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Global Capability Centres Empowering Businesses

INSIDE



The GCC sector contributes USD 68 billion as direct gross value addition to the Indian economy and this could potentially range between USD 150 - 200 billion by 2030. That is the scope we have before us and the potential we can see.



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The GCC Summit marked a key moment in India's ascent as a leader in the global GCC landscape. Once known for outsourcing, India is now home to innovation-led centres powered by skilled talent, strong infrastructure, progressive policies, and a thriving startup culture. As GCC operations grow across major cities and gain momentum in emerging locations, the summit laid out clear steps to leverage technology, talent, and trust, firmly establishing India as a global hub for advanced GCC services.

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

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Unlocking India's Digital Health Opportunities

The fourth edition of the CII Digital Health Summit reaffirmed India's commitment to shaping a globally competitive and inclusive digital health ecosystem. The path forward lies in accelerating adoption, strengthening public health outcomes, and leveraging technology to close critical gaps, firmly positioning India as a global leader in digital health.

India is at a defining juncture in its digital health journey. With the ecosystem projected to grow to USD 40 billion by 2030, the country holds a unique opportunity to lead, innovate, and scale transformative health solutions that can reshape care delivery both within India and on the global stage.

Against this backdrop, the CII hosted the fourth CII Digital Health Summit on 25 July. Framed around the theme, 'Powering Digital Health: Will India Create, Compete or Comply - Unlocking the USD 40 Billion Opportunity', the summit served as a convergence point for visionaries from Government, Industry, academia, and startups to navigate India's digital health trajectory and shape its role in the global health-tech arena.

The summit explored how India can transition from being a follower to a frontrunner by developing world-class digital health products, competing on the global stage, and shaping the international frameworks, rather than merely complying. Discussions focused on how India can transition from being a reactive player to a global leader by fostering home-grown innovations, facilitating early-stage investments, and establishing robust public-private

financing mechanisms. There was a strong emphasis on bridging the gap between innovation and adoption, with a call for purpose-driven, problem-solving technologies that address real healthcare needs, especially in primary care, early detection, and last-mile delivery.

Will India Create, Compete or Comply? – Unlocking the USD 40 Billion Opportunity

The session highlighted India's growing potential to become a global leader in digital health innovation and healthcare delivery. Shri S Krishnan, Secretary, Ministry of Electronics and Information Technology (MeitY), emphasised India's digital health progress and its influence on global care models, calling for stronger collaboration among Government, Industry, and research to sustain momentum.

Speakers underscored the country's robust digital infrastructure, expanding tech ecosystem, and rapid adoption of advanced tools like diagnostics and robotics, even in smaller hospitals. Dr Naresh Trehan, Chairman, CII Steering Group on Health and CII Healthcare Council and CMD, Medanta – Medicity, stressed the importance



(L-R): Dr Naresh Trehan, Chairman, CII Steering Group on Health and CII Healthcare Council, Chairman and Managing Director, Medanta – Medicity; S Krishnan, Secretary, Ministry of Electronics and Information Technology; Debjani Ghosh, Distinguished Fellow, FTH, NITI Aayog and Shashank ND, Co Chairman, CII National Committee on Health Technology and Chairman, CII Sub-committee on Digital Health & Co-founder and Chief Executive Officer, Practo at Digital Health Summit in Delhi

of embracing emerging technologies to stay competitive in the evolving healthcare landscape.

Mr Shashank ND, Co-Chairman, CII National Committee on Health Technology and CEO, Practo, reinforced India's potential to become a global innovation and manufacturing hub, citing its large user base, dynamic startup ecosystem, and factors that, when paired with enabling regulations and market access, can accelerate growth. Adding a forward-looking perspective, Ms Debjani Ghosh, Distinguished Fellow, NITI Aayog's Frontier Technology Hub, emphasised the disruptive potential of frontier technologies in healthcare and called for aligning innovation with improved longevity and quality of life.

India's Readiness for Global Leadership in Digital Health and Positioning India as the Global Pathfinder in Digital Health

The discussion highlighted the rapid evolution and strong potential of India's digital health sector, fuelled by its scale, innovation capacity, and increasing demand. However, key challenges, including limited market access, regulatory complexity, inadequate focus on

specialist care, and poor interoperability, continue to hinder progress.

Mr Shashank ND emphasised the need to mandate digitisation across the entire healthcare process and suggested that India, like in the telecom sector, has the potential to become a global hub for manufacturing and innovation in digital health. Mr Vishal Bali, Executive Chairman, Asia Healthcare Holdings, framed the post-COVID revenue dip as an opportunity for increased investment, while also underlining the need for regulatory reforms and improved readiness of the private sector to scale digital health access to remote areas.

Mr Pankaj Sahni, CEO, Medanta – The Medicity, pointed to a growing gap between the fast pace of technological innovation and the slower on-ground adoption, advocating for greater operational innovation. Mr Tarun Thakur, Senior Vice President – Operations & Delivery, HCL Healthcare, cited platforms such as eSanjeevani as indicators of India's readiness for digital health at scale but emphasised the need for increased investment in R&D and robust data privacy safeguards to ensure long-term sustainability.



(L-R): Tarun Thakur, Sr. Vice President-Operations & Delivery, HCL Healthcare; Vishal Bali, Executive Chairman, Asia Healthcare Holdings; Vikram Chandra Founder, Editorji Technologies; Shashank ND; Pankaj Sahni, Chief Executive Officer, Medanta – The Medicity and Gaurav Agarwal, Co-Founder and Chief Technology Officer, Tata1mg



(L-R): Vijayendra Singh, COO, Apollo 24|7; Dr Shubnum Singh, Principal Advisor-Healthcare, CII; Madhukar Kumar Bhagat, Joint Secretary, Ministry of Health and Family Welfare; Dr Rajeev Singh Raghuvanshi, DCGI, Central Drugs Standard Control Organisation; Kiran Gopal Vaska, Joint Secretary, NHA and Mission Director, ABDM and Satish Kannan, Co-founder and CEO, MediBuddy

Evolution of the Policy and Regulatory Frameworks that Govern Digital Health Sectoral Growth and Expansion

The session highlighted that India's digital health transformation hinges not just on innovation but on building robust regulatory frameworks, stakeholder collaboration, and user-centred implementation. Experts emphasised the need to align technology with healthcare goals like universal coverage and quality care, while ensuring scalable adoption through transparent regulations.

Dr Rajeev Singh Raghuvanshi, Drugs Controller General of India (DCGI), Central Drugs Standard Control Organisation, advocated for more structured and sustained engagement between innovators, investors, and regulators. Collaborative platforms like MedTech Mitra were cited as effective models, and the integration of compliance, capacity-building, and culturally relevant digital tools was seen as key to accelerating digital health adoption across the country.

Shri Madhukar Kumar Bhagat, Joint Secretary, Ministry of Health and Family Welfare, Government of India, underscored that technology should serve the goal of

universal health coverage, with AI as a tool to achieve this goal, focused on improving availability, accessibility, affordability, and quality of care. Shri Kiran Gopal Vaska, Joint Secretary, National Health Authority and Mission Director, Ayushman Bharat Digital Mission, stressed embedding transparent and standardised regulatory compliance into digital solutions from the outset to ensure seamless and scalable implementation.

Tech Adoption Gaps: Challenges and Innovations

The session offered a critical lens on the progress and roadblocks in India's digital health journey. Mr Sudhir Rajpal, Additional Chief Secretary, Health and Family Welfare, Medical Education & Research and AYUSH, Government of Haryana, provided an overview of key national digital health platforms such as ABDM, eSanjeevani, U-WIN, RCH, and Ni-kshay. He acknowledged notable progress but pointed out persisting barriers such as the digital divide, poor interoperability, data quality issues, limited workforce capacity, privacy concerns, and resistance to change.

Speakers emphasised that true transformation requires more than technology. It demands user-centric design,



(L-R): Shashank ND; Dr Rana Mehta, Partner & Leader, Healthcare, PwC India; Dr V K Paul, Member, NITI Aayog; Abhishek Yadav, Managing Director, Quadria Capital and Dilip Kumar, Investor, Rainmatter Health By Zerodha

infrastructure readiness, and frontline ownership. A recurring recommendation was the need for co-creation of solutions with doctors and nurses, rather than building tech solutions in isolation. Dr Shuchin Bajaj, Founder-Director, Ujala Cygnus Hospitals, emphasised that many digital health solutions fail due to being solution-driven rather than problem-driven. He stressed the importance of co-creating innovations with doctors and healthcare providers to ensure relevance, adoption, and scalability.

