtra State Power Generation Company Ltd; Anurag Pandey, Co-Chairman, CII WireTech 2025 and Executive-In-Charge, Global Wires India, Tata Steel Ltd and Himanshu Dev, Co-Chairman, CII WireTech 2025 & Managing Director, H D Wire (P) Ltd at CII Wire Tech in Mumbai

and cable Industry is crucial to this journey, enabling solar microgrids and powering industrial corridors as we lead India's energy transition.

Mr Sunil Chordia, Chairman, CII WireTech 2025 and CMD, Rajratan Global Wire Ltd, emphasised the strategic growth outlook. Backed by strong policy support and booming demand from sectors like construction, renewables, EVs, defence, and telecom, the wire and cable Industry is set to grow by 8 per cent year-on-year till 2032.

The event offered a vibrant platform for the global wires, cables, pipes and tubes Industry, drawing exhibitors showcasing cutting-edge materials, machinery, optical-fibre cables, springs, fasteners and more. On the sidelines of the show, a buyer-seller meet was organized to facilitate strategic one-on-one networking between manufacturers, buyers, suppliers, investors and policymakers, enabling targeted partnerships and business development deals. A concurrent show on CII Pipes and Tubes was also held during the event.

Assessing Future Trends in Taxation



Malathi Sridharan, Principal Chief Commissioner of Income Tax, Mumbai at the Annual Tax Conference in Mumbai

The CII Western Region Annual Taxation Conference was held on 13 June in Mumbai to discuss recent developments, best practices, and navigate future trends in the evolving taxation landscape of India.

Ms Malathi Sridharan, Principal Chief Commissioner of Income Tax, Mumbai, highlighted

the transformative reforms undertaken by the Income Tax Department and the efforts to simplify processes and improve taxpayer services. Our aim is to build a tax system grounded in trust. We are committed to encouraging voluntary compliance. We invite taxpayers and Industry leaders to proactively engage with us, share their concerns, and be partners in shaping a transparent and fair tax environment.

The conference provided insights on recent judicial

precedents and their impact on the concerned industries, along with developments in international tax and direct tax codes. It also emphasised the evolving e-invoicing landscape and the need for adopting technology and AI in indirect tax. A dedicated session also explored the impact of data privacy laws on taxation.

Technology-led Transformation and Ecosystem Integration

The 15th edition of the CII Maharashtra Conference on Manufacturing Excellence was held in Aurangabad on 10 June with the theme 'Technology-led Transformation and Ecosystem Integration'. It highlighted Marathwada's growing prominence as a manufacturing hub and Maharashtra's evolving role in India's industrial future. The conference brought together leading voices from across the manufacturing spectrum, from policy champions to plant-floor innovators.

The conference emphasised that digitalisation is no longer optional but critical for survival. It focused on empowering MSMEs, fostering innovation, and enhancing skill development, which are central to Maharashtra's growth strategy.

Stronger collaboration between Industry and Government is essential to build resilient and globally competitive manufacturing ecosystems. CII reaffirmed its commitment to accelerating Maharashtra's manufacturing progress, highlighting Marathwada as a key driver in contributing to India's USD 1 trillion manufacturing goal.



(L-R): Prashant Narwade, Chairman, CII Marathwada Zonal Council and Vice President, Manufacturing, Greaves Cotton Ltd; Vivek Sarwate, Co-Convenor, CII Maharashtra State Panel on Manufacturing 4.0 and Country Business Unit Head, Electrification and Automation, Siemens Ltd; Rishi Kumar Bagla, Chairman, CII Western Region and Chairman & Managing Director, BG Electricals and Electronics India Ltd; Vinayak Pai, Chairman, CII Maharashtra State and Managing Director & CEO, Tata Projects Ltd and Shailesh Joshi, Vice President, Manufacturing Engineering and Vehicle Integration, Ather Energy Ltd at the Conference on Manufacturing Excellence in Aurangabad



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