

Partnership Summit: Technology, Trust, and Trade Navigating the New Geoeconomic Order





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Through wide-ranging discussions, leaders explored economic aspirations of both the country and the state, the imperatives on the path to Viksit Bharat, and the international partnerships required to realise this collective vision.

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We welcome your feedback and suggestions. Do write to us at amita.sarkar@cii.in

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Leaders Convene to Deepen India-UK Trade and Strategic Partnership

The India-UK CETA sets a modern framework to boost trade, investment, and innovation. Industry-led discussions highlighted opportunities in technology, finance, clean energy, infrastructure, and skills mobility. With regulatory alignment and expanded market access, both nations aim to drive sustainable growth, strengthen competitiveness, and foster inclusive prosperity through a forward-looking, business-driven economic partnership.



Prime Minister Shri Narendra Modi and Sir Keir Starmer, Prime Minister of the United Kingdom with Members of India-UK CEOs Forum in Mumbai

The Rt Hon Sir Keir Starmer KCB KC MP, Prime Minister of the United Kingdom, undertook his first official visit to India on 8-9 October in Mumbai. He was accompanied by a high-level ministerial and business delegation, including the Rt Hon Peter Kyle MP, Secretary of State for Business and Trade and President of the Board of Trade; the Rt Hon Douglas Alexander MP, Secretary of State for Scotland; Mr Jason Stockwood, Minister for Investment, and over 125 senior leaders from business, and academia.

This visit followed Prime Minister Narendra Modi's official visit to the United Kingdom in July, during which both sides signed the landmark India-UK Comprehensive Economic and Trade Agreement (CETA), adopted the India-UK Vision 2035, and a Defence Industrial Roadmap, marking a new chapter in bilateral engagement.

During Prime Minister Starmer's visit, CII served as the lead Industry partner, facilitating a series of high-level business interactions, including the India-UK CEOs Forum. A business Plenary Session, and five sectoral roundtables were also held during the visit.

The India-UK CEOs Forum, Co-Chaired by Mr Sunil Bharti Mittal, Founder and Chairman, Bharti Enterprises (India), and Mr Bill Winters, CEO, Standard Chartered (UK), underscored the central role of Industry in translating policy into tangible outcomes. Business leaders welcomed the CETA's forward-looking provisions in areas such as digital trade, Government procurement, and regulatory harmonisation, viewing it as a transformative step towards expanding trade and investment ties.

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Amid the current global instability, this year has been unprecedented in strengthening the stability of India-UK relations. During my visit to the UK in July this year, we signed the Comprehensive Economic and Trade Agreement (CETA). I deeply appreciate and congratulate my friend Prime Minister Starmer for his commitment and vision for this historic achievement. This is not just a trade agreement, but a roadmap for shared progress, prosperity, and people of two of the world's largest economies. Beyond market access, this agreement will empower MSMEs in both countries and create new employment opportunities for millions of young people.

Prime Minister Shri Narendra Modi



It is very much appreciated, noticed, and it is an important statement as we stand here, about our shared commitment to this special relationship. We are building something here, creating a new, modern partnership focused on the future and on winning the opportunities that it offers, and we're doing it together. And that's why we struck the UK-India Comprehensive Economic and Trade Agreement in July. A breakthrough moment, years in the making. Slashing tariffs, increasing access to each other's markets to drive growth and create jobs for our people and making life better in both of our nations.

Sir Keir Starmer, Prime Minister of the United Kingdom

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Forum discussions focused on operationalising the FTA, leveraging complementary strengths in technology, finance, infrastructure, energy, and human capital, and ensuring sustained collaboration through innovation-driven partnerships. Both sides expressed confidence that these efforts would strengthen competitiveness, foster sustainable growth, and generate globally significant outcomes.

Leaders from both countries recognised India's ongoing reforms, which include deregulation, decriminalisation, and policy simplification, that enhance the ease of doing business and provide investment certainty. They emphasised that, unlike earlier trade pacts that saw limited implementation, the India-UK CETA represents a modern, digitally enabled framework designed for real-world business impact through paperless trade and regulatory modernisation.

Discussions also highlighted the synergy between UK's research ecosystem and India's vast STEM talent base. Both sides agreed to fast-track the Innovation Working Group to advance cooperation in AI, fintech, aerospace,

defence manufacturing, biotechnology, and critical mineral processing. Plans for joint incubation centres, startup exchanges, and R&D partnerships were outlined to accelerate technology transfer and co-innovation.

Mobility and skills were another key theme. Leaders from the Indian Industry called for rapid implementation of Mutual Recognition Agreements (MRAs) in professions such as nursing, accountancy, and architecture, and proposed expanding them to other regulated fields like surveying and actuarial sciences. Such frameworks would enhance trust, enable smoother professional movement, and strengthen collaboration in knowledge-intensive sectors.

On energy and sustainability, both countries recognised the synergy between India's focus on commercially viable green systems and the UK's expertise in net-zero technologies. Participants identified opportunities for collaboration in renewable energy, energy transmission, and clean aviation, noting India's rapid airport expansion as a model of effective public-private partnership.



(L - R): Chandrajit Banerjee, Director General, CII; Vikram Doraiswami, High Commissioner of India to UK; Piyush Goyal, Minister of Commerce and Industry, Government of India; Peter Kyle MP, Secretary of State for Business and Trade and President of the Board of Trade, UK; Amardeep Singh Bhatia, Secretary, DPIIT and Harjinder Kang, HM Trade Commissioner for South Asia and British Deputy High Commissioner for Western India, Government of UK at the India-UK Business Plenary Session

The India-UK Business Plenary Session, moderated by Mr Chandrajit Banerjee, Director General, CII, featured keynote addresses by Shri Piyush Goyal, Minister for Commerce and Industry, Government of India, and Rt Hon Peter Kyle, Secretary of State for Business and Trade, UK. Both leaders reaffirmed the strategic importance of the CETA in shaping a future-oriented partnership built on trust, transparency, and inclusivity. Five sectoral roundtables were convened on advanced manufacturing; science, technology & innovation; consumer goods, food & drink; construction, infrastructure

& green energy and financial & professional services. CII took the lead on the sessions – science, technology & innovation; and construction, infra & green energy. The discussions reaffirmed shared priorities such as clean energy transition, sustainable infrastructure, skills & research collaboration, and access to catalytic finance. Participants emphasised that active business engagement and regulatory alignment will be critical to realising the agreement's full potential.

KEY TAKEAWAYS

- The India-UK CETA is poised to enhance GDP, stimulate long-term investments, and advance sustainable economic growth
- The agreement expands market access, streamlines customs, and promotes cooperation in green and digital transitions
- Tariff reductions and simplified logistics will enable UK's participation in India's infrastructure initiatives, smart cities, transport, and housing, and allow Indian firms access to UK procurement markets
- Collaboration in academia, vocational training, and R&D will deepen through mutual recognition of qualifications and smoother professional mobility
- UK companies expressed strong interest in India's Carbon Capture, Utilisation and Storage (CCUS) Mission, exploring joint investment opportunities
- Direct air links between major cities are already boosting trade, tourism, and business connectivity
- The CETA's mobility provisions, supported by the Double Contribution Convention, will enable cost-effective and predictable movement of professionals
- Enhanced cooperation across AI, fintech, clean energy, genomics, cybersecurity, and advanced manufacturing will benefit both large corporations and MSMEs
- Harmonised regulations in healthcare and digital sectors will reduce compliance burdens and open new opportunities for SMEs.

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This landmark FTA, 22 years in the making, saw defining progress in the last 2-3 years. Beyond tariffs, FTAs build trust, stability, and a long-term foundation for collaboration. We seek your support to simplify tariff processes.

Our goal is to transform the ease of doing business. India is advancing bold reforms - decriminalising laws, cutting paperwork, and reducing bureaucracy.

Piyush Goyal

Minister for Commerce and Industry, Government of India



In an era of disruption, the India-UK partnership stands for stability, creativity, and shared purpose. Our collaboration now goes beyond trade negotiations into collaboration in business, research, innovation and the creative industries. Together, we're building frameworks that empower people and unlock new opportunities for growth.

Peter Kyle

Secretary of State for Business and Trade, UK

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Partnership Summit - Technology, Trust, and Trade: Navigating the New Geoeconomic Order

The 30th Partnership Summit, held on 14-15 November, in Visakhapatnam placed Andhra Pradesh firmly in the global spotlight. It brought together a larger-than-life congregation of ministers, global heads, innovators, Industry leaders, and thinkers. Shri Piyush Goyal, Minister for Commerce and Industry, Government of India,

was the Summit Co-Chair, while Shri N. Chandrababu Naidu, Chief Minister of Andhra Pradesh, was the Host Co-Chair. The event was jointly organised by the Government of Andhra Pradesh, the Ministry of Commerce and Industry, Government of India, and CII.

Through wide-ranging discussions, leaders explored economic aspirations of both the country and the state, the imperatives on the path to Viksit Bharat, and the international partnerships required to realise this collective vision.



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Together, we have strengthened e-governance, built world-class digital infrastructure, and created systems that reduce costs, increase transparency, and make doing business easier than ever. These achievements have elevated our nation to a trusted global trade partner, where technology and commerce work in harmony. We are now a knowledge-powered economy, and you are at the heart of this evolution.

C P Radhakrishnan, Vice President of India

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Right Time to Invest in the Fastest-growing Economy: Vice President Radhakrishnan at CII Partnership Summit

This is the right time to invest in India, the world's fastest-growing major economy, Shri C P Radhakrishnan, Vice President of India, said, highlighting the pan-India wave of conducive reforms across all sectors announced by the Government. The Vice President said at the inaugural session of the 30th edition of the CII Partnership Summit in Visakhapatnam, Andhra Pradesh, themed 'Technology, Trust, and Trade – Navigating the New Geoeconomic Order'. He noted that India's ease of doing business is set to become one of the best globally, driven by ongoing reforms in labour, taxation, and infrastructure.

Elaborating on India's strengths, Vice President Radhakrishnan said that India has emerged as a

knowledge-driven economy by seamlessly integrating technology with commerce.

Echoing the growth momentum Shri Piyush Goyal, Minister for Commerce and Industry, Government of

KEY HIGHLIGHTS

- Attended by 30 Ministers from different countries
- Over 67 sessions
- 3000 delegates
- Over 650 international delegates
- 60 countries participated
- 700 B2B sessions
- Several MoUs

(L-R): Rajiv Memani, President, CII; Dr Pemmasani Chandra Sekhar, Minister of State, Rural Dev & Communications, Government of India; Piyush Goyal, Minister for Commerce and Industry, Government of India; Syed Abdul Nazeer, Governor of Andhra Pradesh; C P Radhakrishnan, Vice President of India; N Chandrababu Naidu, Chief Minister, Andhra Pradesh; Kinjarapu Rammohan Naidu, Minister Civil Aviation, Government of India; Bhupathi Raju Srinivasa Varma, Minister of State for Heavy Industries and Steel, Government of India; Nara Lokesh, Minister for Human Resources Development, IT Electronics & Communication, RTG, Government of Andhra Pradesh; Nadendla Manohar, Minister of Civil Supplies, Food & Consumer Affairs, Government of Andhra Pradesh and Sanjiv Bajaj, Chairman & Managing Director, Bajaj Finserv Ltd at the Inaugural Session of the 30th CII Partnership Summit in Visakhapatnam



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The world is at an inflexion point where technology and sustainability are reshaping economies and where collaboration, not competition, will define progress. With delegates from over 45 countries and representation from leading multilateral organizations, this summit truly reflects the spirit of global cooperation.

Syed Abdul Nazeer, Governor of Andhra Pradesh

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India, said India's rise will benefit the world, and the journey towards a Viksit Bharat will be driven by three pillars of technology, trust through righteousness, and trade through capability. Minister Goyal added that as India positions itself as a consistent and principled partner, trust is reinforced through righteousness, practicing “Vasudhaiva Kutumbakam,”

India's trade last year tells a remarkable story, with exports crossing USD 825 billion despite global headwinds, and rising FDI flows a testament to investors' trust in India. India is advancing FTAs with the UK, the EFTA bloc, bringing USD 100 billion in FDI and 1 million direct jobs, he said. Predictability is ensured through sustained reforms, including the removal of compliances and next-generation GST reforms, enhancing ease of doing business, giving rise to consumer spending.

In technology, the scale and speed, and a deep pool of talent and skill, is reflected in Digital Public Infrastructure serving 1.4 billion Indians; UPI accounting for half of global digital payments; Aadhaar as a national digital

ID; a growing semiconductor ecosystem with USD 30 billion in investment, rapid advances in AI and 250 GW of installed power capacity from renewable sources.

Shri Syed Abdul Nazeer, Governor of Andhra Pradesh, said that Make-in-India has been a pivotal step to facilitate investment, foster innovation, enhance skill development, protect intellectual property, and build best-in-class manufacturing infrastructure, making India the focus of global attention. Talking about Andhra Pradesh, he said that the State has set its sights on becoming a future-ready, innovation-driven State. “From IT and advanced manufacturing to quantum technologies and green hydrogen, Andhra Pradesh is emerging as a trusted partner in India's growth story and a key player in the global transition to a sustainable future,” the Governor added.

Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh, urged the 62 countries present at the summit to invest in India, and in turn, India, along with these countries, invests in different countries, thus creating the biggest harmony that can be established. Amidst



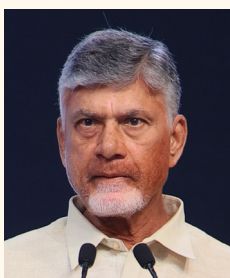
(L-R): Chandrajit Banerjee; Armida Salsiah Alisjahbana, Executive Secretary, UN Economic and Social Commission and Under-Secretary General, United Nations; John Michael Tzoun Sao Yeung Sik Yuen, Minister of Commerce and Consumer Protection, Mauritius; Gevorg Papoyan, Minister of Economy, Armenia; Dr Ngozi Okonjo-Iweala, Director-General, World Trade Organization; Piyush Goyal; N Chandrababu Naidu; K Shanmugam, Coordinating Minister for National Security and Minister for Home Affairs, Singapore; Maninder Sidhu, Minister of International Trade, Canada; Anil Kumar Sinha, Minister for Industry, Commerce and Supplies, Nepal; Rui Migueis de Oliveira, Minister of Commerce and Industry of the Republic of Angola; Héctor José Silva Hernández, Minister of People's Power for Ecological Mining Development of Venezuela and Rajiv Memani

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For global peace, stability and prosperity, we must become self-reliant. In the next five years, we plan to double our clean energy to 500 gigawatts, one of the fastest ramp-ups witnessed anywhere in the world. To our international partners, India offers not just a market, but a partnership for shared prosperity.

Piyush Goyal, Minister for Commerce & Industry,
Government of India



To accelerate industrial innovation, Andhra Pradesh is nurturing a robust start-up ecosystem, integrated with our universities and industrial clusters. The Andhra Pradesh Innovation Mission is supporting entrepreneurs in sectors such as deep-tech, MedTech, AgriTech and EV technology. We are also leveraging artificial intelligence, Internet of Things and data analytics to strengthen governance, logistics and Industry operations. Our young workforce is talented, disciplined, and multilingual; it is one of our greatest assets.

N Chandrababu Naidu, Chief Minister of Andhra Pradesh

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current geopolitical situations, this harmony amongst countries is what will bring together all: developed countries and developing countries; big countries and small countries.

Adding to how the state of Andhra Pradesh is shaping up as an attractive investment destination, Shri N Chandrababu Naidu urged investors to come, do business, and contribute to the economy. From deep technologies, data centres, and Artificial Intelligence to agriculture, horticulture, rare-earth minerals, and tourism,

the Chief Minister said that the State Government is bullish about business flourishing in the State through real-time clearances and incentives such as an escrow account and a sovereign guarantee.

Several examples of how India is growing were shared by the representatives from the Union Government. The Shri Kinjarapu Rammohan Naidu, Minister of Civil Aviation, Government of India, said Andhra Pradesh is India's innovation frontier; a gateway to growth in speed and in spirit. India is the third-largest domestic aviation



(L-R): Dr Rodney Riviere, Cluster Coordinator Private Sector Development- Skilling and TVET, GIZ; Dr Edith N. Nordmann, LL.M, Managing Partner, ACG International and Chairman, Netherlands India Chamber of Commerce and Trade; Rajiv Memani; Todd McClay, Minister for Trade and Investment, Minister for Agriculture and Forestry and Associate Minister for Foreign Affairs, New Zealand; N Chandrababu Naidu; Chandrajit Banerjee; Jodi McKay, Director, Australia-India CEO Forum Business Council of Australia; Dr Suchitra K Ella, Vice President, CII and Richard Rossow, Senior Adviser & Chair, India & Emerging Asia Economics Center for Strategic & International Studies, USA at the Valedictory Session

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While reimagining the future of airports, we are now working towards classifying them as mega or large airports, medium airports and small-scale airports. Once the category is defined, it becomes easier to determine the land and infrastructure required for each, ensuring smarter and more efficient planning. - Kinjarapu Rammohan Naidu, Hon'ble Minister for Civil Aviation, Government of India.

Kinjarapu Rammohan Naidu, Minister of Civil Aviation, Government of India



Under the current leadership, we have made great investments in roads, ports, airports, and digital public infrastructure, creating connectivity at unprecedented speed. We transformed Hyderabad into an IT capital, Vizag into an industrial and fintech city, Anantapur into an automobile hub, and Tirupati into an electronics & mobile manufacturing hub. We brought future-focused initiatives like Genome Valley, creating jobs and global confidence. Andhra Pradesh offers what global investors see, from pharmaceuticals to fintech, from agriculture to aerospace. Andhra Pradesh is where India's sectoral strengths concentrate.

Dr Pemmasani Chandra Sekhar, Minister of State, Rural Development & Communications, Government of India



Andhra Pradesh has made significant strides in creating a business-friendly ecosystem, driving innovation and promoting sustainable development. The State focuses on ease of doing business, progressive industrial policies, infrastructure development, and skill enhancement, which have made it an attractive destination for investors. A strong central vision and dynamic State leadership have positioned Andhra Pradesh at an unparalleled advantage. I invite all industrial leaders and delegates to explore the immense potential this State holds for sustainable industrial growth.