Challenges and Opportunities in Digital Health: Charting India's Path Forward

The valedictory session brought attention to the critical need for sustained investment, real-world validation, and alignment with national health priorities to unlock the next phase of digital health transformation in India. Speakers highlighted the importance of delivery over promise, urging innovators and stakeholders to focus on execution, public health alignment, and scalable impact.

QUOTES



This world of digital health needs all of us to think big, think strategic and also think profound.

Dr VK Paul, Member, NITI Aayog



Continuous learning and unlearning will be critical, especially in the context of technology adoption, to embrace innovation and reimagine how we can

leverage it to achieve universal health coverage and reach the last mile.

Dr Naresh Trehan, Chairman, CII Steering Group on Health & CII Healthcare Council and CMD, Medanta – Medicity



To advance digital health, we need more structured dialogues between innovators, investors, and regulators.

Dr Rajeev Singh Raghuvanshi, Drugs Controller General of India, Central Drugs Standard Control Organisation



India's digital health journey is promising, but bridging gaps in access, capacity, and trust is key to realising its full potential.

Sudhir Rajpal, Additional Chief Secretary, Health & Family Welfare, Medical Education & Research and AYUSH, Government of Haryana



The focus in the health sector is universal coverage, and technology is a means to achieve this goal. AI for health should be purpose-driven, focusing on how it improves the four pillars of healthcare delivery - availability, accessibility, affordability, and quality of care.

Madhukar Kumar Bhagat, Joint Secretary, Ministry of Health and Family Welfare, Government of India



Transforming digital health requires us to prioritise quality and outcomes, align capital with performance, and foster innovation hubs that can drive meaningful change.

Shashank ND, Co-Chairman, CII National Committee on Health Technology & Chairman, CII Sub-Committee on Digital Health and Co-Founder & CEO, Practo

Global Capability Centres: Empowering Businesses

The GCC Summit marked a significant milestone in India's journey as a powerhouse in the global GCC ecosystem. Bringing together Government officials, Industry leaders, policymakers, investors, and academia, the summit underscored the immense potential of GCCs in driving India's economic transformation.

Highlighting the sector's current contribution of USD 68 billion to the Indian economy, Finance Minister Smt Nirmala Sitharaman emphasised its promising growth trajectory, with projections reaching USD 150-200 billion by 2030. India's evolution from basic outsourcing hubs to innovation-driven centres is fuelled by a robust talent pool, strategic infrastructure, supportive policies, and a vibrant startup ecosystem. With expanding GCC operations across major metros and growing interest in Tier 2 and 3 cities, the summit outlined actionable steps to harness technology, talent, and trust, positioning India as not just a host but a global leader in advanced GCC services.

The inaugural edition of the Global Capability Centres (GCC) Summit, held on 14 July in New Delhi, brought together a distinguished gathering of senior leaders from the Government, policymakers, Industry leaders from across the GCC ecosystem including service providers, academic institutions, investors, technology firms, and representatives from the real estate sector.

Key discussion areas

India's evolution in the GCC landscape has been truly transformative, progressing from a base for simple outsourcing tasks to becoming a global leader in advanced GCC operations. From BPOs to captive centres

to global in-house centres and GCCs, India is recognised as one of the largest and most dynamic destinations for GCCs, actively contributing to product development, engineering R&D, and high-end technology innovation.

This growth can be attributed to India's competitive advantages which includes robust physical and digital infrastructure, strategic Digital India initiatives, improved regulatory support in terms of ease of doing business and a rising share of services exports in the overall exports.

This coupled with the availability of a strong and diversified talent pool provides a compelling case for India to be in a bright spot for continued GCC expansion.

With approximately 2.1 million STEM graduates coming out annually along with significant women participation

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The GCC sector contributes USD 68 billion as direct gross value addition to the Indian economy and this could potentially range between USD 150 - 200 billion by 2030. That is the scope we have before us and the potential we can see.

Nirmala Sitharaman

Minister of Finance and Corporate Affairs
Government of India

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(35 per cent) and a young median age (28 years) demographic, there has been a favorable increase in the workforce participation rate for both women and youth. The youth unemployment in India has gone down from 17.8 per cent to 10.2 per cent while globally it stands at 13.6 per cent. This provides a great scope of untapped market for GCCs in India.

Large scale skilling initiatives are also underway. As many as 1.66 crore people have already been trained under the PM Kaushal Vikas Yojana. The skilling efforts are aligned with the emerging Industry needs and certain new age skills have been approved under the National Council for Vocational Education and Training.

India also offers cost competitiveness as far as GCCs are concerned; this is mainly because a) the talent costs are 30-50 per cent less in India than in the US, UK and Australia b) office space is cheap and much cheaper in Tier 2 cities and c) there are Special Economic Zones (SEZs) based GCCs benefits as well.

There is a robust and dynamic innovation and startup ecosystem in place. Schemes like Startup India, Atal Innovation Mission, and Technology Incubation and

Development of Entrepreneurs (TIDE) 2.0 offer funding, incubation and regulatory support. Major MNC giants run R&D or digital innovation centres in India, often co-innovating with startups and academia.

AI labs are also being established in Tier 2 and 3 cities with a Model India AI Lab already set up in Delhi. According to the Stanford AI Index 2024, India has the highest penetration of AI skills. Further, the AI talent concentration has grown by 263 per cent since 2016, positioning India as a major AI hub. The recently released UNDP Human Development Index (HDI) underscores India's unique status on the global stage as a rising AI powerhouse. As of 2023, 20 per cent of AI researchers in India choose to stay in the country, a significant increase from nearly zero to 2019.

As GCCs are significantly expanding their presence in India, Free Trade Agreements (FTAs) are becoming a very critical enabler of the GCC ecosystem. For example, the milestone "India-UK" FTA has a special chapter on Innovation, which would significantly strengthen innovation corridors between the partner countries. Moreover, FTAs ensure that regulatory practices and institutional mechanisms between the partners are



(L-R): Gunjan Samtani, Co-Chairman of Goldman Sachs in India and Country Head, Goldman Sachs Services in India; Nirmala Sitharaman, Minister of Finance and Corporate Affairs, Government of India and Rajiv Memani, President, CII and Chairman and CEO, EY India at GCC Summit in New Delhi



(L-R): Chandrajit Banerjee, Director General, CII; Romal Shetty, CEO, Deloitte South Asia; Ajay Vij, Senior Country Managing Director, Accenture India; Vandana Gurnani, Secretary, Ministry of Labour and Employment; Anuradha Thakur, Secretary, Department of Economic Affairs, Ministry of Finance; Sanjay Bahadur, Member (Income Tax), CBDT; Gunjan Samtani and KK Singh, Joint Secretary, MeitY

harmonised. FTAs with the UK, EU, and US will be crucial enablers for the GCC ecosystem in India.

Some of the other key facets of a robust GCC ecosystem are a strong Intellectual Property Rights (IPR) regime, dispute resolution mechanism, digital architecture and cyber security.

All the above factors provide a strong fillip to GCC Industry in India. India is now a global talent engine, housing 32 per cent of GCC talent and leading the world in AI skill penetration, with 2.16 million professionals employed across 1,800 GCCs spread throughout the country.

The Industry is playing a significant role in the overall growth of the country by contributing USD 68 billion as Direct Gross Value Addition (GVA) and contributing 1.8 per cent to the national GDP. It is time that the immense potential of the sector is harnessed effectively.

While the vast majority of GCCs operate from six major locations which include Bengaluru, Hyderabad, Delhi, Mumbai, Pune and Chennai, with only a small percentage operating in emerging cities, there is now a strong focus on developing GCCs in tier 2 and tier 3 cities. The success of this would ultimately depend on important parameters like the quality of life, liveability, cost of living and safety, to name a few.

Further, developing and retaining talent, infrastructure and facilities, enhancing locational capabilities, and the Startup ecosystem are the key action areas to promote Tier 2 cities as a potential destination for GCCs.

The potential of emerging tier 2 and tier 3 cities should be tapped by benchmarking best practices from successful GCC locations and creating standardised guidelines that other states/ cities can adopt to develop their own GCC ecosystems.

Tier 2 cities like Bhubaneswar, GIFT City, Jaipur and Coimbatore, amongst more, now offer excellent office spaces and social infrastructure to support quality of

life and reduce the urban-rural divide but need demand visibility from GCC clients.

In other cities, models like Build-Operate-Transfer (BOT) are allowing clients to build capability gradually with local ecosystem support and are poised to work well in Tier 2 settings.

Stakeholders, during the inaugural session of the GCC Summit, emphasised that enabling these cities to host GCC operations would not only boost local infrastructure, connectivity, and employment but also help decentralise growth and ease the pressure on major metros. It would support a more balanced regional development model, which in turn enhances quality of life and optimises resource distribution. Such a shift is seen as a critical step toward realizing the long-term national vision of Viksit Bharat 2047, where inclusive, and sustainable growth is at the core of India's economic transformation.

Key Suggestions

To drive scale i.e. from 1,800 GCCs presently to 5,000 GCCs by 2030, it is important to tap into new opportunities and establish India's role not only as a host to the GCC Industry but also as a key contributor to global transformation.

The following key suggestions and recommendations emerged from the summit deliberations.

Talent is a critical lever for the growth of GCCs

GCCs should be integrated into national employment and skilling initiatives by leveraging the use of Employment Linked Incentive Schemes, National Career Services Portal, and expanding university career lounges as structured talent pipelines.

The Employment Linked Incentive Scheme (ELIS) which has been launched with the aim of creating 3.5 crore jobs, including 1.9 crore for first-time workers, would help GCCs to reduce hiring costs and promote job



(L-R): Sandip Shah, Head, IFSC and Strategy Department, GIFT City; Pratik Shah, Partner & Financial Services Leader, EY; Mona Khandhar, Principal Secretary, DST, Government of Gujarat; Dr Hasmukh Adhia, Chairman, GIFT City; Praveen Trivedi, Executive Director, IFSCA; Gaurav Hazra, VP & Head, Government Affairs, India and APAC, Cognizant Asia Pacific and B V Ramanakumar, Director, Technip Energies

growth, thus making it a strategic tool for workforce expansion. Also, the National Career Service (NCS) portal offers a valuable opportunity for GCCs to access a wide pool of talent, with job listings from both Government and private companies. Collaboration between the Government and GCCs would strengthen the platform's reach and effectiveness, making it a useful channel for large-scale recruitment.

Long-term dedicated skilling programmes should be established to support the transition from a service-based to an innovation-driven ecosystem.

India's international agreements for workforce mobility can be effectively leveraged for GCC operations.

A close and nuanced Public-Private-Partnership should be adopted, particularly in nurturing talent. There was a strong call to revamp engineering education by embedding future-ready skills through deeper Industry-academia collaboration.

GCCs should be encouraged to collaborate closely with universities by introducing real-world projects into classrooms, and offering students hands-on experience through internships. Additionally, these partnerships would help in co-curating short-term, high-impact upskilling programmes that could help enhance employee capabilities and improve retention.

A provision enabling Industry professionals to take short sabbaticals to teach and mentor next-generation employees could also prove to be extremely useful.

Talent development should be advanced through mobility and skilling initiatives supported by talent acceleration hubs in high-potential Tier 2 and Tier 3 cities, enabled via a co-funding mechanism involving the centre, states, and Industry. A national digital talent platform shall be established for job matching and skill validation through demand-supply heatmaps, standardized skill certification and recognition systems, etc.

GCC leaders should actively invest in building a culture of innovation by fostering psychological safety and upskilling teams in emerging technologies. Programmes that support both leadership development and hands-on innovation-such as hackathons, automation training, and generative AI workshops should be implemented as they can significantly empower teams to experiment and innovate.

GCCs are now investing in high-value skills, and India's advantage lies in building a digitally fluent, innovation-ready workforce equipped with global leadership, communication, and soft skills beyond technical expertise.

States should look at maintaining a skill registry, a model which is followed in Tamil Nadu, and can act as an excellent talent pipeline to the GCC Industry by providing a readily available list of professionals suitable for a specific role and profession.

Similarly, offering payroll-based incentives for GCCs, a model practiced in Tamil Nadu for high-paying jobs, would help in reducing hiring expenses considerably. The model can be used as a blueprint to promote GCC expansion in other cities.

Infrastructure enhancements must be looked at in Metro cities, along with Tier 2/3 cities

The development of Digital Economic Zones (DEZs) having GPU-based data centres, academia, startups, colocation working space, plug and play facilities, along with medical, recreational, and travel facilities, can be an important enabler for the growth of the GCC Industry. It would ensure smooth and timely settling of senior GCC executives relocating to Tier 2 and Tier 3 cities.

In this regard, a DEZ Development and Regulation Act shall be introduced to define the structure, governance, fiscal incentives, and legal sanctity. A Central DEZ Authority shall be established as a statutory body to oversee development, compliance, and national integration.

July 2025



(L-R): Manoj Marwah, Partner, Business Consulting, EY India; Chandra Prakash Balani, Head, AWS Industries India; Praveen Kumar, MD & CEO, Barclays Global Services India; Vinod Rohira, MD and CEO, K Raheja Corp; Dr Neeraj Mittal, Secretary, Department of Telecommunications; Sunil Barthwal, Secretary, Department of Commerce, Ministry of Commerce and Industry; Chandrajit Banerjee; Dr Rudra Pratap, Vice Chancellor, Plaksha University; Ankur Mittal CTO & Managing Director, Lowe's India and Sunil Gupta, Co-Founder, MD and CEO, Yotta Data Services

GIFT City has adopted the concept of 'Walk to Work'. This concept may be replicated across other cities.

Enabling States to implement successful models from established hubs would significantly help in GCC expansion. This requires well-planned urban development, specialised industrial zones with clear land-use policies, and the upgrade of regional airports into international hubs-supported by seamless multimodal transport. Key enablers include plug-and-play infrastructure, reliable utilities, strong digital connectivity, and a focus on liveability and ease of mobility.

Improving public transportation and last-mile connectivity is essential to lower costs for employers and improve employee access. Creating infrastructure that supports women to participate through the life cycle changes that they go through would encourage them to contribute to the growth story.

Labour law inconsistencies across States were highlighted as a challenge prohibiting workforce flexibility and mobility to operate from any location

This calls for harmonisation and simplification to support smoother GCC operations. Additionally, investments in cloud infrastructure, automation, and leadership development was seen as crucial for driving innovation and boosting efficiency within GCCs.

Regulatory approvals should be simplified with single-window clearances to reduce procedural bottlenecks

Transfer pricing and dispute resolution systems should be updated to handle the complex needs of modern, innovation-driven GCCs. Concepts such as having a single unified regulator, on similar lines as GIFT City, can be replicated in other States.

Positioning India as an unique and attractive destination for GCCs in light of increasing competition, emerging AI, geopolitics, tariff wars, and Free Trade Agreements (FTAs) would be a game-changer.

A 'Brand India' campaign may be launched by the Government towards attracting companies from newer markets and sectors to set up their base in India. International markets like Japan, ASEAN should be explored and leveraged.

A Unified National GCC Policy Framework should be established, governed by a National GCC Council with dedicated investment, talent, and regulatory support cells to coordinate efforts across Ministries and States.

There shall be dedicated GCC cells such as an investment promotion cell, talent cell, infrastructure cell, ease of doing business cell, and an innovation support cell. There shall also be inter-ministerial working groups to facilitate ease of working for these GCCs. In addition, certain State GCC facilitation committees shall also be formed along with an Industry Advisory panel. The establishment of this shall make it easier for GCCs to function and prosper in the Indian ecosystem.

Investment promotion strategies should be set with a clear focus on not just targeting traditional markets but new markets such as Asia Pacific, Middle East and some parts of Europe having very little presence in India

There is also a need to look at new sectors that go beyond manufacturing and target future-ready sectors like aviation, defence, electronics, and quantum computing.

To summarise, the trinity of technology, talent, and trust forms the foundation for the success of the GCC ecosystem in India, requiring comprehensive infrastructure development across metropolitan and emerging cities,



talent scaling initiatives spanning short-term upskilling and long-term preparation for technology augmented work environments, and building trust through clear policies. It's essential to not only build on what is already

achieved, but also to identify and pursue new avenues, solidifying India's role as a proactive contributor, and not just a host, in the evolving GCC landscape, thereby contributing to the nation's growth and development.

QUOTES



To become the true GCC capital of the world, India must address infrastructure constraints not just in metros like Bengaluru, Hyderabad and Chennai, but also in Tier 2 cities. The time has come to consider building new greenfield cities dedicated to high-quality GCCs in India. That should be a priority for all of us. One such city has already been set up in India, which is GIFT City.

Dr Hasmukh Adhia, Chairman, GIFT City



India offers the critical enablers that make it a preferred destination for GCCs, a rich and deep talent pool, robust digital and physical connectivity, a strong culture of innovation, adherence to the rule of law, and reliable intellectual property protections. Telecom sector is a cornerstone of this digital infrastructure and plays a pivotal role in enabling the success of GCCs in India.