Bhupathi Raju Srinivasa Varma, Minister of State for Heavy Industries and Steel, Government of India

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market, opening a new airport every 50 days. Andhra is creating a logistics and aviation hub, expanding Drone City, enabling new inventions, and positioning itself as the sunrise state.

“Investing in India offers the opportunity to tap into the world's fastest-growing middle class, which is set to reshape the world. The 21st century belongs to Asia, powered by India's rise. Andhra Pradesh is a state

where sectoral strengths converge, and the State is eager for investments.”, mentioned Dr Pemmasani Chandra Sekhar, Minister of State, Rural Development & Communications, Government of India.

“India is on track to become the third-largest economy. The Government of India is committed to Andhra Pradesh's growth and recognises the State as a key growth engine, since AP offers a business-friendly

KEY TAKEAWAYS: INTERNATIONAL

During the Summit, several nations expressed keen interest in deepening economic ties with India:

- a) Angola was eager to replicate India's digital public infrastructure model, opening avenues for Indian investments in logistics, energy, renewables, agriculture modernization, pharma, and healthcare.
- b) Armenia positioned itself as a strategic bridge between Asia and Europe, inviting Indian investments in logistics, renewables, high-tech industries, agritech, and tourism.
- c) Canada sought to leverage its natural resources and innovation ecosystem by partnering with India in AI, energy, critical minerals, ports infrastructure, and agriculture.
- d) Mauritius, with cumulative Indian FDI of USD 180 billion since 2000, is focusing on ocean economy, food security, green transition, and digital innovation, creating new opportunities for Indian businesses.
- e) Nepal is prioritizing IT exports, BPO, e-commerce, and fintech, alongside tourism development.
- f) Singapore is collaborating with Andhra Pradesh on urban governance, human resource development, and sustainable economic growth, aligned with the state's Swarna Andhra Pradesh@2047 vision.
- g) Venezuela invited Indian participation in energy diversification and digital transformation, highlighting India's catalytic role in the Asia-Pacific green energy transition.

ecosystem, ease of doing business, infrastructure development, and skill development", said Shri Bhupathi Raju Srinivasa Varma, Minister of State for Heavy Industries and Steel, Government of India.

Andhra Pradesh in the Spotlight

The Summit spotlighted Andhra Pradesh as one of India's most dynamic state economies, attracting investments in space technology, electronics manufacturing, aerospace, drone tech, defence, and robotics. The state's bold initiatives include:

- **Quantum Valley:** Plans to manufacture quantum computers within two years, positioning Andhra Pradesh at the forefront of next-gen computing.
- **Green Energy Leadership:** Large-scale projects in green hydrogen and green ammonia, feeding into green data centers to support India's digital sovereignty.
- **Tourism Development:** Investment opportunities in Buddhist trails, temple circuits, handicraft experience centers, cruises, and homestays.
- **Entrepreneurship Mission:** The 'One Family, One Entrepreneur' initiative and the Ratan Tata Innovation Hub with five spokes to nurture startups and innovation.

- **Drone Taxis:** Plans to introduce drone-based urban mobility within two years.
- **Traditional Sectors:** Enhanced opportunities in agriculture, dairy, horticulture, aquaculture, food processing, rare earth mining, healthcare, and wellness services.

To bolster investor confidence, the state is working on escrow accounts backed by sovereign guarantees. Andhra Pradesh has set an ambitious target of attracting USD 1 trillion in investments, with half expected in the next three years. By 2047, the state envisions a USD 2.4 trillion economy with a per capita SGDP of USD 42,000 per annum.

A landmark announcement at the Summit was the USD 15 billion Google AI Hub in Visakhapatnam, the largest outside the US, which will significantly advance India's quest for digital sovereignty.

The 30th CII Partnership Summit reaffirmed India's role as a driver of global growth and innovation. By leveraging technology, trust, and trade, India is not only shaping its own destiny but also contributing to a more inclusive and sustainable global economic order. The commitments made at the Summit, both at the national and state levels, signal a future of unprecedented opportunities for businesses, investors, and innovators worldwide.

PUBLICATIONS LAUNCHED

Is India ready for Agentic AI?

During the session on “AI and the Future of Jobs: Turning Disruption into Opportunity” at the 30th Partnership Summit, the launch of the CII-EY report titled “AI: Is India ready for Agentic AI?” garnered significant attention. The report, unveiled amidst the discussions, explores India’s preparedness to harness the transformative potential of advanced AI technologies. Agentic AI promises to provide an infinite cohort of zero cost digital workers who will change the way we do business.

This report highlights that 47 percent of Indian enterprises now have multiple AI use cases in production, and three out of four business leaders see AI as critical to their organisation’s future. The report also notes that India is leading the world in the development of Small Language Models that are faster, cost-effective, and better suited to India’s multilingual and compliance-driven environment. It stresses that the rise of Agentic AI could redefine work itself, turning AI into an infinite digital workforce that complements human creativity and judgement.

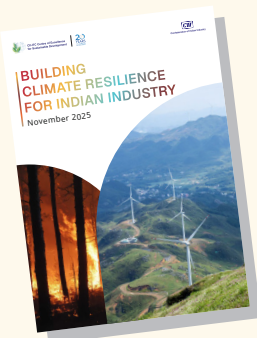
Compendium on Accelerating Progress in Aspirational Districts

The Compendium showcases 20 impactful CSR case studies undertaken by Indian industry across various sectors in Aspirational Districts. These initiatives span diverse areas, including innovative healthcare, skill development, sustainable livelihoods, education, water resource management, and rural electrification, all contributing to inclusive growth and the achievement of the SDGs. The implementation approach relied on collaborative partnerships with government agencies and NGOs, which helped strengthen outcomes despite challenges such as infrastructure gaps, connectivity limitations, complex administrative procedures, and community engagement barriers. The study indicates that sustained progress will require integrated strategies, stronger community ownership, regulatory simplification, and enhanced multi-stakeholder collaboration to ensure that no district or citizen is left behind.

Disaster Resilience Framework for Eluru and West Godavari districts, Andhra Pradesh

This study synthesises key findings and actionable recommendations for strengthening Disaster Risk Reduction (DRR) and enhancing resilience in the districts of Eluru and West Godavari, Andhra Pradesh. Both districts face recurring challenges from seasonal floods and cyclones, compounded by infrastructural gaps, socio-economic vulnerabilities, and environmental degradation. The analysis draws on on-ground consultations, government inputs, and community insights.

The report recommends conducting comprehensive hazard, risk, and vulnerability assessments at the district level. Stakeholder feedback suggests that effective implementation will require investments in data infrastructure, improved early-warning systems, and structural retrofitting. The policy environment can be further strengthened to build long-term resilience. To address residual risks, the study highlights the need for robust risk-transfer mechanisms, community training programmes, and stronger inter-agency coordination.



Building Climate Resilience for Indian Industry

As industries face mounting threats to everyday operations and business continuity due to climate change, adaptation has become a strategic imperative for long-term sustainability and profitability. To support the integration of physical risk assessments and adaptation measures into core business operations, a “Physical Climate Risk Assessment Framework (PCRAF)” was developed as a unified tool, drawing on the IPCC AR5 framework and applied across three sectors in three Indian states. The tool generates site-level climate risk scores and provides sector-specific recommendations for adaptation actions. Designed to align with regional and sectoral contexts, PCRAF enables resilient infrastructure planning and more informed investment decisions, thereby strengthening overall climate resilience.



Assessing the Impact of ESG Standards Alignment on Sustainable Finance in India

Over the past decade, sustainable finance has shifted from a niche idea to a core component of global capital markets, with ESG-linked investments expected to surpass USD 40 trillion by 2030. As investors increasingly integrate ESG considerations into decision-making, consistent and comparable disclosures have become essential for directing capital toward sustainable growth.

In India, SEBI’s Business Responsibility and Sustainability Report (BRSR) and BRSR Core mark significant steps toward a unified disclosure framework, though alignment with global standards such as IFRS S1 and S2 remains limited. This report evaluates the degree of convergence between BRSR and IFRS, identifies key gaps, and offers targeted recommendations. The analysis draws on a structured gap assessment, global best practices, and stakeholder consultations to propose enhancements that improve materiality, sector specificity, and overall decision-usefulness of ESG disclosures in India.

GLIMPSES



QUOTES

OVERSEAS MINISTERS



Economic diversification and modernisation are the tools that will lead us towards a stronger global order. India has emerged as our preferred partner in this modernisation

journey, a partnership built on mutual trust and respect for national institutions. Our collaboration has made one thing clear: to succeed in today's geopolitical landscape, we must leapfrog traditional development challenges through the power of digital technology.

Rui Miguel de Oliveira, Minister of Commerce and Industry of the Republic of Angola



The economies of India and Canada naturally complement each other. Canada can provide natural resources such as energy, along with innovation, to help power India's growth.

By working together, government and industry, we can continue this positive momentum. Ultimately, it is our businesses that will drive this partnership forward and elevate our relationship to new heights.

Maninder Sidhu, Minister of International Trade, Canada



African manufacturing is expanding through Indian investment, and Africa's young talent is gaining from India's wealth of experience, which is supported by Mauritius' regional strengths in infrastructure, education, and finance. Our trust has been built over decades of partnership with India. We are now working with CII and partner countries to explore the creation of a Mauritius-India-Africa Business Innovation Forum, a permanent platform to transform today's ideas into tomorrow's projects.

John Michaël Tzoun Sao Yeung Sik Yuen, Minister of Commerce and Consumer Protection, Mauritius



Armenia highly values its longstanding friendship with India, a nation that continues to demonstrate visionary leadership and impressive economic dynamism. India's

achievements in innovation, digital technology, and inclusive development are a source of inspiration for many countries, including Armenia. We are confident that this summit in India, a country that embodies growth through partnership, will generate new ideas, promote sustainable collaboration, and create lasting opportunities for all participants.

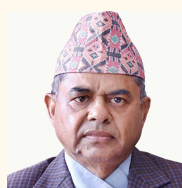
Gevorg Papoyan, Minister of Economy, Armenia



For New Zealand, WTO rules and the international trading system are the foundations of trust, creating a predictable environment where businesses can plan with confidence. They promote fairness and give

every nation a stake in shared prosperity, enabling our economies to take risks, innovate, and enter new markets. Our trade agreements have safeguarded supply chains and reduced economic vulnerabilities. These frameworks allow us to partner with trust and transparency, build durable economic relationships, and reinforce the belief that cooperation drives progress.

Todd McClay, Minister for Trade & Investment and Agriculture & Forestry, and Associate Minister for Foreign Affairs, New Zealand



India is Nepal's largest trading partner and the main transit-providing country for trade access with other countries. India-Nepal partnership drives

sustainable growth, innovation, technology transfer, and prosperity in our region.

Anil Kumar Sinha, Minister for Industry, Commerce and Supplies, Nepal



We have put in place a wide-ranging and comprehensive strategic partnership between the two countries. The India-Singapore Ministerial Roundtable and the India-

Singapore Business Roundtable are the structural mechanisms that underpin our cooperation in many areas, including sustainability, digitalisation, skills development, connectivity, healthcare, medicine, and advanced manufacturing. Our people-to-people and business-to-business ties are long-standing and extremely strong. Many Singaporeans have deep roots in India, and many Singaporean companies are investing in India and doing good business with Indian partners and vice versa.

K Shanmugam, Coordinating Minister for National Security and Minister for Home Affairs, Singapore



The Indian economy continues to grow due to robust domestic demand and sustained capital investment. With cutting-edge technologies in smart cities and high-speed

rail, India constructs corridors of commerce that link its billion-dollar aspiration to the world market. In the digital frontier, India has emerged as a global leader. The Digital India campaign, propelled by government-led reforms in data governance and broadband expansion, has democratized access to technology for millions.

Armida Salsiah Alisjahbana, Executive Secretary, UN Economic and Social Commission and Under-Secretary-General, UN



Venezuela represents a key player in the global mining Industry, ranking among the top countries in minerals essential for the energy transition. We have nickel, iron, bauxite, and coal in huge quantities. We are confident that cooperation with India will continue to strengthen, taking advantage of opportunities to expand technical and productive capacities and foster technological enterprises within the industrial space.

Héctor José Silva Hernández, Minister of People's Power for Ecological Mining Development of Venezuela



We have the opportunity to reform trade through changes in supply chains, green valleys, and digital accessibility. India is already a pioneer in such initiatives. Let us all work

together to improve and strengthen the global trading system that has largely delivered a lot to the world and should deliver more for developing countries.

Dr Ngozi Okonjo-Iweala, Director-General, World Trade Organization



As you may know, over the past decade, ASEAN and dialogue partners have made remarkable progress in transforming the regional economy through trade

openness, investment, facilitation, and regional integration. The evidence of partnership has been highlighted in a good result through South-South Cooperation and Greater Mekong Subregion Cooperation, which is fostering sustainable growth and shared prosperity among developing countries.

Penn Sovicheat, Vice Minister, Ministry of Commerce, Cambodia



The title of this session, Gateway to Growth, resonates deeply with Myanmar. It reflects our national vision to serve as a dynamic land bridge connecting to the great

economic engine of South Asia and Southeast Asia. By both geography and spirit, Myanmar stands as a crossroad of continental connectivity. Being a gateway is not defined by location alone. It must be realised through a visionary, sustainable, mutually beneficial, and prosperous partnership. Myanmar-India economic partnership is rooted in history, culture, and trust.

Minn Minn, Deputy Minister, Ministry of Commerce, Myanmar



Mozambique is a young nation in terms of country, but with a huge and ancient history of trade with many countries, like India. Today, Mozambique possess a very key position in

East Africa and is a port of entry for more than six countries, including South Africa, Eswatini, Zimbabwe, Zambia, Malawi, and the DRC.

António Grispós, Secretary of State for Trade, Mozambique



Russia and India have maintained friendly relations grounded in mutual respect and trust. India remains one of our most reliable trade partners, and our trade

turnover has increased sevenfold over the past five years. We bring services, training, and expertise that are essential for the future, along with best practices that support the long-term success of our partnership. These efforts align with the national strategies we have put in place, further strengthening our cooperation.

Alexey Gruzdev, Deputy Minister of Industry and Trade, Russia



To strengthen the trade relationships, we can begin by considering an MoU that enables talent development and promotes business between India and Mexico.

Such a partnership can pave the way for deeper collaboration in advanced manufacturing and strengthen economic ties between our regions.

Esau Garza de Vaga, Minister of Economy of the State of Aguascalientes, Mexico

GOVERNMENT OF ANDHRA PRADESH



We live in a fast-changing world where markets, regulations and technology keep evolving. I have met thousands of investors and corporates in the last few

years, and the single most important requirement for a company is speed. They expect the same speed from the government. This speed needs to be a mission. We need to grant land permits, approvals, and incentives at the speed at which the project can take off and serve the markets.

Nara Lokesh, Minister for Human Resources Development, IT Electronics & Communication, and RTG, Government of Andhra Pradesh



Our clean energy journey is driven by the Swarna Andhra Pradesh 2047 vision set by our state government. Our goal is to transform the state into a hub for green energy while

building a future-ready workforce and a vibrant innovation ecosystem. With our long coastline, strong renewable energy potential, robust port infrastructure, and progressive policy environment, we have already made significant progress toward this goal.

Gottipati Ravi Kumar, Minister of Energy, Government of Andhra Pradesh



I say this with absolute confidence that Andhra Pradesh is ready to execute if you are ready to invest. We already possess a long and strategically vital

coastline, three world-class industrial corridors, and well-developed industrial parks. We have the capability, the talent and the leadership to deliver outcomes at speed and at scale. What we seek today are partners who share this commitment, partners who believe in rapid execution, large-scale transformation and bold industrial growth. Together, let us ensure that this summit is not just an event, but the starting point of a new industrial decade for Andhra Pradesh. A decade that will redefine opportunity, accelerate development, and establish AP as a powerhouse of India's economic future.

T G Bharath, Minister of Industries & Commerce and Food Processing, Government of Andhra Pradesh



We have launched the Ratan Tata Innovation Hub (RTIH) to offer comprehensive guidance at all stages. For new entrepreneurs, we are developing a start-up

ecosystem with leading corporates. For budding ones, we will organize hackathons that connect universities, students, and create opportunities for idea development. Any aspiring entrepreneur with a startup or an IPR will access a virtual funding mechanism through this initiative. Kondapalli Srinivas, Minister of MSME, SERP, NRI Empowerment & Relations, Government of Andhra Pradesh.

Kondapalli Srinivas, Minister of MSME, SERP, NRI Empowerment & Relations, Government of Andhra Pradesh



Andhra Pradesh, long recognised as a maritime capital and symbol of industrial strength, is charting a visionary path to reduce India's logistics costs and power manufacturing

with world-class infrastructure. Boasting a 1053 km coastline, the state naturally positions itself as a key maritime anchor on India's east coast, offering unmatched trade, investment, and employment potential.

B C Janardhan Reddy, Minister for Roads & Buildings, Infrastructure & Investment, Government of Andhra Pradesh



We stand here to reiterate that our alliance will support everything the state does, as we take the momentum built by early entrepreneurs of Andhra Pradesh even further.

As we move ahead, we ask all of you to continue inspiring the youth of our great nation, giving them the platform to innovate and become the next generation of entrepreneurs. Andhra Pradesh will always encourage, motivate and stand committed to the Industry.

Nadendla Manohar, Minister of Civil Supplies, Food & Consumer Affairs, Government of Andhra Pradesh



The world is changing before our eyes, with growth now geographically dispersed and strategically distributed. Under the guidance of visionary leaders, India is building

resilient global value chains, expanding high-quality FTAs and leading the world in digital public infrastructure as we advance towards Viksit Bharat by 2047.

Payyavula Keshav, Minister of Finance, Planning, Commercial Taxes and Legislative Affairs, Government of Andhra Pradesh



Our vision with Amravati is very clear. We are building an inclusive people-centric capital that is economically viable, environmentally sustainable and equipped with world-class info

to create opportunities for generations to come. Connectivity is one of the guiding philosophies behind the development of Amravati. The capital city will be intersected by 9 National highways, passing directly through Amravati and connecting it to other cities. We intend to position ourselves as the new gateway to India.