Dr Neeraj Mittal, Secretary, Department of Telecommunications, Government of India



One important enabler for GCCs in India is the innovation ecosystem that we have created. This ecosystem comes out of startups, innovation hubs and venture capital that finances this innovations.

Sunil Barthwal, Secretary, Department of Commerce, Ministry of Commerce and Industry



Youth unemployment in India has dropped from 17.8% in 2017-18 to 10.2%, outperforming the global average of 13.3%. GCCs have played a key role in this progress.

Vandana Gurnani, Secretary, Ministry of Labour and Employment



India's GCC story is now expanding beyond metros into Tier 2 towns. Centre-State collaboration, supportive policy frameworks and infrastructure development are key.

Anuradha Thakur, Secretary, Department of Economic Affairs



It is undeniable that GCC is a sector that is growing at a fast pace. We are looking at a very robust growth over the next 5-10 years and its contribution to the GDP and employment creation will also go up over the next few years.

Sanjay Bahadur, Member (Income Tax), CBDT



The rise of GCCs is one of India's great economic success stories. In Tamil Nadu, we have long focused on developing direct cities for GCC growth. Coimbatore is now a nationally

recognised GCC hub with investments also flowing into Trichy, Madurai, Salem and Vellore.

Thiru V Arun Roy, Secretary to Government, Industries, Investment Promotion & Commerce Department, Government of Tamil Nadu



The contribution of GCCs to the economy is much beyond their contribution just in terms of numbers. Historically, GCCs were set up mainly as cost centres, but over the last

many years they have become an embedded part of the supply chains and international operations of global companies.

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



On the talent side, we need to have talent acceleration hubs that can bridge the gap between universities and requirements, while using areas like AI to help in skilling

and reskilling programmes.

Romal Shetty, Co-Chair, CII Task Force on GCCs and Chief Executive Officer, Deloitte South Asia



Our objective is to see Gujarat as a GCC Hub. We look at GCC policy as a vehicle to ensure that our Industry and all economic units, including agriculture and animal

husbandry, move one level up to the technology ladder and are supported by startups, R&D units and are focused on creating IPs and R&D.

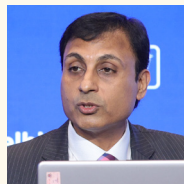
Mona Khandhar, Principal Secretary, DST, Government of Gujarat



India's GCC landscape is rapidly shifting. GCCs impact India's economy by creating high value jobs, fostering skill development and facilitating knowledge transfers from

service providers to GCCs.

K K Singh, Joint Secretary, Ministry of Electronics and Information Technology



India's GCC Industry, now nearing 4 decades has matured through the efforts of many. Today marks a bold, ambitious leap with the first ever framework to define our

national global capabilities centre policy. A unifying vision, driven by collective purpose.

Gunjan Samtani, Chair, CII Task Force on GCCs & Co-Chair, Goldman Sachs in India and Country Head, Goldman Sachs Services India



The idea is not just to scale what's already at work, but also to unlock some new opportunities and about cementing the position of India, not just as a host

to GCCs, but also as a partner in this global transformation.

Chandrajit Banerjee, Director General, CII

GLIMPSES





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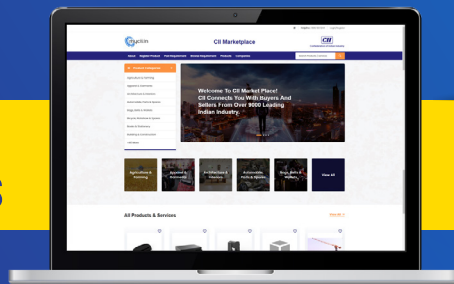


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India-UK FTA: A New Era of Strategic Collaboration

India and the United Kingdom have signed the CETA, marking a new era in bilateral economic relations. Going beyond conventional trade deals, CETA fosters deeper integration across key sectors. With a significant number of Indian companies already active in the UK, the agreement further strengthens economic ties, enhances investor confidence, and offers a stable platform for future growth amid global uncertainties and evolving trade dynamics.



India has signed a landmark Comprehensive Economic and Trade Agreement (CETA) with the United Kingdom, first of its kind, featuring substantive commitments that extend well beyond traditional trade in goods and services. This agreement opens new avenues for Indian exports to the UK, enhances regulatory alignment, facilitates smoother capital flows, and promotes ecosystem-level collaboration in key sectors such as pharmaceuticals, technology, and clean energy.

Indian Industry already plays a significant role in the UK economy. According to the CII India Meets Britain Tracker 2024, over 970 Indian companies operate in the UK, collectively contributing approximately £1.17 billion in corporation tax and employing around 1.1 million people, underscoring their impact on local economies and livelihoods.

The CETA is poised to deepen trade and investment ties between Indian and UK's industries. Its signing comes at a time of global uncertainty marked by trust deficits and policy volatility. By introducing greater predictability in trade policy, the CETA offers businesses a stable framework to expand operations and seize emerging opportunities in the years ahead.

Market Access: Mutual Win-Win Agreement

The India-UK CETA significantly enhances market access for goods, with a progressive liberalization framework. Under the agreement, 99% of India's exports to the UK, representing nearly the entire trade value, will enjoy duty-free access from the date of entry into force.

The UK has committed to immediate tariff elimination across a wide range of sectors, including electronics, textiles & apparel, engineering products, mineral fuels, metals, chemicals & petrochemicals, gems & jewellery, pharmaceuticals, leather & footwear.

A few exclusions apply, primarily in the agricultural and food sectors. These include items such as cane or beet sugar, semi/wholly milled rice, poultry eggs, pig fat, and poultry fat, collectively accounting for just 1.4% of India's exports to the UK.

In the automobile sector, a Tariff Rate Quota (TRQ) will be introduced for electric, hybrid, and hydrogen passenger vehicles (HS 8703), starting from Year 6 of the agreement. These quotas will be defined based on the Cost, Insurance, and Freight (CIF) value.

India's commitments under CETA are more nuanced, involving a mix of immediate tariff elimination, phased reductions over 5-10 years, partial tariff reductions and TRQs across sensitive sectors.

Key sectors such as engineering, electronics, chemicals & petrochemicals, textiles & apparel, and pharmaceuticals will benefit from substantial or full tariff elimination from the outset. However, sensitive sectors including automobiles, select food items, animal products, and fruits & vegetables, will see more guarded liberalization through exclusions or TRQs.

In the automotive segment, India has provided differentiated TRQs for internal combustion engine (ICE) vehicles and electric/hybrid/hydrogen passenger and goods vehicles. Additionally, out-of-quota duty reductions have been offered for ICE passenger cars.

For "other alcohol" categories, tariff reductions are linked to a Minimum Import Price (MIP) threshold, with distinct categories set at USD 5 per litre and USD 6 per 750 mL bottle.

Sectoral Opportunities in Goods under CETA

The India-UK CETA unlocks significant sectoral opportunities for Indian exporters across a wide range of goods. Key sectors poised to benefit include:

- Agriculture & Marine Products
- Textiles & Clothing
- Leather & Footwear
- Engineering Goods
- Electronics & Software
- Telecommunications
- Pharmaceuticals & Medical Devices
- Chemicals
- Sports Goods & Toys
- Iron & Steel (subject to the non-imposition of CBAM, which remains uncertain)
- Gems & Jewellery

These sectors are expected to gain enhanced access to the UK market through reduced or eliminated tariffs, streamlined regulatory processes, and



improved trade facilitation measures, positioning Indian industry for stronger global integration and growth.

Services to Boom

Services are a core strength of both India and British economy. Deeper market access across IT, financial services, education, and healthcare is received. To facilitate the movement of people, the agreement provides for business visitors, contractual service

suppliers, and independent professionals to access the UK under clear and predictable entry rules. Around, 1,800 Indian chefs, yoga instructors, and classical musicians can work in the UK every year under these provisions¹. India has made commitments across 11 broad services sectors and 108 sub-sectors. Meanwhile, India has secured services commitments on 12 broad service sectors and 137 sub-sectors².

Alongside the CETA, negotiation on reciprocal Double contribution convention would enable Indian employees temporarily working in the United Kingdom to continue contributing to their home country's social security system for a period of three years. This would address a long-standing Industry concern and aligns closely with recommendations previously put forth by the CII, which had advocated for a 5-year exemption period

Investment Commitments to Drive Long-Term Growth

The United Kingdom ranks as the sixth-largest investor in India, accounting for approximately 5% of India's total FDI equity inflows. The CETA introduces robust provisions for investor protection, transparent regulatory frameworks, and effective dispute resolution mechanisms, creating a more secure and predictable investment environment.

These measures are expected to significantly boost investor confidence, paving the way for increased bilateral investment flows. In particular, the agreement is likely to catalyze greater UK foreign direct investment

1 <https://www.pib.gov.in/PressNoteDetails.aspx?id=154945&Noteld=154945&ModuleId=3>

2 ELP Update



(FDI) into India's key growth sectors, including financial services, manufacturing, and renewable energy, thereby supporting long-term economic development and industrial transformation.

Understanding Beyond Traditional Agreement

The agreement establishes a framework for mutual understanding on several emerging regulatory matters and outlines cooperation across multiple sectors. The digital chapter enhances the efficiency of cross-border digital trade by incorporating measures such as paperless transactions, electronic certification and signatures, and digital trade facilitation. Additionally, it addresses consumer protection and cybersecurity concerns to mitigate risks associated with digital commerce.

India did not make firm commitments on topics including data flow, data localization, and data protection. These regulatory matters are reserved for a review mechanism, allowing future consultation if a party makes commitments on these issues to any third party.

The agreement also has dedicated chapter on environment, labour and gender, underscoring the

importance both countries give to the sustainability. The agreement, however, does not address the issue of CBAM which could potentially reduce the net effective market access of the CBAM effected sectors. India reserves its rights to take counterbalancing measures if CBAM affects Indian industry³. The CETA also opens each other's lucrative public procurement market, ensuring Indian businesses to be treated on par with the UK suppliers in public tenders, while UK suppliers will be eligible to participate as "Class-II local suppliers" under the Make in India initiative.

The CETA is anticipated to serve as a model for future trade negotiations involving wide-ranging commitments. Traditionally, India has adopted a cautious stance on matters beyond tariffs. Therefore, assessing the agreement's implications particularly in areas such as trade and gender, labour, environment, Government procurement, digital trade and other emerging issues becomes important, as these are priority areas for many developed jurisdictions, including the EU.

³ <https://economictimes.indiatimes.com/news/economy/foreign-trade/india-reserves-right-to-negate-britains-cbam-impact/articleshow/122912203.cms?from=mdr>

Towards Swarna Andhra Pradesh@2047

A CII report highlights that Andhra Pradesh holds tremendous potential across various sectors, including IT, electronics, automobiles, logistics, renewable energy, semiconductors, pharmaceuticals, and defence. In addition, the state's strong agricultural sector, which is already a top performer, has significant scope to boost productivity and emerge as a key global supplier of food products.



The states in India play a crucial role in the country's growth path by leveraging their unique regional strengths. The path to "Viksit Bharat" by 2047, therefore, is built upon the foundation of "strong states make a strong nation", giving way to a more heterogeneous approach towards development.

In this context, the CII – Government of Andhra Pradesh Task Force on Economic Development for Swarna Andhra Pradesh @ 2047 was formed with Shri N Chandrababu Naidu, Chief Minister Andhra Pradesh as the Chair and Mr N Chandrasekaran, Executive

Chairman, Tata Sons, as the Co-Chair. The Task Force submitted its report to the Chief Minister on 16th July 2025 in New Delhi.

The aim of the Task Force was to outline a roadmap to drive growth, attract investments, and position Andhra Pradesh as a leader in economic advancement by 2047. In line with the State Government's growth vision called– 'Swarna Andhra @ 2047', the Task Force projected that the state's economy could witness a 14-fold increase to USD 2.4 trillion by 2047.



(L-R): Chandrajit Banerjee, Director General, CII; K Vijayanand, Chief Secretary, Government of Andhra Pradesh; Venu Srinivasan, Past President, CII and Chairman Emeritus, TVS Motor Company; Onkar S Kanwar, Chairperson & Managing Director, Apollo Tyres; N Chandrababu Naidu, Chief Minister of Andhra Pradesh; N Chandrasekaran, Executive Chairman, Tata Sons; Rajiv Memani, President, CII and Chairman and CEO, EY India; Dr Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd; Dr Suchitra K Ella; Vice President, CII and Co-Founder & Managing Director, Bharat Biotech International Ltd; Thomas John Muthoot, Chairman, CII Southern Region & Chairman, Muthoot Fincorp Ltd; BVN Rao, Chairman, CII Infrastructure Council and Business Chairman, GMR Group; Murali Krishna Gannamani, Chairman, CII Andhra Pradesh State Council and Founder & Chief Executive Officer, Fluentgrid Ltd. The report 'Towards Swarna Andhra Pradesh @ 2047' is being presented to the Chief Minister in New Delhi

With the aim of designing a holistic development strategy, the report also looked at the district-wise decomposition of Andhra Pradesh's Gross State Domestic Product (GSDP). The top 15 districts include Visakhapatnam, NTR, Tirupati, Krishna, Eluru, SPS Nellore, Guntur, Anantapuram, Kakinada, West Godavari, East Godavari, Y.S.R, Sri Sathyasai, Anakapalli and Prakasam. Assuming a similar contribution of districts' GDDP to the state's GSDP, these districts would contribute nearly USD 1.7 trillion to the state's overall target of USD 2.4 trillion in 2047 (~72%).

The report decomposed the growth potential of the state in two main brackets – one, Drivers, which are identified by an intersection of sectors in which the state has comparative advantages and the ones which have immense opportunities to be capitalized and two, enablers of growth, which are the areas critical for the sustainability of that growth.

Andhra Pradesh has immense potential in sectors like IT, electronics, automobiles, logistics, renewable energy, semiconductors, pharmaceuticals, defence, among others. Besides the state's robust agricultural sector, already a leading performer, has significant potential to

enhance productivity and become a major supplier of food products globally. Simultaneously, the Task Force recognized the need to facilitate the right ecosystem and support for futuristic segments of Industry, including biotechnology, advanced manufacturing, blue economy, electric vehicles, amongst others. The aim is to transform Andhra Pradesh into a hub of next-gen technologies.

In terms of enablers, human capital development and inclusive growth are the focal points of the Task Force report. The other being skill development, which is crucial to ensure adaptability and productivity enhancement of the workforce amidst ongoing technological disruptions.

On balance, the Task Force is of the view that the state of Andhra Pradesh stands at the forefront of India's economic resurgence and is set to play a pivotal role in achieving India's target of being a developed nation by 2047. In this endeavor, the report's recommendations play an important role in initiating and provoking thoughts around the strategies and framework that are required to accomplish the goal of a "Swarna Andhra". ■

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Embedding Trust in India Inc's Course to Resilience

Businesses that invest in building trust can meet the rising expectations of transparency and accountability more effectively. A CII study has come up with 15 action points that can induce regulators to reduce compliance burdens and move towards a trust-based business environment, says Chandrajit Banerjee



Building trust is a powerful asset for Indian industry, enabling companies to thrive in a competitive and globalised environment. In the current geoeconomic and geopolitical environment, the responsibility of building trust needs to be ideally shared between businesses, the government and various stakeholders, with focused efforts towards public-private partnerships, robust global value chains and cross-functional collaborations to lead towards collective trust.

On the governance side, this will enhance stakeholder engagement, build brand value, deepen customer loyalty, inspire employees and strengthen resilience during crises. As stakeholders increasingly seek transparency and accountability, businesses that invest in trust can meet these expectations more effectively. Building trust can encourage regulators to adopt more supportive and streamlined policies, reducing compliance burdens and fostering a more business-friendly environment. Trust is a business enabler, thus, companies known for integrity and good governance gain a competitive edge by attracting talent, investors and global partnerships—fuelling innovation and long-term success.

This entails taking actionable steps towards conservation and sustainability, digital transformation and responsible use of AI, equity, inclusivity and welfare, community engagement, education and upskilling, R&D and innovation, leadership commitment and financial integrity among others. Values such as transparency, empathy, authenticity, fairness, reliability must be inculcated and promoted to strengthen trust in the whole ecosystem. In its study titled 'The shared responsibility of building and strengthening trust', CII has explored trust-building practices among leading companies and prescribes a

roadmap to help businesses enhance trust in line with global trends. The roadmap is based on 15 action points.

One, establish a clearly defined corporate purpose grounded in ethics, sustainability and long-term value creation. This must reflect both the organisation's vision and stakeholder aspirations. It should act as a reference point for strategic decisions, fostering alignment, accountability, and transparency across the enterprise.

Two, develop a robust risk and crisis management framework. Trust is tested during uncertainty. Indian businesses must identify areas of vulnerability—whether geopolitical, financial, operational, or technological—and implement comprehensive risk mitigation plans. Companies can reinforce stakeholders' confidence by demonstrating preparedness and responsiveness during crises.