Ponguru Narayana, Minister of Municipal Administration and Urban Development & Urban Housing, Government of Andhra Pradesh



Andhra Pradesh is fully aligned with India's national vision for Net Zero emissions. Through the Swarna Andhra Pradesh initiative, we have developed our own roadmap,

committing to achieving net-zero emissions by 2047. Green hydrogen is central to this transition, especially for decarbonising sectors such as steel, fertilisers, refining, and coal transportation. It has emerged as a versatile and powerful tool in our decarbonisation journey.

K Vijayanand, Chief Secretary, Government of Andhra Pradesh



This sunrise city on the shores of the mighty Bay of Bengal is not just hosting a summit, it is showcasing the true potential of Andhra Pradesh. Growth may be driven by investment,

but prosperity is defined by human connection and lived experience. The future belongs to tourism, a genuine game changer under the guidance of our visionary leaders.

Kandula Durgesh, Minister for Tourism, Culture & Cinematography, Government of Andhra Pradesh



Andhra Pradesh is advancing at a remarkable pace under the guidance of visionary leaders, setting new benchmarks for inclusive growth and progress. The dynamic vision

of the government breaks down barriers and creates opportunities, empowering women, girl child and transgender individuals through transformative initiatives like the Shri Sakthi scheme that champions safety and freedom. Andhra Pradesh is not only transforming its economy but also earning nationwide admiration as a model of development, innovation, and social empowerment.

Gummadi Sandhya Rani, Minister of Women and Child Welfare, Government of Andhra Pradesh

INDUSTRY LEADERS



India is the fastest-growing economy, resilient and resolute in every measure. States like Andhra Pradesh lead with vision and innovation, earning global trust and investments.

Our focus remains clear: that as a nation, we need to create an ecosystem where innovation thrives, investment flows, and opportunities multiply. By building bridges of technology, trust and trade, we are shaping a future of shared prosperity and enduring partnership.

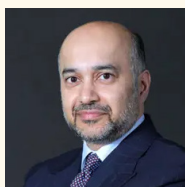
Rajiv Memani, President, CII



India's path to becoming a developed nation is anchored in self-sustaining growth driven by two powerful pillars – energy and manufacturing. She noted that 'Aatmanirbharta' is

not about isolation, but partnership, innovation, and shared growth. India stands ready to work with the world to co-create solutions, strengthen value chains, and build a resilient global future, where prosperity is shared and sustainable, she added.

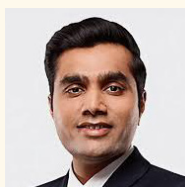
Dr Suchitra K Ella, Vice President, CII



Andhra Pradesh is going to drive key industrial sectors that will drive manufacturing in India, including shipbuilding. Vizag has a tremendous ecosystem and a deep

knowledge base in shipbuilding. This is a key enabler to create a large new shipbuilding complex, which will be a growth driver for the Indian Industry.

Amit Kalyani, Vice Chairman & Joint Managing Director, Bharat Forge Ltd



While Andhra Pradesh is the eastern gateway of India to the world, geography alone does not create history; vision does. The State Government's focus on speed of doing

business, skilling, digital infrastructure, and new age industries is turning Andhra Pradesh into the fastest-moving startup State.

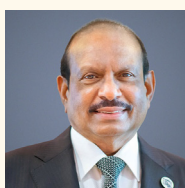
Karan Adani, Managing Director, Adani Ports & SEZ Ltd



India is well on its way to realising the ambitious vision of Viksit Bharat 2047, powered by manufacturing, services, and access to many new markets under the many free

trade deals. "In this vision, Andhra Pradesh has a very special part to play. With its strategic location, Andhra is one of the most attractive investment destinations in India today, supported by a dynamic vision and strong governance.

Sudarshan Venu, CMD, TVS Motor Company



Andhra Pradesh is boldly reshaping its future with visionary projects that promise to create thousands of jobs and drive economic growth.

The state has a major role to play in India's journey to becoming a global economic powerhouse.

Yusuf Ali, CMD, Lulu Group International



CM Naidu championed India's first greenfield airport in Hyderabad, which became an economic catalyst and transformed Hyderabad into a global IT hub. History is now

repeating itself with Vizag set to become the economic capital of the east.

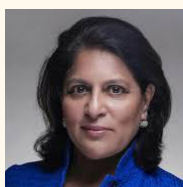
G M Rao, Group Chairman, GMR Group



Andhra Pradesh is a strategic growth engine for India with its nearly 1,000 km coastline, robust infrastructure, and proactive governance. It has emerged as a gateway for

trade, technology, and digital and tech innovation, and underlined the need to empower and skill the youth.

Sanjiv Bajaj, Past President, CII and CMD, Bajaj Finserv Ltd



The State has made remarkable strides in healthcare with its focus on improving healthcare indicators, expanding medical education, and leveraging tech for

rural outreach. As we look ahead, the demand for advanced healthcare, infrastructure, and specialised services is only going to grow.

Shobana Kamineni, Promotor Director, Apollo Hospitals Enterprise Limited & Executive Chairperson, Apollo Health Co. Ltd



The CII Partnership Summit is a powerful platform to share ideas and shape what's next for India and the world. We are delighted to witness strong participation from Governments

and a distinguished set of delegates.

Chandrajit Banerjee, Director General, CII

IREE Sets the Tracks for a Viksit Bharat

IREE and IRC celebrated the momentum with which the country is progressing towards Viksit Bharat. The conference and exhibition highlighted the new facets of technology and innovation steadily transforming Indian Railways.

India's railways have always been more than just a mode of transport, they have been the pulse of national progress, connecting people, economies, and aspirations. What was once seen as a legacy system has, over the past decade, become a symbol of technological ambition and collective purpose, the steel arteries of a new India in motion.

This story reached a powerful new chapter at the CII International Rail Conference (IRC) 2025, held alongside the 16th International Railway Equipment Exhibition (IREE) in New Delhi. Over two days, the conference became more than an exchange of ideas on vision, innovation, and partnership that are propelling India's

HIGHLIGHTS

- Exhibition spread across 40,000 sq mtrs
- 450 exhibitors from 15 countries
- More than 30,000 business visitors
- 1500 B2B meetings
- 37 LOI's signed



Inauguration of IREE by Ashwini Vaishnaw, Minister of Railways, Information & Broadcasting and Electronics & Information Technology, Government of India in New Delhi

“



We have kept a target of about 7000 km high speed rail corridors to be constructed by 2047, with most of these dedicated passenger corridors designed for speeds of up to 350 km per hour.

Ashwini Vaishnaw, Minister of Railways, Information & Broadcasting, Electronics & Information Technology, Government of India

”

railways toward the larger national aspiration of Viksit Bharat@2047.

The gathering drew senior policymakers, global experts, Industry captains, small and medium enterprises, startups, and students, all united by a single question: what will it take to build the world's most advanced, sustainable, and inclusive rail system?

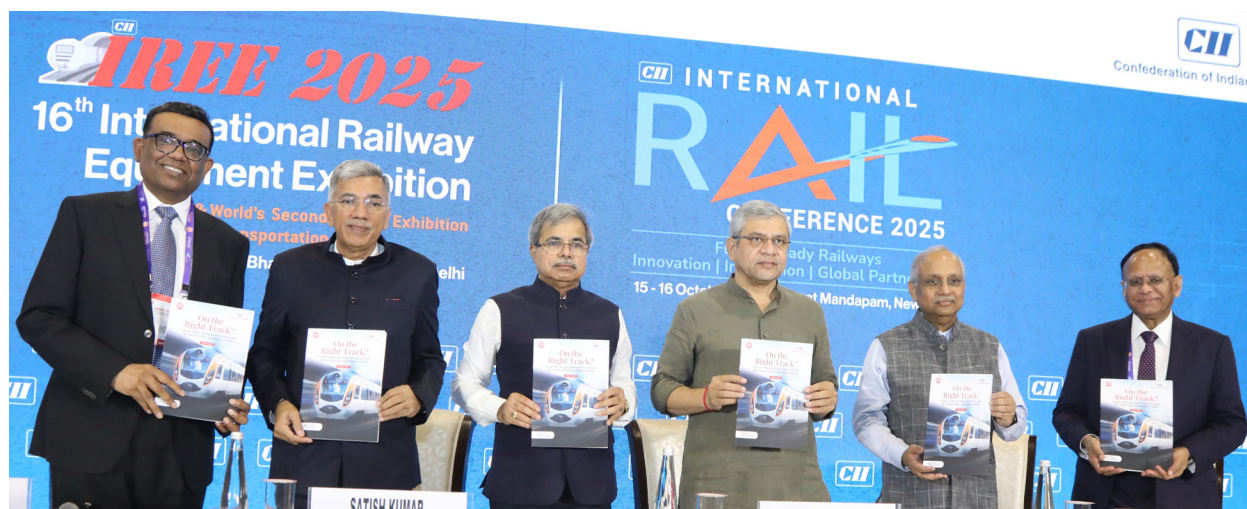
At the heart of this dialogue was Shri Ashwini Vaishnaw, Minister for Railways, Information & Broadcasting, and Electronics & IT, Government of India. With conviction, the Minister spoke about how India's railways are not only expanding in scale but transforming in character, driven by technology, sustainability, and a renewed sense of national purpose.

The moment was marked by the launch of the CII-Asian Transport Observatory Report, “On the Right Track? A State of Play for Railways in Asia and the Pacific, with a Spotlight on India.” The study, released by the Minister, offers both a candid diagnosis and a hopeful roadmap, showing how India has emerged as a benchmark for reform and innovation across the region.

Unveiling the Government's blueprint for the next two decades-7,000 km of high-speed corridors, enhanced freight capacity, and a clear goal of becoming the world's first net-zero railway, the Minister underlined a defining truth: India's rail journey has entered its most consequential phase.

Under the leadership of Shri Satish Kumar, Chairman & CEO, Railway Board, and Shri R. Rajagopal, Member (Traction & Rolling Stock), Indian Railways reaffirmed its openness to collaborate with industry and academia on innovation, safety, and digital transformation.

From the Industry, Mr Umesh Chowdhary, Chairman, CII National Committee on Railways, and Vice Chairman & MD, Titagarh Rail Systems Ltd, together with Mr B Thiagarajan, Chairman, CII Trade Fairs Council and MD, Blue Star Ltd, spoke with conviction on India's manufacturing renaissance. They urged a shift from “Make in India” to “Made for the World” — emphasising deeper R&D, design capabilities, and global integration as the next frontier for Indian rail manufacturing.



(L-R): Umesh Chowdhary, Chairman, CII National Council on Railways and Vice Chairman & Managing Director, Titagarh Rail Systems; Prof (Dr) Manoj Choudhary, Vice Chancellor, Gati Shakti Vishwavidyalaya; Satish Kumar, Chairman & CEO, Railway Board; Minister Ashwini Vaishnaw; Chandrajit Banerjee, Director General, CII and B Thiagarajan, Chairman, CII Trade Fairs Council and Managing Director, Bluestar



Prof (Dr) Manoj Choudhary, Vice Chancellor, Gati Shakti Vishwavidyalaya and Mr Chandrajit Banerjee at the MoU signing between CII and GSV

A Memorandum of Understanding between CII and Gati Shakti Vishwavidyalaya (GSV) was signed at the event, with the objective to nurture future-ready talent and cutting-edge research in rail engineering, logistics, and digital systems.

Prof (Dr) Manoj Choudhary, Vice Chancellor, GSV, spoke of aligning academic training with the fast-changing technological demands of the sector — ensuring that India's youth are at the heart of this transformation.

Another highlight was the release of the CII Compendium of Articles on Technological Success Stories in the Indian Railways Sector. This volume brings together accounts of path-breaking projects, indigenous technologies, and Government-Industry collaborations that have redefined the landscape, from modern coach manufacturing and signalling upgrades to sustainability and safety systems. The Compendium stands as a testament to what India can achieve when vision meets partnership.

Sustainability was a recurrent theme that emerged in the deliberations. As India advances toward net-zero emissions by 2070, and Indian Railways targets net-zero operations by 2030, the conversation shifted from ambition to execution.

Mr Abhay Bakre, Mission Director, National Green Hydrogen Mission, called hydrogen “a game-changer for non-electrified routes,” laying out how it can complement electrification and renewables to make Indian Railways the cleanest transport network in the world.

Experts including Mr Akilur Rahman (Hitachi Energy), Mr Ernesto San Vicente (Pandrol SRS), and Dr Ajay Mathur, Former Director General, International Solar Alliance, shared breakthrough solutions in traction, storage, and system resilience. Their message was clear — India is not following global trends; it is setting them.

The discussions also emphasised on safety and digitalisation. “Safety isn't just a target, it's a culture,” reminded Shri Hari Shankar Verma, Director General (Safety), Railway Board, in one of the conference's most compelling sessions.

Technology leaders from Hitachi Rail, Siemens, and CRIS discussed how AI-driven predictive analytics, smart signalling, and cybersecurity are reshaping operations. The goal is not just zero-accident railways but fully intelligent, self-monitoring systems that redefine global standards for reliability and passenger safety.

Innovation emerged as a key theme in exhibition and startup showcase, where young engineers and researchers displayed ideas ranging from smart sensors and traction converters to sustainable materials. Universities such as Gati Shakti Vishwavidyalaya, IIT Delhi, and BITS Pilani presented research prototypes that blended academic insight with real-world application.

The message that resonated through every conversation was unmistakable: India's railway transformation is not a project, it is a movement. It is about connecting every village, every enterprise, and every dream through the strength of steel and the power of collaboration.



(L-R): Ashish Upadhyay, Global CEO, Sensonic GmBH; Mangal Dev, Head, Hitachi Rail India South Asia (Mobility) and Director, Hitachi India; Hari Shankar Verma, Director General – Safety, Railway Board; Aishwarya Kumar Tiwari, Chief Information Security Officer, Centre for Railway Information Systems and Christoph Jakob, Global Sales & Deployment - Rail Infrastructure Products, Siemens



(L-R): Akilur Rahman, Chief Technical Officer, Hitachi Energy India, Market Innovation – South Asia; Abhay Bakre, Mission Director, National Green Hydrogen Mission, Ministry of New & Renewable Energy, Government of India; Dr Ajay Mathur, Former Director General, International Solar Alliance; Gajendra Kumar, Executive Director, Electrical Engineering Management, Railway Board; Ernesto San Vicente, Head, Technology, Pandrol SRS; Amrendra Kr Chandra, IRSME (Retd.), Ex-Principal Chief Mechanical Engineer (Northern Railway), Former Principal Executive Director, Railway Board and S K Suri, Former General Manager, Rail Coach Factory (Kapurthala)

CII's long-standing partnership with Indian Railways continues to play a pivotal role in this journey, as a bridge between policy and practice, innovation and investment, and vision and delivery.

Roundtable on Urban Rail Strengthens Bilateral Cooperation in Sustainable Urban Mobility

The Indo-German Industry Roundtable on Urban Rail in India which was jointly organized in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), alongside IREE.

Germany has been a long-standing partner in India's transit growth. Discussions highlighted the need to deepen cooperation in technology transfer, financing models, policy frameworks, and operational best practices.

The Roundtable addressed opportunities in first and last-mile connectivity, where a 20-30 percent gap still exists. Electric autos and buses as feeder services have already improved ridership by nearly 30 percent in some systems.

Participants also discussed the importance of shared e-mobility, integrated digital ticketing, like the interoperable system used between the RRTS and Delhi Metro, and private sector involvement in expanding urban mobility services. The Bengaluru Metro Yellow Line was cited as a case where traffic volume fell by 37 percent within the first month of operations, demonstrating the impact of effective integration.

The CII International Rail Conference was reflective of a nation's momentum. Indian Railways is on the right track, and the destination is a modern, connected, and sustainable Bharat.



(L-R): Praveen Goyal, CEO, DB RRTS; Vinod Gupta, Executive Director, Commercial or Director Commercial, SAIL; Umesh Chowdhary, Chairman, CII National Council on Railways and Vice Chairman and Managing Director, Titagarh Rail Systems; R Rajagopal, Member (Traction & Rolling Stock), Railway Board; Sanjay Singh, Director, Strategy & External Relations, Jindal Steel and Former Secretary, Ministry of Steel; Gurukrishnan P, Vice President & Head, Commercial Vehicles and Railways, Hindalco Industries and U Subba Rao, General Manager, Integral Coach Factory

QUOTES



Reflecting India's transformation from a connectivity backbone to a symbol of technological self-reliance, the event showcases milestones like Vande Bharat

4.0, Amrit Bharat, Tejas, and Namo Bharat trains. With 100% FDI allowed in key sectors, 60–70% indigenisation in manufacturing, and imports reduced to just 0.6%, Indian Railways is realising the vision of Make in Bharat, Made for the World, emerging as a gateway to global excellence.

Satish Kumar, Chairman & Chief Executive Officer, Railway Board



Achieving zero-accident outcomes in Indian Railways requires a shift toward integrated stakeholder collaboration, investment in advanced technologies,

and outcome-driven infrastructure development. Emphasis must be placed on safety behaviour, socioeconomic impact assessments, and capacity building across the ecosystem. Sustainable progress lies in aligning expenditure with measurable returns, accelerating resilient construction, and equipping civil partners with modern tools.

Hari Shankar Verma, Director General - Safety, Railway Board



India's RailTech revolution is transforming core infrastructure through advanced digitalisation and AI-driven systems. Beyond passenger apps, Indian Railways has fully computerised

operations across finance, HR, and procurement, supported by institutional frameworks like CRIS and RDSO. Key innovations enable real-time monitoring and predictive maintenance and digitise electrical asset management. This digital backbone ensures transparency, safety, and operational efficiency, ushering in a smarter, data-driven era for Indian Railways.

Manoj Singh, Additional Member (M&BD), Railway Board



As the metals and materials sector modernises, strict adherence to manufacturing processes, heat treatment, quality control, and advanced techniques such as vacuum

degassing and powder metallurgy is critical. Innovation must go hand in hand with discipline in inspection and sustainability through recycling. With commitment to quality, India can continue to build rail systems that are resilient, high-performing, and globally competitive.

Rajagopal R, Member (Traction & Rolling Stock), Railway Board

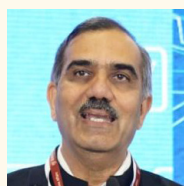


Indian Railways is scaling up to meet future passenger demand with a vision to carry 12 billion passengers annually by 2050.

Key priorities include ensuring on-demand availability, enhanced

functionality, world-class amenities, and sustainable travel. Upgrades to faster, energy-efficient coaches, expansion of trainsets, push-pull trains, and the rollout of 250 kmph high-speed trains mark a major leap. With plans for a 7,000 km high-speed network by 2047 and increased coach production, India aims to become a global rolling stock exporter.

Shailendra Singh, Executive Director (Corp Coord), Railway Board



Decarbonisation of key sectors has become urgent. A five-pillar strategy is being implemented by Indian Railways across stations, traction, workshops, office buildings, and production

units, with a focus on renewable energy and green hydrogen. The mission aims to address hard-to-electrify sectors using green molecules like hydrogen and methanol. Railways are now pioneering green hydrogen trains and integrating clean energy solutions across freight, passenger, and maintenance operations.

Abhay Bakre, Mission Director, National Green Hydrogen Mission



Tamil Nadu has emerged as a powerhouse in India's rail manufacturing ecosystem, driven by progressive industrial and R&D policies. With major global players establishing

facilities near Chennai, the State now hosts Asia's largest railway component manufacturing hub in Ranipet. Supported by a strong auto-component network, skilled workforce, and dedicated R&D infrastructure, Tamil Nadu is positioning itself as a global manufacturing and innovation hub.

Dr P Alarmelmangai, Executive Director - Guidance Tamil Nadu Industries, Investment Promotion & Commerce Department, Government of Tamil Nadu



India's rail ecosystem is undergoing a transformative shift, driven by multimodal integration, infrastructure expansion, and innovation in rolling stock. Introduction of

new wagons, Ro-Ro capabilities, and container solutions aims to enhance cargo movement. Despite strong progress, increasing rail's modal share remains a key challenge. The focus now lies on convergence, capacity, and connectivity to position rail as the backbone of a future-ready, sustainable logistics network aligned with India's economic ambitions.

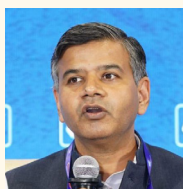
Surendra Ahirwar, Executive Director, TC (Rates), Railway Board



Indian Railways is undergoing a decade of digital reinvention, leveraging AI, cloud-native architecture, and data intelligence to transform mobility. From multilingual

AI assistants to AI-driven security, catering, and customer service, technology is being integrated at scale. With initiatives like a unified travel portal and digital public infrastructure, IRCTC is evolving into a seamless, intelligent travel ecosystem that blends innovation, efficiency, and public trust.

Sanjay Kumar Jain, Chairman & Managing Director, Indian Railway Catering and Tourism Corporation



Indian Railways is undertaking a comprehensive transformation towards sustainability, centred around three key pillars: complete electrification, renewable energy integration,

and enhanced energy efficiency. With a strategic modal shift from road to rail and the adoption of emerging technologies like green hydrogen, Indian Railways is positioning itself as a global leader in sustainable mobility and is on track to achieve Net Zero emissions.

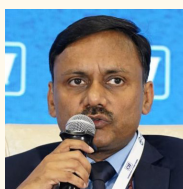
Gajendra Kumar, Executive Director, Electrical Engineering Management, Railway Board



With over 2.5 crore daily passengers, Indian Railways is embracing digital transformation to improve passenger services. By leveraging digital platforms, the system

now offers seamless information delivery to passengers and external partners. The move away from paper-based systems is a key step toward enhancing efficiency and credibility. Private sector collaboration is encouraged to further expand and streamline access to real-time data, ensuring that service providers are fully integrated.

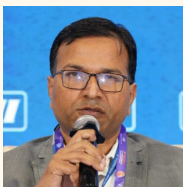
Dilip Kumar, Executive Director (I&P), Railway Board



Modern urban mobility demands seamless, tech-enabled experiences, and DMRC is delivering it by exceeding commuter expectations through smart,

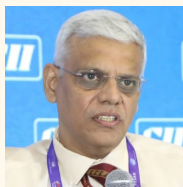
integrated solutions. With QR-based ticketing, WhatsApp bookings, and AI chatbots, ticketing and travel queries are now faster and more accessible. Physical integration is also advancing with dedicated lanes for first/last mile modes, and cross-platform security integration is underway with systems like NCRTC. The focus is clear: smart, connected, commuter-first mobility.

Dr Amit Kumar Jain, Director (Operations & Services), Delhi Metro Rail Corporation Ltd (DMRC)



As Indian Railways advance toward full digital integration, the convergence of IT and OT systems is redefining operational safety and cybersecurity. Smart sensors across locomotives, stations, and critical systems are now seamlessly linked with IT infrastructure, enabling real-time data-driven decision-making and predictive safety management. The modern Indian Railways framework also views cybersecurity as a fundamental pillar of operational reliability and passenger safety.

Aishwarya Kumar Tiwari, Chief Information Security Officer, Centre for Railway Information Systems



RDSO is shifting from rigid technical standardisation to a performance-based evaluation model for emerging technologies. Recognising the pace and proprietary nature of innovation, RDSO now encourages prototype deployment on the railway network, with minimal barriers, active handholding, and real-world efficacy testing. This pragmatic, outcome-focused approach fosters Industry collaboration, accelerates innovation, and ensures that only technologies with direct, proven impact are adopted and scaled.

Rupesh Kohli, Executive Director – Testing, Research Designs and Standards Organisation



India's rail manufacturing ecosystem is advancing beyond traditional steel, with notable progress in aluminium coach production. Domestic manufacturing of metro coaches is enhancing sustainability, reducing weight, and improving energy efficiency and lifecycle costs. With strategic technology acquisitions from Europe and in-house R&D capabilities, Indian firms are gaining full control over design and innovation. This positions India to not only meet local transit needs but also emerge as a competitive player in global rail manufacturing.

Umesh Chowdhary, Chairman, CII National Council on Railways and Vice Chairman & Managing Director, Titagarh Rail Systems

GLIMPSES





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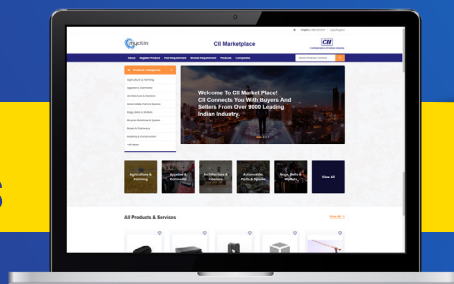


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Rajnath tells defence sector to replicate pharma, telecom innovation success

Dalip Singh
New Delhi



Defence Minister Rajnath Singh

achieved technological self-reliance.

Addressing the Society of Indian Defence Manufacturers (SIDM) Annual Session, the Minister urged the defence industry to emulate the innovation-driven success of the pharmaceutical and telecom sectors to move beyond assembly-based production and focus on developing world-class, indigenous systems for the armed forces.

“Besides the government, private industries also have a significant responsibility in research and development,” Singh said. “Indian industry must do what hasn't been done before. The private sector

has made India a pioneer in pharmaceuticals, IT and telecom—and we expect the same spirit of innovation in the defence sector.”

Citing the successful deployment of indigenously produced equipment during Operation Sindoor, Singh said the operation had en-

hanced India's strategic reputation both regionally and globally. He urged the industry to use it as a model for accelerating self-reliance by prioritising innovation, technology-based manufacturing and a stronger presence and a stronger presence and a stronger presence

“Operation Sindoor should serve as a case study to guide our future course,” he said. “It reminds us that where, anytime, we must be prepared for all contingencies, based on the strength of our own capabilities,” he observed.

The defence Minister also highlighted the strategic necessity of indigenous

equipment and platforms, such as the Akash missile, BrahMos cruise and Akashair defence control system, was witnessed during Operation Sindoor, and the credit for success should be shared by the armed forces and “industry warriors” engaged on the front lines of innovation, design and manufacturing, he said.

The government, Singh said, is creating a level playing field to enhance defence manufacturing and strengthen the domestic ecosystem, and the industry must make full use of this opportunity. The government is

focused on establishing a real defence manufacturing base for defence hardware that embodies the spirit of “Made in India. Made for the World”, as well as initiatives

for developing innovation such as the Quantum Mission, Atal Innovation Mission and a National Research Foundation. Singh also referred to the government's progress in the defence sector's self-reliance efforts, saying that India was completely dependent on imports for its security needs before 2014, but now manufactures defence equipment. Defence production increased from around ₹46,000 crore in 2014 to ₹1.51 lakh crore, of which ₹33,000 crore was contributed by the private sector.

“Our defence exports, which were less than ₹1,000 crore 10 years ago, have touched a record of approximately ₹24,000 crore. I'm confident that defence exports must reach ₹30,000 crore by March 2026,” he said.

“The Minister also pointed to ongoing policy reforms, including the recently launched Defence Procurement Manual 2025 and the upcoming revision of the Defence Acquisition Procedure 2020. Singh called on private industry to play a greater role in defence manufacturing, in defence manufacturing,

“We aim to raise the private sector's share in domestic defence production from the current 25 per cent to at least 50 per cent in the next three years,” he said.

“Sing at the Confederation of Indian Industry's reference on ‘The Pulse Report India in 2025’ and the Minister for Road and Highways said that road should carry more and contact with the officials, and consultants to help identify design and maintenance lapses while promoting safety. The Minister said that road should carry more and contact with the officials, and consultants to help identify design and maintenance lapses while promoting safety.

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BusinessLine

Wed, 29 Oct 2025; daily - Business Line - Chennai;
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Gadkari pushes for mandatory performance audits of highways

DRIVING REFORMS. The scrutiny will enhance accountability, quality and logistics efficiency, says Minister



Union Minister Nitin Gadkari

audits will help identify design and maintenance lapses while ensuring quality work, says Gadkari

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Hindustan Times

Tue, 28 Oct 2025; daily - Hindustan Times - Delhi;
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India must be ready for war-like situation: Rajnath

Rezaul H Laskar
rezaul@hindustantimes.com

NEW DELHI: India must remain ready for a “war-like situation” in the wake of the military conflict with Pakistan in May and redefine its security and strategy because of the weakening of the established world order, defence minister Rajnath Singh said on Monday.

New Delhi should conduct in-depth assessments in every domain amid contemporary global uncertainties, and step up the pursuit of self-reliance by focusing on innovation and maintaining supply and maintenance chains, Singh said while addressing the annual session of the Society of Indian Defence Manufacturers (SIDM).

Though India gave a “firm response” to Pakistan during the four-day conflict in May, Singh called for continued introspection. “Operation Sindoor should serve as a case study from which we can learn and chart our future course. This incident has once again shown us that anything can happen at our borders, anywhere, at any time,” he said.

“We need to be ready for a war-like situation, and our preparedness must be based on our own foundation,” Singh said. “The established world order is weakening, and conflict zones are increasing in many regions. It has, therefore, become necessary for India to redefine its security and strategy.”

Singh emphasised that in-depth assessments are



Rajnath Singh

required in every domain because of present-day global uncertainties, and indigenousity is the only way to deal with challenges arising from the constantly evolving defence sector and nature of warfare. In this context, he said the effective use of indigenous military equipment during Operation Sindoor bolstered India's reputation regionally and internationally. The power of indigenous

equipment and platforms, such as the Akash missile, BrahMos cruise and Akashair defence control system, was witnessed during Operation Sindoor, and the credit for success should be shared by the armed forces and “industry warriors” engaged on the front lines of innovation, design and manufacturing, he said.

The government, Singh said, is creating a level playing field to enhance defence manufacturing and strengthen the domestic ecosystem, and the industry must make full use of this opportunity. The government is focused on establishing a real defence manufacturing base for defence hardware that embodies the spirit of “Made in India. Made for the World”, as well as initiatives

for developing innovation such as the Quantum Mission, Atal Innovation Mission and a National Research Foundation. Singh also referred to the government's progress in the defence sector's self-reliance efforts, saying that India was completely dependent on imports for its security needs before 2014, but now manufactures defence equipment. Defence production increased from around ₹46,000 crore in 2014 to ₹1.51 lakh crore, of which ₹33,000 crore was contributed by the private sector.

“Our defence exports, which were less than ₹1,000 crore 10 years ago, have touched a record of approximately ₹24,000 crore. I'm confident that defence exports must reach ₹30,000 crore by March 2026,” he said.

“The Minister also pointed to ongoing policy reforms, including the recently launched Defence Procurement Manual 2025 and the upcoming revision of the Defence Acquisition Procedure 2020. Singh called on private industry to play a greater role in defence manufacturing, in defence manufacturing,

“We aim to raise the private sector's share in domestic defence production from the current 25 per cent to at least 50 per cent in the next three years,” he said.

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Statesman

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Chemicals, petrochemicals to drive India's tech leadership: Piyush Goyal

STATESMAN NEWS SERVICE
New Delhi, 15 October

The chemicals & petrochemical industry has the potential to be at the forefront of developing new technologies and making India a leader in providing cutting-edge solutions for the economy and industry, said Union Minister of Commerce and Industry, Piyush Goyal on Wednesday.

Minister Goyal acknowledged the chemical & petrochemical sector's significant role in the nation's overall development, and noted that the sector has wide-ranging applications and influence across multiple domains, including agriculture,



Union Minister Piyush Goyal

mobility. While delivering the keynote address at the 7th Indian Chemicals & Petrochemicals Conference conducted by CII, Goyal emphasised that the sector's products and services are omnipresent, directly or indirectly affecting almost every aspect of the manufacturing & consumption ecosystem. He

carefully assess their strengths & identify areas where India can gain a competitive advantage globally, & highlighted the need for the sector to aim for leadership in international trade by increasing India's share in global exports & moving beyond the current modest contributions. The Minister also stressed the critical importance of supply chain resilience & diversification, noting that reliance on a single supplier or a limited number of countries could create vulnerabilities. He pointed out that while certain products may require domestic protection to ensure self-reliance & secure supply chains, the sector must otherwise remain integrated with global markets to achieve efficiency, competitiveness, & sustainable growth.

Adani Group unveils ₹1 lakh crore plan for port, energy, data centre projects

Our Bureau
Visakhapatnam

Adani Group will invest over ₹1 lakh crore in Andhra Pradesh across ports, cement, data centres, energy and advanced manufacturing over the next decade, according to Karan Adani, Managing Director, Adani Ports and SEZs.

Speaking at the inaugural session of CII Partnership Summit 2025 in Visakhapatnam on Friday, Karan Adani said the conglomerate was “committed to becoming the largest investor in Andhra Pradesh.”

TECH PARK
The group has already invested more than ₹40,000 crore in the State across ports, logistics, cement, infrastructure and renewable energy. “The flagship of our



Karan Adani, MD, Adani Ports & SEZ, at the 30th CII Partnership Summit in Visakhapatnam

commitment is the Vizag Tech Park. It is the foundation of India's digital sovereignty. We are building one of the world's largest hyperscale data centre ecosystems, in partnership with Google, and powered by green energy,” he said.

JOB CREATION
Karan Adani noted that Adani Group's operations

in Andhra Pradesh have generated over one lakh direct and indirect jobs. Calling the State the eastern gateway to India, he added that “geography alone cannot bring development — vision is needed,” crediting Chief Minister N Chandrababu Naidu's leadership for reviving the State's growth prospects.

NEW AGE START-UPS
He also lauded the State Minister Nara Lokesh's initiatives, saying the government's focus on skilling, digital infrastructure and new-age industries was helping Andhra Pradesh emerge as “the fastest-moving State.” “We see Andhra Pradesh not as a destination, but as a platform for India's next phase of transformation,” he said.

Business Standard

Sat, 15 Nov 2025; daily - Business Standard - Hyderabad;
Size: 412 sq. cm.; Circulation: 3500; Page: 14
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Andhra aiming to get \$1 trillion investment over a decade: CM

Naidu says state will launch India's first drone taxis in two years

SHINE JACOB
Visakhapatnam, 14 November

Andhra Pradesh aims to get \$1 trillion worth of investments over the next decade with steps like an escrow account for companies to end red tape in financing, the state government said on Friday.

The state's innovation efforts include plans to launch India's first drone taxis in two years, it said at the 30th CII Partnership Summit in Visakhapatnam.

Chief Minister N Chandrababu Naidu said Andhra Pradesh will become the first state to offer an escrow account to offer an escrow account. "Once you sign the MoU [memorandum of understanding], the escrow account will be created automatically, and funds will be released through the bank in real time. You won't need to approach any officer or investor. If required, we will even provide sovereign guarantees," he said.

Addressing summit delegates from 72 countries on



Vice President CP Radhakrishnan being felicitated by Andhra Pradesh Chief Minister N Chandrababu Naidu during the 30th Confederation of Indian Industry (CII) Partnership Summit 2025, in Visakhapatnam, Andhra Pradesh

Adani group to invest ₹1 trn over 10 years

The Adani group on Friday said it would invest around ₹1 trillion in various sectors of Andhra Pradesh over the next 10 years, deepening its commitment in the state where it will partner with Google for an artificial intelligence (AI) with Visakhapatnam.

"We have already invested around ₹400,000 crore across ports, logistics, cement,

Reliance to set up 1Gw AI data centre

Mukesh Ambani-led Reliance Industries announced a major new wave Friday in Andhra Pradesh by signing with the state government to establish artificial intelligence (AI) data centre. This facility will operate as a twin company's gigawatt-scale AI data centre in Jamnagar, creating one of Asia's most

BusinessLine

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We are making AP a manufacturing, tech hub: CM Chandrababu Naidu

G Naga Sridhar
Visakhapatnam

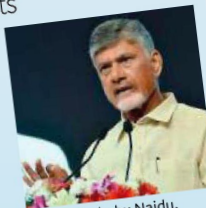
The Andhra Pradesh Government is focussing not just on signing investment deals, but has also developed a mechanism to take Memoranda of Understanding (MoUs) to ground-level projects, according to Chief Minister N Chandrababu Naidu.