Three, ensure regulatory compliance and financial integrity. Clear policies, internal controls, and early corrective mechanisms should be institutionalised. Transparent financial reporting and timely statutory disclosures affirm the company's integrity and commitment to ethical governance, which in turn fosters regulatory trust and investor confidence.

Four, embrace technology and innovation responsibly. Adopting AI, blockchain and automation tools can enhance transparency, efficiency and data protection. Companies must be explicit about technological integration, train employees accordingly, prevent misuse and ensure that innovation aligns with ethical standards.

Five, optimise supply chain management. A reliable and ethical supply chain enhances both operational efficiency and stakeholder trust. Businesses should use technology for transparency, predictive analytics to foresee disruptions and ensure fair and timely

payments to suppliers. Strong relationships across the value chain promote resilience and shared accountability.

Six, assign clear roles for trust stewardship. Titular designation or appointing an existing senior executive to lead trust-building initiatives highlights the strategic priority. This executive shall coordinate efforts across compliance, risk, stakeholder engagement, and data security, working collaboratively with other C-suite executives.

Seven, manage conflict constructively. Proactive conflict resolution helps maintain internal cohesion and external credibility. Companies should foster two-way communication to resolve disagreements swiftly. Institutionalising mechanisms for redressal minimises escalation and promotes a culture of openness and fairness.

Eight, maintain transparent stakeholder communication. Consistent, honest communication reinforces credibility. Creating feedback loops and listening actively to stakeholders' concerns builds deeper engagement and reduces misinformation.

Nine, deliver consistently on promises. Reliability is a cornerstone of trust. Companies should meet or exceed the set expectations. By setting realistic goals and consistently delivering, businesses establish dependability.

Ten, uphold ethical practices and integrity. A clear code of conduct, regular ethics training and strict enforcement of behavioural standards are crucial for maintaining trust. Ethical leadership must be demonstrated across all levels of the organisation.

Eleven, empower and engage with employees. Companies that invest in professional development, recognise achievements and encourage collaboration empower teams that act in line with organisational values. Open communication, psychological security and inclusive policies enhance internal trust and employee loyalty.

Twelve, adopt a customer-oriented approach. Customers trust companies that are attentive and responsive. Providing seamless service, quick issue resolution, and



multiple communication channels—while also respecting data privacy—strengthens customer relationships and enhances brand credibility over time.

Thirteen, commit to the environmental, social and governance responsibility. Businesses that prioritise environmental stewardship and community development demonstrate a broader commitment to the common good. Investment in sustainability initiatives help earn public goodwill and societal trust.

Fourteen, nurture collaborative and transparent partnerships. Regular communication, fair negotiations and mutual goal-setting help establish dependable, long-term partnerships built on trust and mutual respect.

Fifteen, leadership must champion the trust agenda. Transparent decision-making, openness to accountability and ethical role modelling by senior executives shape organisational culture. When trust is channelled from the top, it embeds throughout the company.

By working on these 15 points, Indian industry can not only meet the rising expectations of stakeholders, but also be future-resilient. Such a trust-centred approach and global competitiveness is needed for collective progress, policy vitality and enhanced trade and investment.

This article was contributed by Mr Chandrajit Banerjee, Director General, CII and was first published in the New Indian Express on 6 August 2025.

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Communiqué

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Engaging with the World



EUROPE

CII Business Delegation to UK

CII organized a high-level business delegation to the United Kingdom on 24 July, led by Mr Sunil Bharti Mittal, Past President, CII and Founder & Chairman, Bharti Enterprises Ltd, coinciding with the visit of Prime Minister Shri Narendra Modi. The delegation comprised sixteen members, including Indian Industry leaders from multiple businesses and sectors.

The historic India-UK Comprehensive Economic Trade Agreement (CETA) was signed during the event. The agreement was signed between Shri Piyush Goyal, Minister of Commerce & Industry, Government of India and The Rt Hon Jonathan Reynolds, MP, Secretary of State for Business and Trade and President of the Board of Trade, Government of the UK, in the presence of the Prime Ministers of India and the UK.

The India-UK CETA will take the two countries' bilateral partnership to a new level. It is expected to significantly enhance bilateral trade, investments, economic collaborations, and employment generation in both countries. It aims to double imports and exports to more than USD 100 billion by 2030. Dr S Jaishankar, Minister of External Affairs, Government of India and The Rt Hon Rachel Reeves MP, Chancellor of the Exchequer, Government of the UK, were also present.

Followed by the signing of the agreement, a meet and greet of the two Prime Ministers was conducted at Chequers, the summer residence of the British Prime Minister, followed by a business reception. A dinner celebration was also organized by Shri Goyal, which was moderated by Mr Chandrajit Banerjee, Director General, CII, in presence of the British Ministers including The Rt Hon Jonathan Reynolds, MP, Secretary of State for Business and Trade and President of the Board of Trade, Government of UK and Ms Catherine West, MP, Parliamentary Under-Secretary of State (Indo-Pacific), Government of UK. The two High Commissioners, Mr Vikram Doraiswami, High Commissioner of India to the UK and H.E. Lindy Cameron, CB OBE, British High Commissioner to the Republic of India.

SOUTH ASIA

SAARC-India CEOs' Business Delegation to Colombo

CII led a CEOs' business delegation to Colombo, Sri Lanka, led by Mr Sanjiv Puri, Immediate Past President, CII and CMD, ITC Ltd, on 29 June – 1 July, aimed at strengthening the bilateral economic and commercial ties, exploring investment opportunities, and deepening sectoral cooperation between both countries.

Mr Santosh Jha, Indian High Commissioner of Sri Lanka, briefed delegation members, outlining evolving bilateral engagement and the scope of the emerging economic landscape of the two nations. During the visit, the delegation called on H.E. Anura Kumara Disanayake, President of Sri Lanka, who reiterated Sri Lanka's commitment to protecting foreign investment through proposed legislative measures which would enhance investor confidence by institutionalising stable and predictable policies.

The delegation also called on H.E. Dr Harini Amarasuriya, Prime Minister of Sri Lanka, who underscored the importance of governance stability, transparency, and sustainability in attracting FDI. He stressed the need to adhere to ethical business practices and contribute positively to social and environmental goals.

Further engagements included interactions with several senior Ministers and officials of the Government of Sri Lanka, including the Ministry of Energy, the Ministry of Industry & Entrepreneurship Development, the Ministry of Trade, Commerce, Food Security & Cooperative Development, and the Chairman of the Board of Investment of Sri Lanka. These dialogues focused on potential collaboration to promote inclusive economic growth.

A CEOs' Roundtable with members of the Ceylon Chamber of Commerce, led by Mr Krishnan Balendra, Chairperson and CEO, John Keells Group, witnessed in-depth discussions on harnessing synergies across sectors, expanding bilateral trade, and identifying future avenues for cooperation.

Asian Business Summit

The 14th Asian Business Summit was held on 3-4 July in Manila, Philippines, co-hosted by the Philippine-Japan Economic Cooperation Committee and Keidanren, in

collaboration with CII. The summit brought together 14 leading Industry chambers from 12 Asian economies to deliberate on key regional priorities.

Mr R Mukundan, President Designate, CII and MD & CEO, Tata Chemicals Limited, led the Indian delegation and actively engaged in several bilateral and multilateral meetings. As a part of the summit proceedings, the Indian delegation called on H.E. Ferdinand R Marcos Jr, President of the Republic of the Philippines. Mr Mukundan also met with Mr Harsh Kumar Jain, Ambassador of India to the Philippines, to discuss priority areas for deepening India–Philippines economic cooperation.

The summit served as a vital platform for aligning regional business perspectives and reinforcing Asia’s collective resolve to pursue sustainable, resilient and innovation-led economic growth. Looking ahead to the Philippines’ ASEAN Chairmanship in 2026, Mr Mukundan discussed opportunities to jointly shape India-ASEAN economic cooperation.

Key Takeaways:

Reinforcing International Trade and Economic Order: Robust economic frameworks for strengthening existing Free Trade Agreements and Economic Partnership Agreements, reforming the WTO to restore the dispute settlement mechanism, improving decision-making processes, and integrating new agreements on investment facilitation and e-commerce.

Driving Green Transformation: A flexible, country-specific approach is required for green energy transitions and increased deployment of technologies such as ammonia/hydrogen co-combustion, LNG, biofuels, and CCUS due to the region’s heavy dependence on fossil fuels and rising energy demands due to AI and digitalisation. It also called for advancing the Asia Zero Emissions Community through joint projects and policy harmonisation.

Startups and Innovation through AI: Promote responsible use of Generative AI, while safeguarding human rights and social stability. It also advocated data governance under Data Free Flow with Trust.