"The brand Andhra Pradesh is back, and investors are now trusting us, which could be seen in the ₹20-lakh crore investments firmed up in the last 18 months of our NDA Government. However, there is more to do for an 'Sunrise AP' Naidu said in an interview with *businessline* on the sidelines of the CII Partnership Summit here.

IMPLEMENTATION PUSH
Asked if all the MoUs would

Big ticket investments as per MoU

- Brookfield Asset Management
₹1.2 lakh crore
- Adani Group
₹1 lakh crore
- ReNew Energy Global
₹60,000 crore
- Hero Future Energies
₹30,000 crore
- Carbonatic LLC
₹31,500 crore



N Chandrababu Naidu, Andhra Pradesh CM

The driving force behind the slew of investments is the maturity of the economy, his own image as an industry-friendly and pro-development leader, along with a stable government at the Centre and the State, according to him.

"In addition, our IT Minister, Nara Lokesh, has been making special efforts to nurture trust among the investors and convince them

will help overcome the financial crunch.

GROWTH BLUEPRINT

"Our model is wealth creation with welfare, development and empowerment. These investments will expand the tax base over time, as the State can garner more revenue through GST and other applicable taxes. There is no other way out other than wealth creation, as I don't want to burden the common man with more

OPINION

India's Labour Codes: Transformative step towards inclusive economic growth

If we implement with speed, transparency and collaboration, the Codes can anchor India's next growth chapter



CHANDRAJIT BANERJEE

Land and labour are foundational to India's growth — while land drives infrastructure and industrial revolution, labour fuels production and inclusion.

In this context, India's new Labour Codes mark a transformative step, consolidating 29 laws into a modern, unified framework that ensures clarity, consistency, and equity in the world of work.

For workers, the Codes promise stronger social protection, safer workplaces, and wider access to formal benefits, while businesses benefit from simplified compliance, flexibility in workforce management, and a level playing field across sectors. While the ultimate impact will depend on the quality of implementation, these Codes mark a decisive step in aligning India's labour market with the needs of a 21st-century economy.

Across diverse sectors — from delivery services in Jalgaon to technical roles in Sanand, and construction work in Guwahati — India's workforce shares a common aspiration: Access to safe working conditions, fair remuneration, and social security that is portable and reliable. Whether employed in factories, on farms, or through platform-based services, workers seek three core assurances: Income stability, predictable employment and dignity in the workplace. India's four Labour Codes have been formulated with the objective of

overall benefit of social protection. The Code on Social Security, 2020, formally recognises gig, platform, and unorganised workers and allows the Centre and states to set up dedicated social security funds for them. Aggregators can be required to contribute 1-2 per cent of turnover, capped at 5 per cent of payouts, a practical way to finance benefits for gig and platform workers.

Aadhaar-based registration is already notified, and the e-Shram portal has enrolled over 300 million workers, giving each a universal account number (UAN) enabling portability of benefits such as health insurance, maternity support, and old age pension, regardless of where they work.

The e-Shram registry is, in effect, India's first national database of informal workers — an essential step towards inclusive growth and disaster resilience. Equally transformative is the Occupational Safety, Health and Working Conditions Code, which unifies safety norms and, notably, permits women to work night shifts with consent and safeguards. This progressive measure expands the opportunities for women while keeping protection non-negotiable. The OSH Code also rationalises licensing and inspection systems, moving towards risk-based, technology-enabled compliance to promote a culture of prevention rather than mere enforcement. The Code on Wages, meanwhile, universalises the framework for minimum wages and timely payments across all sectors, irrespective of the sector or skill level.

The Industrial Relations Code seeks to strengthen mechanisms for dispute resolution and promote social dialogue. By encouraging negotiation, conciliation, and arbitration before escalation, it creates a more stable industrial relations environment. In addition, simplifications around trade union recognition and standing orders designed to bring enterprises into the fold and predictabil-

ity in institutional policy, digital reform promoting ease of doing business, making India an attractive investment destination. Reforms in the manufacturing sector, strengthening the semiconductor sector, coal sector, mineral sector in the same period further contribute to strengthen India's position in the global competitive market in the same period. Yet, passing laws is only half the battle. Labour is a Concurrent List, meaning both the Centre and states must frame and notify rules for implementation. While most states have passed draft rules under the new One Labour Law Framework, the pace of final notifications remains uneven. For the vision of One Labour Law Framework to materialise, it is essential that all states move quickly towards implementation.

To make the transition effective, priorities stand out. First, operationalise universal workers' coverage: Notify rates for aggregators, ensure enrolment and create public databases, such as Singapore's Provident Fund (CPF) for workers, can offer valuable into real entitlements: EPFO and ESIC database fits follow workers who Aadhaar should be used for exclusion.

Third, build awareness: MSMEs need hand-holding guides to understand and implement. Joint government, industry bodies can ensure rights of benefits in hand.

At its core, this is about work that is dignified, that social security work, and that is simple enough for



15 November 2025

TIMES CITY | CII PARTNERSHIP SUMMIT

Goyal Proposes, Naidu Commits Land For Global-Scale Event Destination | ITPO Keen To Partner AP For Convention Centre

ANDHRA MANDAPAM TO COME UP IN VIZAG

EU industries identify India as secure investment destination

Stunning beaches, hills, resorts make Vizag investment gate

ABOUT BHARAT MANDAPAM

Uttarakhand Chief Minister Bhupendra Patel Chandela, Vice President of India, and other dignitaries were present at the inauguration of the Bharat Mandapam in New Delhi.

Business Standard

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Four Labour Codes: A New Social Compact for a Competitive India

By consolidating 29 fragmented and often overlapping laws, India has replaced complexity with clarity. For enterprises, particularly MSMEs that are engines of employment generation, this reform reduces administrative friction and allows businesses to scale, invest and innovate more confidently.

India's long-awaited labour reforms mark a defining moment for our economic and social trajectory. The consolidation of 29 Central labour laws into four Labour Codes represents one of the most forward-looking and inclusive transformations undertaken since Independence. Apart from decades of economic learnings, extensive dialogue with workers, industry and state governments went into these. They reflect a recognition that the world of work has changed and India's labour framework must evolve to match the dynamism of a rapidly modernizing economy.

India is at an inflection point. To become a \$5 trillion economy by 2028-29, we need a robust workforce, for which the legal framework must deliver security, opportunity and flexibility for both workers and enterprises. The four Labour Codes—on Wages, Industrial Relations, Social Security and Occupational Safety, Health and Working Conditions—aim to do that by laying a foundation for a more secure workforce and a more competitive industry.

By consolidating 29 fragmented and often overlapping laws, India has replaced complexity with clarity. The new framework streamlines compliance, digitizes processes and enables transparent, predictable industrial relations. For enterprises, particularly MSMEs that are engines of employment generation, this reform reduces administrative friction and allows businesses to scale, invest and innovate more confidently. For workers, it guarantees uniform wage floors, timely wage payment, stronger social security and defined protections that safeguard dignity and well-being. The Codes reaffirm a core principle that CII has long emphasized: that when workers thrive, productivity rises and growth becomes more sustainable for all.

The new labour architecture comes at a pivotal moment. India is emerging as a global hub for manufacturing, services, technology and digital innovation. Investors look for stability, transparency and a responsive regulatory environment. The Labour Codes deliver precisely that. A unified wage system, simpler hiring frameworks, clearer dispute resolution mechanisms and strengthened safety norms build confidence across sectors such as IT/ITeS, textiles and apparel, electronics, logistics, ports, mining and exports. The assurance of stability not only enhances competitiveness, but incentivizes long-term investments that expand employment and support value creation.

A defining strength of the Labour Codes is their deep inclusivity. For the first time, India extends social security protections to gig and platform workers, securing a fast-growing workforce that powers digital commerce, mobility and on-demand services. The Codes also advance gender equity by strengthening safeguards for women working across sectors, enabling night work

with safety provisions, encoding maternity benefits and ensuring equal wages—steps that encourage greater female participation in India's labour force. Youth entering the workforce benefit from clearer pathways to apprenticeships, training and employment in high-growth sectors. Meanwhile, MSMEs gain from simplified compliance and flexibility, enabling them to grow sustainably and formalize more jobs.

Importantly, the Labour Codes bring long-needed protections to traditional and vulnerable categories of workers, including beedi and cigar workers, plantation labour, mining and hazardous- industry workers, dock workers, textile and garment employees and



President-Designate,
CII and CEO, Tata
Chemicals



Chandrajit Banerjee,
Director General, CII



professionals across audio-visual, broadcasting and digital media. The emphasis on occupational safety and health ensures that every worker, whether in a high-risk mine or a cutting-edge digital studio, receives adequate protection, welfare facilities and a safe environment. This should enhance productivity by reinforcing human dignity at work.

Collectively, these reforms initiate a virtuous cycle for India's economy: improved worker welfare promotes motivation and productivity, which strengthens enterprise performance and competitiveness, which attracts investment, which creates more jobs and expands formalization, which in turn draws more workers under the protective umbrella of social security.

Early indicators already show this transformation taking shape. India recorded its highest-ever provident fund (PF) enrolments in 2024-25, a sign of faster formalization across sectors. Notably, 61% of new PF subscribers are aged below 29 years. Women's economic participation is also rising, with the female worker population ratio having risen to 40.3% in 2023-24, up from 28.7% four years earlier—a powerful signal of inclusive growth.

These trends affirm that India is moving steadily toward a high-trust, high-productivity workforce where protection and competitiveness reinforce each other.

In essence, the Labour Codes are far more than a legal consolidation; they represent a visionary redesign of India's labour ecosystem. They strengthen the security of workers, agility of enterprises and confidence of investors. They empower workers and uplift them. In all, they create a new social compact, one that aligns economic growth with social justice and competitiveness with compassion. They promise growth that's not only faster, but also fairer, more inclusive and more sustainable.

This article has been jointly authored by Mr R Mukundan, President-Designate, CII and & CEO, Tata Chemicals and Chandrajit Banerjee, Director General, CII, and was first published in Mint on 24 November.

Engaging with the World

AFRICA

Business Delegation to Mali, Burkina Faso

CII led a multi-sectoral business delegation to Mali and Burkina Faso from 6 to 10 October to enhance bilateral economic cooperation, explore investment opportunities, foster business-to-business (B2B) collaborations, and expand India's commercial footprint in West Africa. The delegation was led by Lt Col Sanjeev Kumar, OSD (Central and West Africa), Ministry of External Affairs, Government of India and comprised representatives from the engineering, infrastructure, renewable energy, packaging, and agribusiness sectors.

The visit to Mali commenced with the India-Mali Business Forum and B2B meetings. The discussions during the delegation strengthened bilateral ties under the India-Africa cooperation framework and identified new opportunities for trade and investment. Dr N Nandakumar, Ambassador of India to Mali emphasised the importance of forging mutually beneficial partnerships and acknowledged the post-COVID resurgence in India-Africa trade, which has shown strong recovery and renewed momentum in bilateral and regional exchanges. The H.E. Felix Diallo, Ambassador-Designate of Mali to India reiterated Mali's vision of building a greater, stronger, and diversified partnership with India at its core. The delegation met the officials of Agence pour la Promotion des Exportations du Mali (APEX), Mali's national export promotion agency, which offered exportation certificates to facilitate smoother business transactions.

The delegation also held an interaction with H.E. Mr Alousséni Sanou, Minister of Finance and Economy at API Mali. The meeting underscored the strategic importance of economic collaboration, with discussions

focused on investment opportunities, infrastructure, and agriculture.

The visit to Burkina Faso began with participation in the International Investment Forum in Ouagadougou, which featured sectoral panel discussions, B2B meetings, and exhibitions. A highlight of the visit was the Mining Roundtable, where delegates interacted with the H.E. Professor Amadou Keita, Minister of Mining, explored collaboration opportunities in mining and gained insights into the country's regulatory and investment landscape.

The delegation also interacted with H.E. Captain Ibrahim Traoré, President of Burkina Faso, who outlined ongoing economic reforms focused on improving transparency, infrastructure, and competitiveness. He welcomed Indian companies to explore long-term opportunities in Burkina Faso. The delegation also held several ministerial meetings during the visit.

EAST ASIA

India–Mongolia Business Forum

CII, in partnership with the Mongolian National Chamber of Commerce and Industry (MNCII) and the Embassy of Mongolia in India, organized the India–Mongolia Business Forum in New Delhi on 15 October. The forum brought together senior Government officials, business leaders, and representatives from diverse sectors to explore avenues for enhancing bilateral trade, investment, and industrial collaboration between India and Mongolia.

The event saw participation from H.E. Mr S Amarsaikhan, Deputy Prime Minister of Mongolia; H.E. Mr Atul Malhari



Serge Gnanioum Poda, Minister of Industrial Development and Commerce, Burkina Faso with Members of the CII Delegation in New Delhi



(L-R): Atul Malhari Gotsurve, Ambassador of India to Mongolia; S Amarsaikhan, Deputy Prime Minister of Mongolia; Madhav Singhania, Past Chairman, CII Northern Region and Joint Managing Director & CEO, J K Cement Ltd and Lkhagvajav Baatarjav, President, MNCII, at the India-Mongolia Business Forum held in New Delhi

Gotsurve, Ambassador of India to Mongolia and Mr Lkhagvajav Baatarjav, President, MNCII. Senior Industry representatives from India and Mongolia participated in sectoral discussions covering mining, energy, manufacturing, transport, healthcare, ICT, and tourism.

The Deputy Prime Minister of Mongolia highlighted Mongolia's role as a key partner in India's Indo-Pacific engagement and emphasised the country's commitment to fostering open and transparent economic relations under its Third Neighbour Policy. He underscored investment opportunities in mining, infrastructure, animal husbandry, and value addition in wool & leather, logistics, renewable energy, and ICT. He also referred to the landmark oil refinery project being developed with USD 1.7 billion financing from the Government of India, which is expected to meet up to 50 per cent of Mongolia's domestic petroleum requirements once operational.

Mr Amarsaikhan invited Indian oil companies to participate in the exploration and development of Mongolia's oil fields, noting that supporting infrastructure would be completed within two years. He also emphasised Mongolia's strategic location between China and Russia and its preferential trade arrangements with countries such as Japan, offering expanded market access for Indian businesses.

Mr Lkhagvajav Baatarjav, President, MNCII, identified information technology, tourism, and advanced technologies as key areas for collaboration. H.E. Mr Atul Malhari Gotsurve, Ambassador of India to Mongolia, noted that Mongolia's mineral wealth, including coking coal, copper, gold, and critical minerals, presents significant opportunities for Indian companies.

Mr Madhav Singhania, Past Chairman, CII Northern Region and Joint MD & CEO, JK Cement Ltd, outlined a six-point agenda for deepening bilateral

cooperation, focusing on mining & critical minerals, energy & renewables, e-mobility & battery value chains, pharmaceuticals & traditional medicine, startups & innovation, education, culture, and heritage. The forum featured presentations from both the Indian and Mongolian sides on the scope of collaboration in critical sectors. These presentations were followed by B2B meetings aimed at fostering direct business linkages and exploring specific partnership opportunities.

LAC

Interaction with Brazil Foreign Trade Secretary

CII held an interaction with Ms Tatiana Prazeres, Secretary of Foreign Trade, Brazil, on 8 October to explore avenues for strengthening bilateral economic cooperation between India and Brazil. The deliberations focused on expanding trade and investment linkages across key sectors, including defence, agribusiness, pharmaceuticals, petrochemicals, MSMEs, energy, and mining.

A key point of discussion was the MERCOSUR-India Preferential Trade Agreement, which currently covers a limited range of products. The two sides explored avenues for broadening product coverage, introducing new disciplines, and defining a forward-looking framework to deepen bilateral trade under the MERCOSUR mechanism. The discussion also highlighted the importance of creating an integrated forum to facilitate regular dialogue between businesses to address trade and investment issues.

Interaction with Vice President of Brazil

CII facilitated an exclusive interaction with H.E. Mr Geraldo Alckmin, Vice President of Brazil, and H.E. Mr Alexandre Padilha, Minister of Health, Brazil, and select Industry leaders on 17 October in New Delhi. The discussions, led by Mr Narayan Sethuramon, Co-Chairman, CII International Council & CII Trade Policy Council and MD, Sanmar Matrix Metals Ltd, explored potential collaborations across priority sectors, including defence and security, clean energy and green hydrogen, pharmaceuticals and biotechnology, agribusiness, mining, digital technologies, and food processing.

Mr Sethuramon highlighted the growing synergies between the two economies and emphasised CII's continued engagement with Brazil in promoting trade, investment, and technology partnerships. Both sides emphasised the importance of advancing cooperation in energy transition and sustainability, particularly in biofuels and renewable energy, where Brazil's expertise offers strong complementarities with India's clean energy ambitions.

The interaction highlighted the need to expand the India-MERCOSUR Preferential Trade Agreement (PTA) to cover a wider range of goods and services, thereby enhancing market access for businesses from both sides.

Discussions touched upon collaborations in healthcare innovation and vaccine development, as well as joint initiatives in agricultural technology and food security to strengthen supply chain resilience. The meeting was attended by Shri Periasamy Kumaran, Secretary (East), Ministry of External Affairs; Shri Dinesh Bhatia, Ambassador of India to Brazil, and H.E. Mr Kenneth Nóbrega, Ambassador of Brazil to India.

MIDDLE EAST

Business Meeting with Saudi Minister

CII organized a high-level business meeting with H.E. Sara Al Sayed, Deputy Minister for International Relations, Ministry of Investment, Kingdom of Saudi Arabia, on 22 October in New Delhi. The meeting brought together 20 senior Indian business leaders from diverse sectors, including energy, infrastructure, manufacturing, technology, logistics, and food processing, to strengthen bilateral economic ties and explore new opportunities for investment and collaboration.

H.E. Al Sayed spoke about the strong and enduring partnership between India and Saudi Arabia, noting the growing cooperation driven by the Strategic Partnership Council. She highlighted the work of the High-Level

Task Force on Investment (HLTF), which is driving Saudi Arabia's commitment to invest in important sectors such as energy, technology, healthcare, and advanced manufacturing.

The discussions explored opportunities under Saudi Arabia's Vision 2030 and India's major initiatives, including Make in India, Digital India, the Production Linked Incentive (PLI) Scheme, and the PM Gati Shakti infrastructure plan. Both sides recognised that the two economies have complementary strengths and emphasised that private enterprise will play a crucial role in driving innovation, creating jobs, and ensuring sustainable development.

Participants also discussed the India-Middle East-Europe Economic Corridor (IMEC), which has the potential to transform regional connectivity through improved multimodal transport networks, digital integration, and energy corridor linkages. This corridor was recognised as a significant initiative that can improve trade efficiency and support sustainable infrastructure development across the region.

The meeting focused on several important areas where India and Saudi Arabia can strengthen cooperation. These include renewable energy & green hydrogen projects, technology & innovation partnerships, defence & space technology collaboration, trade & investment facilitation under the proposed India-GCC Free Trade Agreement, and cooperation in agriculture & food security.

SAARC

Business Meeting with Sri Lanka PM

CII organized a meeting of select Indian CEOs with H.E. Dr Harini Amarasuriya, Prime Minister of Sri Lanka, on 16 October in New Delhi. The high-level interaction focused on advancing India-Sri Lanka cooperation in human capital development, digital transformation, and innovation-led economic growth.

Dr Amarasuriya spoke about Sri Lanka's priority to develop its people as the cornerstone of the nation's future. She outlined the Government's plans to improve access to quality education, upgrade learning facilities, and bridge the digital divide. The Prime Minister stressed that Sri Lanka wants to nurture a generation equipped with the skills to innovate and create, supported by better technology access and partnerships with neighbouring countries. The PM shared Sri Lanka's ambition to emerge as a centre for digital progress, backed by research, artificial intelligence, and young entrepreneurs. She also called upon Indian companies to join this effort, recognising India's proven strengths in educational technology, digital systems, and startup development.



Dr Harini Amarasinghe, Prime Minister of Sri Lanka, R Mukundan, President Designate, CII and MD & CEO, Tata Chemicals Ltd with delegates at a meeting in New Delhi

Mr R Mukundan, President Designate, CII and MD & CEO, Tata Chemicals Ltd, spoke about the growing economic ties between India and Sri Lanka, aligned with India's 'Neighbourhood First' policy and MAHASAGAR initiative. He called for accelerating the Economic and Technological Cooperation Agreement (ETCA) to open fresh avenues in trade, technology, transport networks, and workforce training. Mr Tejpreet Chopra, Chairman, CII AI Forum and Founder & CEO, BLP Group, pointed to India's achievements in building digital infrastructure and how this experience can support Sri Lanka's goals of wider digital access and entrepreneurship.

Following the meeting, an exclusive interaction was held between the Hon'ble Prime Minister and CII leadership. The discussion focused on strengthening India-Sri Lanka economic engagement and advancing collaboration across priority sectors. Both countries expressed their intention to deepen economic relations through joint efforts in digital technology, skills training, and sustainable development.

EAST ASIA

India-Korea Business Partnership Forum

CII, in partnership with the Korea International Trade Association (KITA), organized the eighth India-Korea Business Partnership Forum on 30 October in Gurugram, Haryana. The forum brought together senior Government officials, including H.E. Mr Jongwon Park, Deputy Minister for Trade of the Republic of Korea; H.E. Mr Seong Ho Lee, Ambassador of the Republic of Korea to India; Mr R Mukundan, President Designate, CII and MD & CEO, Tata Chemicals Ltd; Mr Seokmin Chang, Executive Vice President, KITA, alongside select members of the Indian Industry to advance partnership between the two nations.

Mr Park, virtually addressing the forum, emphasised the transformative potential of closer India-Korea cooperation, noting that the partnership must evolve to address contemporary global economic challenges. He outlined a strategic roadmap for the next phase of engagement, identifying three critical pillars: strengthening industrial cooperation, upgrading the Comprehensive Economic Partnership Agreement, and expanding regional collaboration through Korea's New Southern Policy and India's Act East Policy. The discussions underscored the need to deepen economic ties through substantial investments and institutional frameworks in the next two to three years.

Renewable energy synergies constituted another major discussion theme. Speakers highlighted how Korean expertise in advanced battery systems, solar technology, and smart grid management could enhance India's energy transition. The automotive sector also emerged as a critical area, with a focus on innovations in components and technologies that could strengthen both economies' competitive positioning.



(L-R): Seokmin Chang, Executive Vice President, KITA; R Mukundan, President Designate, CII and Managing Director & CEO, Tata Chemicals Ltd; Seong Ho Lee, Ambassador of the Republic of Korea to India and Shiv Siddhant Kaul, Consul General, Republic of Korea, Co-Chairman, CII Korea Council and Managing Director, Nicco Engineering Services Ltd at the India-Korea Business Partnership Forum in Gurugram

Sectorscape



Infrastructure

Future of Smart Roads

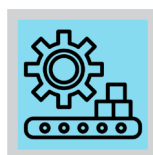
The CII National Conference on 'Future of Smart Roads in India: Safety, Sustainability, Resilience,' held in New Delhi on 28 October, brought together top policymakers and Industry captains from across roads, infrastructure, and technology sectors.

Shri Nitin Gadkari, Minister for Road Transport and Highways, Government of India, called for accountability, transparency, and ownership among contractors, consultants, and officials to ensure that India's highways are built and maintained to world-class standards, and are safe, durable, and sustainable. In a significant announcement, the minister said details of project officials, contractors, consultants and developers of roads will be displayed publicly to ensure accountability to citizens. This will be available on a scan of a QR code, he added.

In a move that will make it easy for all stakeholders to track the on-ground situation of highway projects, Shri V Umashankar, Secretary, Ministry of Road Transport and Highways, Government of India, noted that monthly drone videos that monitor the progress of projects can be put on the YouTube channel by each highway project developer. Contours of this move are being integrated into the (project contract) document.

Senior Industry leaders, including Mr Vinayak Pai, Chair, CII National Committee on Roads & Highways and

CEO & MD, Tata Projects; Mr Jagdish Kadam, Vice Chair, CII National Committee on Roads & Highways and CMD, Rajpath Infrastructure; Mr Rakesh Verma, MD & Founder, MapmyIndia; Mr Amrit Singha, Chief Product Officer, IHMCL and Mr Palash Srivastava, MD, IIFCL, were among the key speakers at the event. They deliberated on emerging technologies such as ATMS, smart contracts, and EV charging, among others.



Manufacturing

Chemicals and Petrochemicals Conference

CII organised the 7th edition of the Indian Chemicals and Petrochemicals Conference (ICPC) with the theme of "Enabling Competitiveness: India's Pathway to Global Leadership" on 15 October in New Delhi. The Indian Chemical and Petrochemical sector is the cornerstone of the country's manufacturing ecosystem, supplying essential raw materials to critical sectors. The Government's transformative measures towards building an Aatmanirbhar Bharat have further integrated the sector into global value chains, positioning it as a potential global manufacturing hub.

In this context, the conference featured insightful deliberations on enhancing the competitiveness of India's chemical and petrochemical sector, positioning sustainability as a driver of growth, developing a future-ready workforce, and advancing technologies and



(L - R): Jagdish Kadam, Vice Chairman, CII National Committee on Roads & Highways and CMD, Rajpath Infrastructure; Nitin Gadkari, Minister, Road Transport and Highways, Government of India; Vinayak Pai, Chairman, CII National Committee on Roads and Highways and CEO & MD, Tata Projects and Chandrajit Banerjee, Director General, CII at the CII National Conference on 'Future of Smart Roads in India' in New Delhi



(L-R): Narayan Sethuram, Co-Chairman, CII Trade Policy Council & CII International Council and Managing Director, Sanmar Group; Salil Singhal, Chairman, CII Indian Chemicals & Petrochemicals Conference & Member, SCALE and Chairman Emeritus, PI Industries; Piyush Goyal, Minister of Commerce and Industry, Government of India; R Mukundan, President Designate, CII & Chairman, CII National Committee on Chemicals and Petrochemicals and Managing Director & CEO, TATA Chemicals Ltd; Chandrajit Banerjee, Director General, CII at ICRC in New Delhi

materials for the next phase of industrial transformation. Speakers shared perspectives on policy priorities, Industry initiatives, and collaborative pathways to strengthen India's global leadership in the sector.

Shri Piyush Goyal, Minister of Commerce and Industry, Government of India, emphasising the importance of collaboration and innovation in driving India's industrial growth, stated that, "We must support each other within our value chains, strengthen domestic capabilities, and engage confidently with the world. A vibrant, innovative

chemical and petrochemical sector will be central to India's journey toward becoming a developed economy."

The CII-Kearney report titled "People Powering Progress: Building India's Chemical Workforce for a USD 1 Trillion Industry by 2040" presenting a comprehensive roadmap built on a five-pillar strategy, aligning global best practices with India's specific Industry dynamics and growth aspirations was released during the Special Plenary Session with Shri Piyush Goyal, Minister of Commerce and Industry, Government of India. ■

A Journal of Confederation of Indian Industry

CII COMMUNIQUE



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

Placement of ad	Page size	Rate per release (Rs)
Full page	17 cm (width) x 23 cm (height)	75,000
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Double spread	36.7 cm (width) x 23 cm (height)	1,50,000

For more details, please contact: Ms Nayana Singh, Confederation of Indian Industry
The Mantosh Sondhi Centre, 23, Institutional Area, Lodi Road, New Delhi - 110 003 India, Tel: 91-11-45771000 • Email: nayana.singh@cii.in

Portfolio for Excellence



CWL

SheMovesLogistics

Recognising the need for greater gender diversity and inclusion in logistics, CII Centre for Women Leadership (CII-CWL), in partnership with the CII Institute of Logistics and The Udaiti Foundation, has launched 'SheMovesLogistics'. This initiative aims to enhance the participation, visibility, and leadership of women in the logistics and supply chain sectors by bridging the gap between Industry needs and women's skills through targeted skilling, awareness creation, and Industry collaboration.

By collaborating with organisations such as the Logistics Skill Council (LSC), Chennai, the initiative seeks to ensure that training programs are not only inclusive but also aligned with the current and emerging skill demands of the sector.

As a critical first step, a roundtable discussion was held in Chennai on 28 October to bring together key stakeholders from across the logistics ecosystem. The session witnessed enthusiastic participation from logistics service providers, supply chain companies,

manufacturing firms with large-scale logistics operations, skill training institutions, councils working in the logistics domain, Industry associations, and thought leaders focused on women's empowerment. The session revolved around identifying suitable roles for women, co-designing the skilling curriculum, and building an employment and internship pipeline.

Several actionable insights emerged from the discussions. Speakers recognised the need for awareness programmes for women and their families about opportunities and roles in logistics. Training focused on data analytics and supply chain analytics will enhance employability in the sector. Transparent career ladders and leadership pipelines need to be designed to encourage women to aspire for supervisory and managerial roles.



CEL

The Leadership Reset: Building Future-Ready Enterprises

Leadership is at the heart of transformation, and the maiden CII National Leadership Summit, held on 31



(L-R): Srividhya Sriram, Manager, Logistics Skill Council; Mitali Nikore, Founder, Nikore Associates and M.P. Karthick, AVP - Strategy & Research, The Udaiti Foundation at the Roundtable Discussions in Chennai

October in Mumbai, brought together India's foremost business thinkers, Industry leaders, and strategists to explore how organizations can lead through change with agility, trust, and foresight. Themed 'The Leadership Reset: Building Future-Ready Enterprises,' the summit underscored how the next decade will test Indian Industry's leadership ability to balance purpose with performance, and vision with adaptability.

A commemorative film was presented at the event, celebrating 15 years of the CII Centre of Excellence for Leadership (CEL). It was followed by the release of a coffee table book, a compendium of insights, reflections, and transformative stories from India's best-known business minds.

Mr R Mukundan, President Designate, CII & Chairman, CII National Leadership Summit and MD & CEO, Tata Chemicals Ltd, emphasised that leadership is the 'magic sauce' that binds competitiveness with purpose. He announced a vision to groom 3,000 leaders over the next three years through CII SNCEL. Mr Harshavardhan Neotia, Chairman, CII SNCEL and Chairman, Ambuja Neotia Group, called for leadership rooted in trust and values. His emphasis on making growth more inclusive and equitable resonated deeply, framing leadership not as an instrument of business success but as a force for societal progress.

Dr Janmejaya Sinha, Co-Chairman, CII Economic Affairs Council and Chairman – India, Boston Consulting Group (BCG), captured the emotional essence of leadership, describing it as the ability to ignite pride and commitment by creating a shared cause that inspires teams to reach beyond their grasp. Dr Amit Joshi,

Professor of AI, Analytics and Marketing Strategy, IMD Business School, Switzerland, urged leaders to embrace the 'ABCs of leadership' - Agility, Bravery, and Curiosity - the three qualities that will define those capable of steering organizations through constant technological and societal transformation.

Dr Suchitra Ella, Vice President, CII and Co-Founder & MD, Bharat Biotech International Ltd, underlined that true transformation today cuts across strategy, structure, and culture, requiring leaders to rethink how they create value, collaborate across ecosystems, and integrate sustainability, technology, and people-centric design into the core of their businesses.

Mr Kris Gopalakrishnan, Past President, CII and Chairman, Axilor Ventures & Co-Founder, Infosys Limited, noted that India must own products, technology, and the intellectual property to generate wealth for all citizens. Mr Ashish Chauhan, MD & CEO, National Stock Exchange of India Ltd, said that the next 30-50 years are going to be wealth-creating for the whole world, and only societies that are technology-adaptive will thrive.

The discussions explored how global realignments, shifting supply chains, and evolving policy landscapes are compelling leaders to operate with greater agility and purpose. Speakers emphasised that true transformation is driven not by scale but by clarity of intent, precision, and strong governance, especially as data and AI reshape enterprise strategy and redefine the nature of leadership itself. Panellists underscored that technology adoption must be guided by leadership vision, with India needing to build and own its products, technology, and intellectual property to generate long-term wealth.



(L-R): Dr Janmejaya Sinha, Chairman - India, BCG; Harshavardhan Neotia, Chairman, CII- Centre of Excellence for Leadership and Chairman, Ambuja Neotia Group; R Mukundan, President Designate, CII and Chairman, CII Leadership Summit and Managing Director & CEO, Tata Chemicals Ltd and Dr Amit Joshi, Professor of AI, Analytics, Marketing Strategy, IMD Business School, Switzerland at the CII National Leadership Summit in Mumbai



CESD

National Mission on Sustainability Meeting

CII Centre of Excellence for Sustainable Development (CESD) organized the inaugural meeting of the CII National Mission on Sustainability on 10 October. The mission aims to integrate sustainability into the core operation of the Indian Industry, with a particular focus on enabling the MSME sector to adopt sustainable practices. The virtual meeting was chaired by Sanjiv Puri, Immediate Past President, CII & Chairman, Advisory Council, CII CESD and CMD, ITC Ltd.

The session featured distinguished participation from senior leaders from leading organisations across the country. These organisations represented key sectors such as hard-to-abate industries, automobile, power, financial services, FMCG, textiles, capital goods, and healthcare. During the meeting, the proposed terms of reference for the mission were presented and discussed.

The framework for 2025-26 identified four thematic sub-groups, each with a clearly defined scope and set of deliverables: (i) ESG Frameworks, Standards and Disclosures; (ii) Climate Transition and Decarbonization; (iii) Circular Economy; and (iv) Climate Adaptation and Nature. Members were encouraged to contribute their expertise and insights to develop actionable recommendations aimed at supporting the Industry in driving sustainable, resilient, and competitive growth.

Speakers underlined the need to achieve measurable, time-bound outcomes across the mission's thematic pillars to enable effective progress tracking. There is a need for greater focus on circularity, waste management, and extended producer responsibility and financial quantification of sustainability impacts across sectors and creation of sectoral databases. It was noted that the adoption of digital platforms and data-driven systems will improve the measurability and scalability. Development of sector-specific ESG roadmaps incorporating best practices and India-specific emission factors for key commodities and logistics emerged as key suggestions.

Sustainability Task Force Meets SEBI Chair

CII, under its India Sustainability Task Force (ISTF) initiative, convened a virtual meeting with Mr Tuhin Kanta Pandey, Chairperson, Securities and Exchange Board of India (SEBI), on 15 October. The discussion focused on strengthening the sustainability policy

ecosystem and providing strategic inputs to regulatory frameworks that can accelerate India's transition toward a resilient, inclusive, and net-zero economy. ISTF aims to strengthen India's ESG policy and regulatory landscape, helping businesses navigate compliance requirements, enhance investor confidence, and attract global sustainable finance.

The meeting was chaired by Mr Jayant Sinha, Chairman, ISTF; President, Eversource Capital; Former Chairperson, Parliamentary Standing Committee on Finance and Former Union Minister of State for Finance and Civil Aviation. The meeting was also attended by Mr Ajay Tyagi, Co-Chair, ISTF and Former Chairperson, SEBI; and Professor Amit Garg, IIM Ahmedabad.

The interaction focused on aligning the task force's recommendations with SEBI's continued efforts to strengthen India's ESG disclosure framework through the BRSR and BRSR Core, while ensuring regulatory coherence across various sustainability initiatives and global disclosures. During the meeting, the ISTF Chair and Co-Chair shared progress on the Task Force's ongoing work.

The SEBI Chairperson shared insights on key focus areas, including green taxonomy and classification of economic activities, sustainability reporting frameworks and regulatory enforcement, long-term corporate roadmap disclosures, institutional mechanisms for scaling green finance, carbon markets and trading architecture, and just transition strategies, particularly for MSMEs and supply chains.

Air Quality Improvement Through Partnership with CAQM

A Memorandum of Understanding (MoU) was signed between CII and the Commission for Air Quality Management (CAQM) on 31 October to strengthen collaborative efforts to improve air quality across the national capital region. Under the MoU, CII will work closely with CAQM to reinforce initiatives for air quality management and help build Industry-led solutions. It will recalibrate policies for industrial and construction subsectors to reduce emissions and scale up clean and green economy solutions, encouraging wider adoption of sustainable technology and best practices.