Human Resource Development: It is required to enhance cross-border mobility of skilled professionals by relaxing residency norms, recognising licenses and qualifications, as well as encouraging social security agreements to support mobile workforces. Promoting partnerships among Asian universities and Governments to create robust education models focused on technical and cultural adaptability.

Embracing Trade and Sustainability for Textiles and Apparel Sector

CII, in collaboration with amfori, a leading global business association based in Brussels, hosted a roundtable discussion on the textiles and apparel sector on 11 July in Tirrupur, to promote shared learning, strengthening sustainability practices in line with evolving global trade expectations.

The discussion brought together Industry stakeholders to deliberate on the key sustainability challenges, compliance and reporting requirements, focused on India-EU FTA negotiations. Business leaders shared insights on cluster-level issues and ways to enhance trade and ESG performance.

EAST ASIA

Interaction with Ambassador of the Republic of Korea to India

CII held a meeting with H.E. Seong-ho Lee, Ambassador of the Republic of Korea to India, on 7 July in New Delhi. The discussions revolved around growing India–Korea strategic and economic partnership, driven by strong political ties and business linkages. Both sides acknowledged opportunities for deeper collaboration in trade, technology, culture and people-to-people exchanges, supported by the presence of major Korean corporations and SMEs in India.



Mr Chandrajit Banerjee, Director General, CII, emphasised the importance of expanding the scope of bilateral cooperation to include youth engagement, cultural initiatives, and tourism. Ambassador Lee shared his vision of doubling the Korean community in India and proposed the creation of ‘Korean-friendly’ tourism corridors. CII proposed organizing an India–Korea business roundtable involving key sectoral

associations such as SIDM, SIAM, ACMA, ICEMA, and representatives from the gaming Industry.

CII also presented the Singapore Internship Model as a reference for fostering student and young leader exchanges with Korea and reiterated its commitment to skill development, tourism, and technology partnerships. Both sides highlighted the urgency of concluding the CEPA negotiations.

ExL: A Conference on Export Logistics

The second edition of ExL 2025: A Conference on Export Logistics was held on 10 July with the theme 'Innovating for a Sustainable and Efficient Future in Export Logistics'. The event brought together over 200 delegates and more than 30 distinguished speakers from Government, Industry and the logistics sector to deliberate on the critical role of logistics in enabling India's aspiration of reaching USD 2 trillion in exports by 2030.

Shri Shantanu Thakur, Minister of State for Ports, Shipping, and Waterways, Government of India, highlighted the central role of shipping and waterways in India's trade and said that faster turnaround times, regional connectivity, and integration of AI into logistics operations would be critical.

Shri Vijay Kumar, Chairman, Inland Waterways Authority of India, stressed that inland waterways are an underutilised green solution for cutting logistics costs. Shri Rajesh Agrawal, Special Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India, spoke about the container revolution, expansion of multimodal capacities, and embedding sustainability to meet the Net Zero goals.

The speakers underlined the requirement for a modal shift from road to rail and waterways, investment in green warehousing, sustainable export logistics, support for MSMEs with efficient green transitions, global harmonisation of export standards, multimodal connectivity, and adoption of tailored technology like AI, IoT, blockchain, and automation, amongst other aspects.

LAC

Interaction with Mexico MP

CII hosted an exclusive interaction with H.E. Cesar Augusto Rendón García, Member of Parliament, Mexico, on 25 July in New Delhi. The discussion focused on strengthening India-Mexico economic ties, with manufacturing emphasised as the backbone of the bilateral relationship. Mr García acknowledged India's growing footprint in Mexico's manufacturing sector and highlighted the presence of Indian companies as examples of deepening commercial collaboration.

The dialogue explored the transformative potential of Industry 4.0, with both sides recognising advanced manufacturing, digitalisation and smart technologies as pivotal areas for cooperation. He noted that Mexico is seeking strategic partners in India to leverage innovation in areas such as media, entertainment and financial technologies, including e-wallet solutions and new models of digital financing.

Indian stakeholders highlighted key areas for collaboration, including hydrogen production, clean energy, infrastructure, metals and mining and automotive manufacturing. They explored opportunities in agriculture, proposed the creation of an AI-focused innovation centre, and discussed potential partnerships in infrastructure projects, including highways and bridges, working with Mexican counterparts to provide financial and technological solutions, especially in fintech and infrastructure financing, to drive shared economic growth.

Interaction with Panama Vice Minister of Foreign Affairs

CII hosted an exclusive interaction with H.E. Carlos Arturo Hoyos, Vice Minister of Foreign Affairs, Republic of Panama, on 31 July in New Delhi. The session explored avenues for deepening bilateral economic cooperation and fostering sectoral partnerships between India and Panama.

The Vice Minister emphasised the importance of enhancing bilateral relations in trade, education, diplomacy, and cultural exchange, highlighting Panama's strategic value as the logistics hub of Latin America. He highlighted Panama's leadership in the services sector, its stable legal and regulatory framework tailored to support foreign investments, investment-friendly climate, backed by legal stability and a wide network of Free Trade Agreements across Latin America. Various special investment regimes and incentives were outlined, aimed at attracting Indian investors in key areas such as logistics, infrastructure, health & pharmaceuticals, agriculture, water management, environment, and technology.

He further resonated with India's vision of 'Atmanirbhar Bharat' and expressed optimism for unlocking untapped potential between India and Panama through strategic collaboration and public-private partnerships. The interaction was also addressed by H.E. Mr Alonso Correa Miguel, Ambassador of the Republic of Panama to India, along with other senior diplomats and officials.

Indian Industry representatives engaged in meaningful discussions on broadening the scope of collaboration with Panama in areas such as South-South cooperation, tourism & cultural exchange, agriculture & Agri-tech, copper refinement, and skill & capacity development. ■



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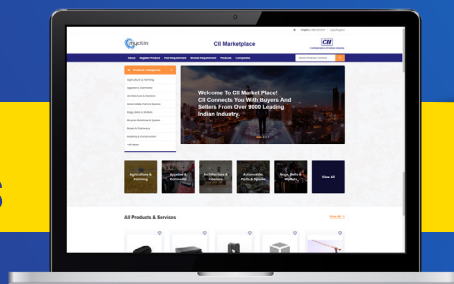


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Hindustan Times

Tue, 15 Jul 2025; daily - Hindustan Times - Delhi; Size: 68.24 sq. cm.; Circulation: 686418; Page: 18

FM: GCCs may add up to \$200 bn to economy by '30

One new GCC set up every week in 2024; half of Fortune 500 firms present in India

Rajeev Jayaswal
letters@hindustantimes.com

NEW DELHI: India's gross value addition from Global Capability Centres (GCCs) could potentially range between \$150 billion and \$200 billion by 2030 from the current level of \$68 billion, Union Finance Minister Nirmala Sitharaman said on Monday citing the country's vast talent pool and cost-effectiveness.



Finance Minister Nirmala Sitharaman addresses the CII Global Capability Centre Summit, in New Delhi on Monday.

sitioned from data processing to knowledge processing over the years.

The FM said the nature of GCC is different from Business Process Outsourcing (BPOs) as it involves research and development (R&D), leadership and innovation. "Over the past decade, India's GCC ecosystem has

the overall GCC setup over the last 5 years, indicating a clear shift towards high-value-added work in India, she said.

A recent survey found that over 35% of transformation hubs in India report a strong presence of architects, demonstrating the growing complexity and global ownership of tech mandates, she

their GCCs in India. GCCs employ nearly 2.16 million professionals in India, having grown at a CAGR of 11% over the last 5 years. It is expected to reach 2.8 million by 2030, she said.

"India's GCC sector contributes \$68 billion as direct gross value addition (GVA), i.e. around 1.6% of the national GDP. By 2030, the gross value addition from GCCs could potentially range between \$150 billion to \$200 billion. It is the scope we can see," she said.

According to the finance minister, India's growing talent pool is one of the key attractions for MNCs. "India's unique strength lies in its immense talent pool, accounting for 28% of the global workforce and 23% of the global software engineering talent. Over 32% of global GCC talent is

The Indian EXPRESS

Tue, 15 Jul 2025; daily - Indian Express - Delhi; Size: 393.88 sq. cm.; Circulation: 25000; Page: 13

Employment by GCCs in India expected to go up to 2.8 million by 2030, says FM

ENS ECONOMIC BUREAU
NEW DELHI, JULY 14

APPROXIMATELY HALF OF Fortune 500 companies have set up their Global Capability Centres (GCCs) in India, Union Finance Minister Nirmala Sitharaman said on Monday, adding that GCCs currently employ nearly 2.16 million professionals and the number is expected to go up to 2.8 million by 2030.