Mr Rajesh Verma, Chairperson, CAQM, highlighted the pivotal role Industry plays in air quality and the significance of the partnership as a key step toward innovation, entrepreneurship, and awareness to drive tangible environmental impacts. Mr Verma noted that air quality improvement is an evolving process



Rajesh Verma, Chairperson, CAQM and Madhav Singhania, Immediate Past Chairman, CII Northern Region and Deputy Managing Director & CEO, JK Cement Ltd at the CII-CAQM MoU signing ceremony

that demands continuous learning, innovation, and implementation.

Mr Madhav Singhania, Immediate Past Chairman, CII Northern Region and Deputy MD & CEO, JK Cement Ltd, emphasised the MoU as a significant step forward in the collective pursuit towards improved air quality and a healthier future for the region.

CII will also leverage its technical expertise to jointly develop and implement awareness and capacity-building programs for industries, farmers and citizens. These initiatives will focus on fostering behavioural change, sharing knowledge, and promoting collective responsibility toward cleaner air.



Food and Agriculture

Capacity Building Workshop on Strengthening FRK Manufacturing

The CII–Food and Agriculture Centre of Excellence (CII–FACE), in collaboration with the Indian Institute of Technology–Innovation Hub for Rice Fortification (IIT–IHRF), and Millers for Nutrition, organised a Capacity Building Workshop on Strengthening FRK Manufacturing on 14 October in Kanpur.

The workshop aimed to enhance the technical capacity of FRK manufacturers, ensure consistent quality and

safety of fortified rice, promote regulatory compliance, and address challenges in large-scale FRK production.

Shri Chandan Pandey, Assistant Commissioner, Food Safety and Drugs Administration, Government of Uttar Pradesh, stated, “Food fortification remains one of the most effective and scalable solutions to tackle micronutrient deficiencies. Ensuring compliance with regulations and adherence to quality standards will be key to achieving nutritional security across the state.”

Shri Rammurti Verma, Regional Food Controller, Department of Food and Civil Supplies, Government of Uttar Pradesh, highlighted, “Uttar Pradesh has demonstrated significant progress in implementing fortified rice across all government schemes. With strong institutional mechanisms, monitoring frameworks, and stakeholder collaboration, the state is making commendable strides toward eliminating malnutrition.”

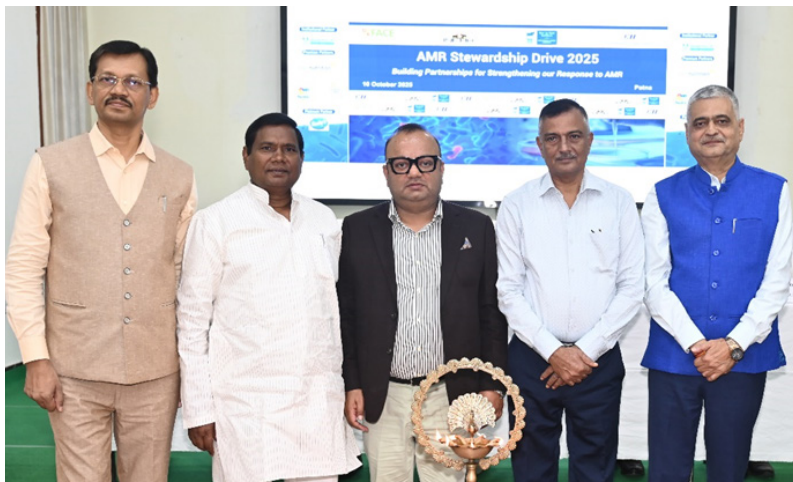
The workshop featured a series of technical sessions covering post-audit insights, digital traceability tools, Food Safety Management Systems (FSMS), and quality assurance practices. Technical experts from IIT–IHRF, PATH, World Food Programme, and TechnoServe conducted interactive discussions on strengthening compliance under Schedule IV regulations, digital QA/QC systems such as FoRTrace, and best practices for ISO 22000–based FSMS adoption in FRK manufacturing.

Building Partnerships for Strengthening Our Response to AMR

CII–FACE, in collaboration with the Indian Federation of Animal Health Companies (INFAH), organised the 3rd session of AMR Stewardship Drive on 10 October at Patna. It brought together over 100 participants, including veterinarians, academicians, researchers, students, Industry leaders, farmer representatives, and startups, underscoring the multi-stakeholder commitment to advancing AMR awareness and stewardship within the animal agriculture sector.

Dr Inderjeet Singh, Vice Chancellor, Bihar Animal Sciences University, while inaugurating the event, emphasised that “Combating AMR requires a return to rational antibiotic use and stronger preventive health systems.” He underscored the value of integrating traditional knowledge with modern veterinary science to develop sustainable disease management approaches.

Dr D C Verma, Member, Legislative Assembly, Uttar Pradesh, and President, U P Veterinary Council, in his special address connected AMR mitigation with the Sustainable Development Goals (SDGs). He encouraged the use of first-generation antibiotics wherever possible



(L-R): Dr J.K. Prasad, Dean, Bihar Veterinary College, Bihar Animal Sciences University, Patna; Dr D.C. Verma, Member Legislative Assembly, Uttar Pradesh & President, U.P. Veterinary Council; Dr Shirish Nigam, President, INFAH; Dr Inderjeet Singh, Vice Chancellor, Bihar Animal Science University, Patna and Prof (Dr) P K Shukla, President, Indian Poultry Science Association at AMR Stewardship Drive at Bihar Animal Sciences University, Patna

and enhancing awareness at all levels of veterinary and public health systems to ensure a sustainable future.

Technical session on “AMR Mitigation at the Frontline of Animal Health” focused on practical, ground-level strategies and scientific approaches to minimise antimicrobial use in livestock and aquaculture. Speakers emphasised the importance of integrating traditional and modern approaches, highlighting that Ethnoveterinary Practices (EVP) hold scientific relevance and can serve as effective complementary tools in AMR mitigation, especially for managing chronic conditions. It underscored the need for responsible antibiotic use and translating national policy frameworks into actionable field-level interventions.

Another session titled, “Shaping the Future of AMR Mitigation – Industry Perspectives”, convened Industry leaders, startups, and technology providers to deliberate on scalable and market-driven models for antimicrobial stewardship. The discussions revolved around innovative alternatives to antibiotics, including probiotics, phage therapy, and immunomodulators, alongside the role of certification systems and traceability tools in strengthening consumer confidence. Participants also explored the potential of digital solutions for compliance monitoring and knowledge dissemination, while identifying key policy and investment priorities needed to accelerate innovation and promote sustainable AMR management.

Post-Harvest Management of Apples and Orchard Management

CII-FACE, in collaboration with the CII Foundation, and Blue Star organised a Capacity Building Training Programme for Farmer-Producer Organisations (FPOs) in Rohru, Himachal Pradesh on 15th October. The training focused on two key areas: Post-Harvest Loss

Management and Orchard Management, to strengthen the technical knowledge and operational capabilities of FPO members engaged in apple cultivation and allied activities.

Over 70 participants, including FPO representatives, progressive farmers, and subject experts, attended the programme. The session on Post-Harvest Loss and Management, which offered an in-depth understanding of the entire post-harvest value chain. It covered key aspects such as efficient harvesting methods to preserve crop quality, along with best practices in grading, sorting, drying, processing, and packaging to improve market readiness and product value. The discussions also explored suitable storage options, including cold storage and controlled atmosphere (CA) facilities, as well as affordable, locally adaptable solutions aimed at reducing post-harvest losses and extending the shelf life of produce.

The session on Orchard Management emphasised best practices in pruning and canopy management, along with effective soil, water, and nutrient management. It also addressed integrated pest and disease management, aimed at ensuring sustainable and high-quality apple production. The sessions were highly interactive, allowing participants to share on-ground experiences and engage with experts through Q&A discussions.

Through hands-on learning and knowledge exchange, the training underscored the importance of adopting improved technologies, efficient management practices, and innovative solutions tailored to local conditions. It highlighted that strengthening the capacity of farmers and FPOs is essential for enhancing orchard productivity and improving post-harvest efficiency. Such initiatives play a vital role in building resilient value chains and driving sustainable growth in the horticulture sector. ■

Regional Review



EASTERN REGION

Eastern India's Education Transformation: Roadmap to Viksit Bharat @ 2047

The 4th edition of the Education East Summit was held on 30-31 October in Kolkata under the theme 'Eastern India's Education Transformation: Roadmap to Viksit Bharat @ 2047'. The initiative brought together representatives from schools and higher education institutions, Industry leaders, and EdTech innovators to co-create actionable strategies for the next phase of growth.

This year, the conference focused on human-centred innovation to ensure that the region's education systems remain adaptable, inclusive, and future-ready.

Dr Buddha Chandrasekhar, Chief Coordinating Officer, All India Council for Technical Education (AICTE), emphasised the need for stronger collaboration between Industry and academia to fully realise the goals of the National Education Policy (NEP) 2020. He stressed the importance of reorienting education to be more Industry-driven, enabling students to evolve into professionals or entrepreneurs capable of contributing to national growth.

Mr Madan Mohanka, Executive Chairman, Tega Industries Ltd underscored that entrepreneurship, rather than employment alone, will be central to achieving India's vision of becoming a developed nation by 2047. The summit also initiated the Industry-Academia Yatra, a focused roundtable between Industry and academia industrial clusters, to help align education with Industry needs and create pathways for internships, skills, and future careers.

Business Delegation to Australia

A delegation of the CII Mining and Construction Equipment Division (MCED) visited Perth and Melbourne in Australia from 14 to 19 October. It aimed to strengthen bilateral collaboration in mining technology, equipment manufacturing, and critical minerals by fostering partnerships between business stakeholders from both countries.

The delegation, led by Mr Vivek Bhatia, Chairman, CII, MCED and MD, TKIL Industries Pvt Ltd, engaged with leading companies, including Hofmann Engineering, Legacy Iron Ore Ltd, and Rio Tinto, gaining valuable insights into Australia's advanced mining ecosystem

and operational excellence. The team also held productive interactions with the Chamber of Commerce and Industry of Western Australia (CCIWA) and met with the Consul General of India in both Perth and Melbourne.

These meetings provided a strong platform to discuss opportunities for joint ventures, technology transfers, R&D collaboration, and supply chain partnerships that can support India's growing demand for sustainable mining solutions.

Discussions centred on key themes such as automation in mining, decarbonisation technologies, equipment localisation, and skill development initiatives.



(L-R): Pradip Agarwal, CEO, Heritage Group of Institutions; Prof (Dr) Samit Ray, Co-Chairman, CII-ER Subcommittee on Education & Skill Development and Founder & Chancellor, Adamas University; Madan Mohanka, Executive Chairman, Tega Industries Ltd and Ujjal Chakraborti, Chairman, CII ER Subcommittee on Education and Skill Development and Executive In Charge – Tinplate Division, Tata Steel Ltd at the Education East Summit in Kolkata

Construction Material Expo: Innovate, Build, Transform

The CII Construction Material Expo was held in Patna on 9 – 10 October, bringing together a vibrant gathering of over 700 delegates from across the construction, infrastructure, and real estate sectors of Bihar. The initiative reinforced the state's growing prominence as a destination for innovative infrastructure solutions and Industry partnerships, transforming into a hub of opportunity, collaboration, and knowledge sharing.

With the theme 'Concrete Ideas, Solid Opportunities: Innovate, Build, Transform,' the expo served as a dynamic platform for Industry networking, product showcases, and discussions on emerging technologies and sustainable construction practices. Exhibitors and visitors explored a diverse range of solutions, from advanced building materials and smart automation systems to elevators and solar manufacturing technologies, reflecting the sector's rapid innovation and adaptation to modern needs.

The programme attracted a broad spectrum of professionals, including builders, contractors, architects, interior designers, engineers, and real estate developers, as well as technology innovators seeking new avenues for business growth. A special felicitation ceremony honoured leading contributors to Bihar's construction and infrastructure ecosystem, recognising their efforts in shaping the state's growth story.

Participants included representatives from the Bihar chapters of the Builders' Association of India and the Confederation of Real Estate Developers' Associations of India. Senior officials from the Bihar State Road Development Corporation Ltd, Bihar Rajya Pul Nirman Nigam Ltd, the Building Construction Department,

Government of Bihar, and the National Highways Authority of India also attended, underscoring strong public-private engagement in advancing the state's infrastructure and housing development agenda.

Odisha Mining Conclave

The CII Odisha Mining Conclave was held in association with the Government of Odisha on 16 – 17 October in Jharsuguda. The conclave brought together leaders from Industry, Government, academia, and allied sectors to deliberate on strategies for building a globally competitive and sustainable mining ecosystem in the state.

The event featured plenary sessions, thematic discussions, and B2B engagements, addressing key themes such as sustainable mining practices, digital transformation in mining operations, beneficiation and value addition, logistics and infrastructure linkages, and investment opportunities in the mineral sector. An exhibition and knowledge-sharing sessions further showcased innovative solutions and best practices from across the Industry.

Shri Sampad Chandra Swain, Minister of Industries, Skill Development & Technical Education, Government of Odisha, announced plans for three new industrial parks, focusing on electronics, semiconductors, and BPM sectors, aligning with Odisha's long-term vision for a sustainable and employment-rich future by 2047.

Shri Tankadhar Tripathy, Member of Legislative Assembly, Jharsuguda, emphasised the importance of mentorship for local MSMEs and young entrepreneurs. He underlined the need to focus on skill development and technological collaboration.

Shri Hemant Sharma, Additional Chief Secretary, Department of Industries, Government of Odisha,



(L-R): Dr Prabodh Mohanty, Member, CII Odisha State Council and Managing Director, SNM Group; Bibhu Mishra, Advisor, Hindalco Industries Ltd; Aditya Birla Group; Hemant Sharma, Additional Chief Secretary, Department of Industries, Government of Odisha; Sampad Chandra Swain, Minister, Industries, Skill Development & Technical Education, Government of Odisha; Tankadhar Tripathy, MLA, Jharsuguda; G Suresha, Vice Chairman, CII Odisha State Council; C Chandru, CEO, Vedanta Aluminium, Jharsuguda at the Mining Conclave in Jharsuguda

highlighted the state's leadership in industrial growth, supported by ₹1.4 lakh crore in new investments in Q1 2025. Transparent policies, long-term ore linkages, and robust infrastructure as the enablers positioning Odisha as India's growth engine for the next 25 years, he added.

Training on 5S

The CII Centre for Industrial Competitiveness, Bhubaneswar, in collaboration with the CII Institute of Quality, Bangalore, conducted a comprehensive hands-on 5S training programme at AM/NS India's Paradeep Plant on 14-15 October. The programme aimed to strengthen participants' understanding of the 5S methodology – Sort, Set in Order, Shine, Standardise, and Sustain, through a balanced blend of classroom sessions and on-ground implementation exercises.

The training emphasised practical learning, enabling participants to identify improvement areas within their workspaces and apply 5S principles directly to their operational environments. Through interactive group activities, workplace audits, and real-time demonstrations, participants learned how to enhance workplace organisation, efficiency, and safety. The implementation exercises resulted in noticeable improvements in visual management, allowing teams to detect abnormalities swiftly and take timely corrective actions.



NORTH EASTERN REGION

CII Chungnam - Nagaland Business Networking

The Chungnam–Nagaland Business Networking Event in Dimapur, Nagaland on 11-12 October facilitated business linkages between Korean MSMEs and Northeast-based distributors through physical B2B meetings and product sampling sessions. The event was organized by CII, in partnership with the Chungcheongnam-do Economic Promotion Agency (CEPA India). It followed a series of online business meetings, held in September between Korean companies and distributors from the NE region of India.

Northeast-based distribution companies interacted with 13 Korean brands from the beauty and FMCG food sectors. The event featured four key segments: an

introduction session highlighting the Korean companies, product sampling and testing, B2B meetings, and the signing of MoUs expressing interest to advance business collaborations.

Following the formal meetings, Korean product stalls were opened to the public to gauge consumer interest and gather feedback. The two-day event concluded with the signing of eight MoUs between Korean companies and Northeast distributors, marking a positive step toward expanding trade and partnership opportunities between the two regions.



NORTHERN REGION

Interaction with Col Rajyavardhan Rathore, Minister of Industries and Commerce, Youth Affairs and Sports, Government of Rajasthan

To explore opportunities for accelerating industrial and tourism development in Rajasthan, Ms Anjali Singh, Chairperson, CII Northern Region and Executive Chairperson, ANAND Group India, held strategic interactions with senior leaders of the State Government on 3 October in Jaipur.

In her meeting with Col Rajyavardhan Rathore, Minister of Industries and Commerce, Youth Affairs and Sports, Government of Rajasthan, discussions focused on key enablers for industrial growth. The deliberations highlighted the need for strengthening MSME Facilitation Desks, accelerating infrastructure development in Bhiwadi and other industrial hubs, and ensuring time-bound approvals under the Rajasthan Investment Promotion Scheme. These measures are expected to further enhance Rajasthan's competitiveness as an industrial destination.

In a separate interaction with Ms Diya Kumari, Deputy Chief Minister of Rajasthan and Minister of Finance, Tourism, Art & Culture, PWD, and Women & Child Development, Ms Singh discussed avenues to boost tourism and creative industries in the state. Key focus areas included the notification of the Film Policy and Tourism & Unit Policy to attract investments in the media and entertainment sector, as well as initiatives to promote Night Tourism to enrich visitor experiences and stimulate the local economy.

HR Innovate Conference



Preemita Singh, Co-Chairperson, CII, Regional Committee on HR&IR and President and CHRO, Havells India at the HR Innovate Conference in Chandigarh

In collaboration with the Regional Committee on HR & IR, CII Punjab organized the second HR Innovate Conference on 9 October in Chandigarh. The event brought together HR leaders, Industry experts, and changemakers to explore the evolving dynamics of Human Resources and Industrial Relations.

The conference was chaired by Dr Aarun Raghav, Head – HR, ER, Admin & CSR, Mahindra & Mahindra (Swaraj Division), alongside Mr Sushil Baveja, Chairman – Northern Regional Committee on HR & IR and CHRO, Jindal Stainless. Ms Preemita Singh, Co-Chairperson, Regional Committee on HR & IR and President & CHRO, Havells India, introduced the concept of an ‘HR Clinic’ – an innovative initiative aimed at providing MSMEs with personalised guidance, practical solutions, and expert consultation on HR and IR challenges.

The conference emphasised the power of collaboration between HR leaders and MSMEs, highlighting the importance of a people-centric approach in retaining and nurturing talent for sustainable growth.

CII Chandigarh Fair

The 28th edition of the CII Chandigarh Fair was inaugurated by Shri Sanjeev Arora, Minister of Industries & Commerce, Investment Promotion, NRI Affairs & Power, Government of Punjab, on 10 October in Chandigarh. The Minister visited several exhibition stalls, commending the rich diversity of products and the spirit



Sanjeev Arora, Minister of Industries & Commerce, Investment Promotion, NRI Affairs & Power, Government of Punjab with dignitaries at the 28th CII Chandigarh Fair

of innovation on display, calling it a testament to the region’s vibrant entrepreneurial ecosystem.

The CII Chandigarh Consumer Fair has brought together participants from various states across India, and I observed the wide range of products and the innovation on display, which reflects the region’s active entrepreneurial ecosystem, Minister Arora.

The four-day event witnessed overwhelming participation from residents across the Chandigarh Tricity region, reaffirming its status as a festive event.

Interaction with Punjab Government

To discuss collaborative efforts towards post-flood restoration and sustainable agriculture in the state, a CII delegation interacted with Shri Bhagwant Mann, Chief Minister of Punjab and Shri Sanjeev Arora, Minister of Industry, Government of Punjab, on 10 October in Chandigarh. The delegation was led by Mr Amit Thapar, Past Chairman, CII Punjab and President, Ganga Acrowools Ltd.

The delegation showcased the proactive role of CII Foundation in supporting Punjab’s recovery and climate-resilient initiatives. Through its flagship Cleaner Air, Better Life – Crop Residue Management program, the foundation has helped over 1 lakh farmers in Punjab and Haryana adopt sustainable practices, reducing stubble burning and improving soil health and productivity.

Manufacturing Innovation Conclave

The 15th edition of the Manufacturing Innovation Conclave, held in New Delhi on 14 October under the theme ‘Next-Gen Manufacturing: Design Disrupt Deliver’, served as a dynamic platform for Industry thought leaders, innovators, and policymakers to discuss the transformative trends redefining India’s manufacturing landscape. Deliberations were held on Industry 4.0, global capability centres, drones and robotics, AI, IoT, and embedded systems in next-generation electronics.

Shri Vijay Mittal, Joint Secretary, Ministry of Heavy Industries, Government of India, emphasised the pivotal role of design, disruption, and delivery in building a future-ready manufacturing ecosystem. He highlighted the Ministry’s initiatives under Industry 4.0, aimed at accelerating digital transformation and fostering innovation across India’s manufacturing value chain.

Discussions underscored that as India aspires to become a global hub for electronics manufacturing, intelligence will be its true differentiator. The speakers called for a national policy on smart robotics and workforce skilling

initiatives, essential to make next-generation factories more adaptive, intelligent, and globally competitive.

RealEstate360

CII brought together policymakers, Industry leaders, and innovators for the 3rd edition of RealEstate360 held in Chandigarh on 15 October with the theme 'Transforming Real Estate: Technology, ESG & Capital for Tomorrow'. Mr Rakesh Kumar Goyal, Chairman, Punjab Real Estate Regulatory Authority (RERA), reiterated RERA Punjab's commitment to constructive partnership with the developer community.

"RERA Punjab has always believed in constructive partnership with the developer community. Our doors remain open for dialogue, transparency, and cooperation," Mr Goyal said. The deliberations underlined that collaboration, technology, and sustainability are key to a future-ready real estate ecosystem.

Agri Inputs Summit

The Agri Inputs Summit brought together leading voices from Industry, Government, and academia for an engaging dialogue on driving innovation and sustainability in Indian agriculture. The event, held on 30 October in New Delhi, deliberated on harnessing technology, science, and policy synergy to achieve inclusive and sustainable growth across the agricultural value chain.

Dr Krushna Chandra Sahoo, Director Commercial, National Seeds Corporation Ltd, highlighted the need to blend traditional wisdom with modern science, aligning with the Prime Minister's 'Beej se Bazaar Tak' vision. He outlined the four pillars of transformation, seed, insurance, credit, and market, reaffirming that access

to technology is every farmer's right. The summit highlighted that that policy, Industry leadership, and innovation are key to sustainable agricultural growth.

Future Ready Education

With the theme 'Future Ready Education: Global, Inclusive & Innovative', Delhi Education Summit featured powerful insights from Government and Industry leaders on making education global, inclusive, and innovative, aligned with future needs. It aimed to position Delhi as a global excellence hub.



Prof T.G. Sitharam,
Chairman, AICTE at the
Delhi Education Summit in
New Delhi

During the discussions at the event, held on 30 October in New Delhi, experts underscored the significance of holistic education, embracing technology and the National Education Policy 2020 as a positive, forward-looking initiative to prepare for future-ready youth.

A key highlight was the launch of the report titled 'Viksit Delhi 2047: Shaping the future through Education and Skills', which charted a visionary roadmap for shaping Delhi's education ecosystem by building a skilled, future-ready youth.

Prof TG Sitharam, Chairman, All India Council for Technical Education (AICTE), noted that the future of education is about preparing our young learners to create it. He said that there is a need to blend technology with humanity, innovation with ethics, and make every institution a hub of innovation.



(L-R): Yash Prakash, Founder, AcadAllly; A Srija, Economic Adviser, Ministry of Education, Government of India; Amit Gupta, Chairman, Jagannath International Management School (JIMS); Prof T.G. Sitharam, Chairman, AICTE; Padma Jaiswal, Secretary, Puducherry and Rikant Pittie, Chairman, CII Delhi and CEO and Founder, EaseMyTrip CII unveiling the report 'Viksit Delhi 2047: Shaping the future through Education and Skills'



SOUTHERN REGION

Autoserve and International Auto Tech

The 11th edition of Autoserve 2025, India's largest exhibition on automotive care, maintenance, and service equipment, was held on 9-11 October in Chennai, driving innovation and collaboration in the automotive ecosystem.

The first edition of International Auto Tech, themed 'Global Mobility Transition – The Pulse of Change,' was launched alongside Autoserve, showcasing emerging technologies in EVs, hybrid systems, AI-enabled maintenance, IoT-connected vehicles, and advanced energy storage solutions.

With 65 exhibitors and over 8500 visitors, including a dedicated Japan Pavilion, the event facilitated global networking, strategic partnerships, and business opportunities, underscoring CII's continued commitment to advancing sustainable and intelligent mobility solutions.

Business Delegation to Taiwan

CII Southern Region organized a business delegation to Taipei City, Taiwan, from 22 to 24 October, comprising 20 senior representatives from the electronics and Artificial Intelligence of Things (AIoT) sectors, to advance technology-driven industrial growth between South India and Taiwan.

The delegation participated in Taitronics & AIoT Expo Taiwan and visited Foxconn and Avantech. An MoU

was signed between CII and the Taiwan Electrical and Electronic Manufacturers Association (TEEMA) to promote cooperation in electronics, information and communications technology, and EV sectors.

INNOVERGE

The 21st edition of CII's flagship event, India Innovation Summit – INNOVERGE, was held on 10-11 October in Bengaluru, highlighting the nation's innovation-driven growth through AI-led R&D, advanced manufacturing, and skill development. The two-day summit brought together 350 Industry leaders, policymakers, and academics. The event featured 55 speakers and over 20 technology showcases.

Shri Priyank Kharge, Minister for Electronics, Information Technology & Biotechnology (IT/BT) and Rural Development & Panchayat Raj, Government of Karnataka, emphasised the state's commitment to embedding innovation across sectors and policies. Senior Government officials reinforced Karnataka's leadership in driving Industry–Academia partnerships to accelerate innovation and enterprise growth.

Mr Kamal Bali, Chairman, CII INNOVERGE and MD, Volvo Group India, highlighted that collaboration among the Government, Industry, and academia is essential to transforming India into a product-first, innovation-led economy.

CII Connect

The 23rd edition of CII Connect was organized by CII Tamil Nadu on 16-17 October in Coimbatore under the theme 'TransformAltion into the Next Era of Intelligence'. The conference positioned Tamil Nadu as a frontrunner



(L-R): Rama Shankar Pandey, Social Defence Fellow (Indian Administrative Fellowship) Director (NED), Paracot Products Limited; Debashis Neogi, Chairman, CII International AutoTech Conference & Managing Director, Renault Nissan Technology & Business Centre India (RNTBCI); Rakesh Kher, Chairman, CII Automotive Aftermarket Conference & CEO - Aftermarket and Group CSO, Uno Minda Limited; Dr T Prabhushankar, Managing Director, Metropolitan Transport Corporation [Chennai] Limited, Government of Tamil Nadu; P Ravichandran, Deputy Chairman, CII-Southern Region & President, Danfoss Industries Pvt Ltd; and N K Ranganathan, Past Chairman, CII Tamil Nadu & Director, Cognizant Foundation



(L-R): Rabindra Srikantan, Chairman, CII Karnataka & Managing Director, ASM Technologies; Kris Gopalakrishnan, Past President, CII Mentor, CII India Innoverge 2025 & Chairman, Axilor Ventures & Co-Founder, Infosys Ltd; Priyank Kharge, Minister of Electronics, Information Technology & Biotechnology and Rural Development & Panchayat Raj, Government of Karnataka; Kamal Bali, Past Chairman, CII Southern Region & Chairman, CII India Innoverge 2025 & President & Managing Director Volvo Group India; Gunjan Krishna, Commissioner for Industrial Development & Director, Department of Industries & Commerce Government of Karnataka, Ramesh Ramadurai; Past Chairman, CII Karnataka & Managing Director, 3M India

in AI-driven growth and digital transformation, bringing together policymakers, Industry leaders, and academia to explore AI's role in driving innovation and inclusive development.

The event saw the launch of the AI Academy, a joint initiative of the Government of Tamil Nadu, ICT Academy, and CII, to build a future-ready AI-skilled workforce. Dr Palanivel Thiaga Rajan, Minister for Information Technology and Digital Services, Government of Tamil Nadu, highlighted the state's contribution to national STEM talent and announced a 2 million sq ft AI Innovation Hub to accelerate R&D, job creation, and entrepreneurship.

Policymakers emphasised the need for collaboration between Industry and Government to harness AI for productivity and competitiveness. Shri V. Mahadesha, Director, STPI Chennai, stressed the need for ethical and sustainable adoption of AI. Mr P Ravichandran, Deputy Chairman, CII Southern Region and President, Danfoss Industries Pvt Ltd, underlined Tamil Nadu's potential to lead India's sustainable industrial revolution through digital transformation. Key speakers also included Shri S Krishnan, Secretary, MEITY, Government of India and Mr Brajendra Navnit, Principal Secretary – IT & Digital Services, Government of Tamil Nadu.

Kerala Health Tourism and Global Ayurveda Summit

The Kerala Health Tourism and Global Ayurveda Summit and Expo, organised by CII Kerala in association with

the Ministry of Ayush and the Government of Kerala, organised on 30 October at Kochi. The summit focused on positioning Kerala as a global healthcare and wellness hub by integrating modern medicine with Ayurveda.

Prataprao Jadhav, Minister of State (I/C) for Ayush and Minister of State, Health and Family Welfare, Government of India and Shri P Rajeev, Minister for Industries, Government of Kerala highlighted Kerala's leadership in Ayurveda-based medical value travel and its growing role in India's wellness economy.

The Kerala Health Tourism and Global Ayurveda Summit and Expo, organized by CII Kerala, in association with the Ministry of Ayush and the Government of Kerala, was held on 30 October in Kochi. The summit focused on positioning Kerala as a global healthcare and wellness hub by integrating modern medicine with Ayurveda.

Shri P Rajeev, Minister for Industries, Government of Kerala and Shri Prataprao Jadhav, Minister of State for the Ministry of Ayush, Government of India, highlighted Kerala's leadership in Ayurveda-based medical value travel and its growing role in India's wellness economy. Key sessions projected Kerala's Ayurveda economy to reach ₹60,000 crore by 2031, reinforcing its potential as a global centre for health tourism, research, and integrated healthcare.



WESTERN REGION

NexGen Mobility Show

The third edition of the CII NexGen Mobility Show was held in Pune on 9-11 October under the theme 'Innovate. Integrate. Impact: The Future of Mobility'. The flagship international exhibition and conference brought together the entire automotive value chain for deliberation on key issues pertaining to the Industry.

The show covered comprehensive range of topics, including regulatory guidelines, EV business ecosystem development, sustainable charging infrastructure, battery technology, automotive aftermarket, automotive materials, automotive logistics, EV manufacturing innovations and investments, rapid metro, high-speed trains, urban air mobility, and infrastructure development. It featured world-class automobile brands and Industry stakeholders, showcasing Internal Combustion Engine (ICE), electric, hybrid, hydrogen, CNG/LNG, and ethanol/biofuel powertrains, alongside traditional and new-age auto components, electrical and electronic subsystems, mechanical subsystems, and the latest automobile technology trends driving the future of mobility.

Mr Arvind Goel, Chairman, CII WR Taskforce on Future Mobility and Vice Chairman, Tata AutoComp Systems Ltd; Mr Akash Passey, Chairman, CII WR Taskforce on R&D, Innovation & Digitalisation & Co-Chairman, CII WR Taskforce on Future Mobility and President, ZF Group India; Mr Rajnikant Behera, Chairman, CII Pune Zonal

Council and ED, RSB Transmissions (I); Mr M S Shankar, Co-Chairman, CII WR Taskforce on R&D, Innovation & Digitalisation and Sr Advisor & Head – Group Innovation & Technology, ANAND Automotive Pvt Ltd; Mr Pankaj Munjal, Chairman & MD, Hero Motors Company; Dr Reji Mathai, Director, Automotive Research Association of India; Mr Arjun Jain, Whole Time Director and CEO, Varroc and Mr Prashanth Nayak, MD, Yazaki India Pvt Ltd, were among the key participants at the event.

The 'CII Automotive Research and Development Conclave: Navigating the New Era of Automotive Research Excellence' was held on 9 October during the show, where experts emphasised the need for increased investment in R&D, localisation, and collaboration across stakeholders to build scalable, cost-effective, and future-ready mobility solutions tailored to the Indian market.

The show also featured the 'CII Software Led Mobility Conclave: Driving India's Software-led Mobility Revolution' on 10 October and 'Navigyaan' – Startup & Innovation Conclave on 11 October by Automotive Research Association of India - Advance Mobility Transformation & Innovation Foundation.

Global Education Conclave

The sixth edition of the CII Global Education Conclave was held in Mumbai on 7 October. The conclave witnessed deliberations from regulatory bodies, Government authorities, and academic experts.

Mr Purshottam Kaushik, Head, Centre for Fourth Industrial Revolution, The World Economic Forum India Liaison Office, stressed that the purpose of education



Arjun Jain, Whole Time Director and CEO, Varroc Engineering; M S Shankar, Co-Chairman, CII WR Taskforce on R&D, Innovation & Digitalisation & Sr Advisor and Head Group Innovation & Technology, ANAND Automotive; Pankaj Munjal, Chairman & MD, Hero Motors Company; Arvind Goel, Chairman, CII WR Taskforce on Future Mobility and Vice Chairman, Tata AutoComp Systems Ltd; Akash Passey, Chairman, CII WR Taskforce on R&D, Innovation & Digitalisation & Co-Chairman, CII WR Taskforce on Future Mobility and President, ZF Group India; Rajnikant Behera, Chairman, CII Pune Zonal Council & Executive Director, RSB Transmissions (I) Ltd; Dr Reji Mathai, Director, Automotive Research Association of India



(L-R): Bobby Kuriakose, Co-Chairman, CII WR Taskforce on Education and Director – HR, Forbes Marshall; Purushottam Kaushik, Head, Center for the Fourth Industrial Revolution India, The World Economic Forum India Liaison Office; Rajan Navani, Chairman CII Council on India@100 and Chairman and Managing Director, Jetline Group of Companies, Jetsynthesys; Bharat Agarwal, Chairman, CII WR Taskforce on Education and President, Vishwakarma University

and skills is becoming increasingly uncertain in a fast-changing, AI-driven world. He highlighted challenges in integrating technology into key sectors such as farming and small enterprises, which employ a large part of India's population but lack digital readiness.

Mr Rajan Navani, Chairman, CII Council on India@100 and CMD, Jetline Group of Companies (Jetsynthesys), highlighted the work undertaken by CII in driving India's national development through a 'skills-first' approach. He stressed that skill development, lifelong learning, and reimaged education systems are essential for India to become a developed, inclusive, and innovative economy.

Mr Bharat Agarwal, Chairman, CII WR Taskforce on Education and President, Vishwakarma University, highlighted the urgent need to align education with evolving job and skill demands in a rapidly changing world. He mentioned that the focus must move from job outcomes to creating the right curriculum, content, and Industry exposure.

Leveraging People; Process; Technology, to drive Manufacturing Excellence

The CII Gujarat and the Manufacturing Panel organized the third edition of Manufacturing Conclave in Ahmedabad on 9 October, around the theme 'Leveraging People; Process; Technology, to drive Manufacturing Excellence'. The conclave delved into driving people, process, and technology in the manufacturing sector.

Industry leaders, policymakers, and key stakeholders converged to discuss the future of the manufacturing sector. The conclave emphasized that a strong and sustainable manufacturing operation requires the harmonious integration of all three elements.

Speakers engaged in insightful deliberations on bridging the skills gap and building a culture of continuous improvement with a focus on digitalization for a resilient and sustainable future.



(L-R): Ronak Chiripal, Promoter, Chiripal Group; Taizo Honda, Vice President, Toto India Industries Ltd; Sandhya Patel, Executive Director, Meghmani LLP; Premraj Keshyep, Chairman, CII Gujarat State Council & Founder and Managing Director, Conmat Heavy Industries Pvt Ltd; Jayanth Murthy, Co - Convenor, CII Gujarat Manufacturing Panel & Jt. MD, Kaizen Institute Sain LLP; and Nirag Choksi, Co-Convenor, CII Gujarat Manufacturing Panel & Director, Tacklers Engineering Pvt. Ltd



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