"All the GCCs in India employ nearly 2.16 million professionals. The CAGR at which it has grown is 11 per cent over the last five years. And this number of 2.16 million is



Finance Minister Nirmala Sitharaman at the CII Global Capability Centre Summit, in New Delhi.

expected to go to 2.80 million by 2030. This is a very conservative number," she said at Confederation of Indian Industry's (CII's) event named "The GCC Opportunity in India". Over 32 per cent of global GCC talent is currently based in India, she said adding that the country's GCC sector contributes \$68 billion as direct gross value addition (GVA), that is, around 1.6 per cent of the national GDP. "By 2030, the gross value addition from GCCs could potentially range between \$150 billion to \$200 billion. That is the scope we have before us and the potential we can see," she said.

The setup rate of engineering research & development (R&D) has

grown 1.3 times faster than the overall GCC setup over the last years, indicating a clear shift towards high-value-added work, India, the minister said. "They are not just for product development, it is not services in operation and that requires a significant understanding of the business context and the imperatives. The setup and this is again an interesting tail—the setup rate of engineering research and development GCCs have grown 1.3 times than the overall GCC setup over the last five years," she said.

FULL REPORT

Business Line

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Structural reform push, gaining investor confidence must to achieve Swarna Andhra Pradesh Vision 2047

Our Bureau
Hyderabad

A strong structural reform push, winning investor confidence on the continuity of policies despite political changes and fiscal prudence are the need of the hour for Andhra Pradesh to achieve targets of Swarna Andhra Pradesh Vision 2047, according to a special Task Force on Economic Development set up by the State government.

The Swarna Andhra Pradesh 2047 Vision, launched by N Chandrababu Naidu, envisions Andhra Pradesh as a \$2.4-trillion economy by 2047 with a per capita income of \$42,000 with a sustained annual growth of 15



ON TARGET. The Swarna Andhra Pradesh 2047 Vision, launched by N Chandrababu Naidu government, envisions Andhra Pradesh as a \$2.4-trillion economy by 2047.

serve as an implementation-ready roadmap. It reflects the optimism and readiness of a State poised to play a defining role in the country's

focus sectors to prioritise include pharma and formulations, chemicals, ship building, electronics and automobile & auto component.

vestment incentives such as high-quality infrastructure, best-in-class investor facilitation, a well-evolved industrial ecosystem, easy access to factors of production at competitive prices and attractive financial incentives," it said, adding that the State should be made an international brand as a global investment hub.

"Andhra Pradesh is undoubtedly at a comparative advantage to become one of the champions of the country's overall goal of achieving around \$35-trillion target over the next two decades," the report said.

While in 2014-15, the State's economy stood at \$86 billion at current prices, by 2023-24, it more than doubled to \$174 billion des-

14 FTAs with 26 Nations

► From Page 1

Prior to that, the two countries are looking to finalise an interim trade deal, he said.

"Now we are integrating with major markets also... We just concluded an agreement with the UK; we are in an advanced stage of negotiations with the European Union; we are trying to negotiate and finalise a deal with the US," said Agrawal, the chief Indian negotiator of the BTA.

at an event or deration of India extended a trading reciprocity partnership by 9. For India,

cut... People will be able to make long-term investment decisions based on this predictability of tariff and regulatory landscape... In this logistics will also be a major determinant," he said.

WASHINGTON VISIT

Earlier this month, the Indian team led by Agrawal returned from Washington after concluding talks on the pact. During the discus-

LOGISTICS PUSH

Business Line

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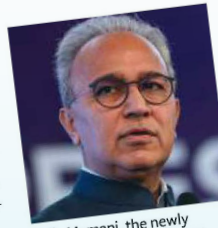
CII expects economy to grow 6.4-6.7% in FY26

Shishir Sinha
New Delhi

The Indian economy is expected to grow between 6.4 and 6.7 per cent in FY26, said Rajiv Memani, the newly appointed President of Confederation of Indian Industry (CII) on Thursday.

Addressing his maiden press conference as President, Memani highlighted that the magnitude of the current global shock is unprecedented in recent history. However, amid global flux, India continues to lead as the world's fastest-growing major economy.

"At a time when global economic and political volatility is at its highest in over two decades, India stands out as a bright spot in an increasingly fractured global



Rajiv Memani, the newly appointed President of CII

and infrastructure while maintaining the fiscal balance, CII suggests focusing on augmenting government revenues through privatisation and disinvestment in public sector enterprises. About 10 per cent of the market capitalisation, is about ₹55 lakh crore with PSEs.

"We could look at increasing about 10 per cent market cap, which is about ₹75 lakh crore

'Investors have faith in India, capex happening'

Surojit Gupta & Sidhartha | TNN

Rajiv Memani, chairman and CEO of consulting firm EY India has taken over as the new president of CII (Confederation of Indian Industry) at a critical juncture for India Inc. In an interview to TOI, Memani says the overall health of businesses is not bad and he expects a reasonably strong bounce-back in growth. Excerpts:

Some numbers point to a slowdown in Q1. What is your assessment of current economic situation?

There are some sectors where the growth has been good. So, the sectors have been impacted

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

Private investment has been growing... It is happening... From 2022-23 onwards private sector investments have picked up

Pattern of consumption is changing... People are spending much more on technology, much more on experiences than in traditional areas... In some form or shape consumption will increase in traditional areas

Rural consumption is becoming more robust. With lower interest rates, lower inflation, more crop sowing, there is expectation that bounce-back should be reasonably strong and we should be

So, sometimes traditional measures don't fully indicate where consumption is happening. People are spending much more on technology, much more on experiences than in traditional areas. But I am sure that in some form or shape consumption will increase when

ments are not happening. It is happening. If you look at every data, after 2020, for a year or two before Covid and for a year or two after 2022-23 onwards private sector investments have picked up. There are three or four things, which are impacting decisions. One is global uncertainty; second, is global inflation; third, has been as strong as anticipated, time taken for approvals for land, environmental clearances in states and lack of skilled manpower for large projects in newer areas. If I was planning a capex, of say, Rs 1,000 crore, given the uncertainty, I will probably reduce it to Rs 600-700 crore on growth, fundamental belief in India, strengthening in the balance sheet, seeing what's happening in the capital markets, lower in-

ry intense. The level of detailing is very high. Not everything is going to probably get the best deal. At an overall level, the industry would benefit and it is keen to ensure that India enters into a bilateral trade agreement and not wait for 26% duty to come through.

How is industry bracing for tariff cuts as govt is working on multiple FTAs?

We are trying to see how we can mitigate the non-tariff barriers as part of the FTA talks. There are a lot of complexities with the current tariff structure which FTAs are being signed. Indian industry is very clear that on an average duties could come down by 5-20%. If that is the gap, there has to be much more focus on competitiveness, including internal competitiveness through investment in R&D and in terms of

THE ECHO OF INDIA

PUBLISHED SIMULTANEOUSLY FROM KOLKATA, SILIGURI, GANGTOK, GUWAHATI AND SRI VILLUPURAM (PORT BLAIR)
Wed, 30 Jul 2025; daily - The Echo of India - Kolkata;
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Wellness is no longer a cost, its capital: CII-MediBuddy Report

EOI CORRESPONDENT

KOLKATA, JULY 29/--/MediBuddy, digital healthcare company, in collaboration with CII, unveiled the second edition of its corporate wellness report, marking a continued effort to decode the evolving landscape of employee well-being in India Inc. The latest edition, titled Workplace Health Reimagined: Corporate India's Readiness for Digital Health Leadership, highlights how employee wellness is evolving from a peripheral initiative to a strategic lever for workforce productivity, talent retention, and business continuity.

Business Standard

Fri, 04 Jul 2025; daily - Business Standard - Kochi; Size: 37.1 sq. cm.; Circulation: 189000; Page: 4

Risky to rely only on few nations for mfg, supply chains: CII prez

HARSH KUMAR
New Delhi, 3 July

Referring to China's recent move to pull staffers out of the Foxconn plant in Tamil Nadu, and block supplies of rare earth metals, Confederation of Indian Industry (CII) President Rajiv Memani on Thursday said this is a signal to countries not to have manufacturing supply chains concentrated in a few nations.

"I think these things are very layered, and it's actually very difficult for us to find out, you know, what is the trigger. It's like homeopathic medicine — you don't know where the trigger is and where the pain is. So, you have to do root cause analysis. If



CII CHIEF RAJIV MEMANI EXPECTS INDIAN ECONOMY TO GROW

remarked. The Indian economy, he said, is expected to grow by 6.4-6.7 per cent in 2025-26, driven by strong domestic demand, even as geopolitical uncertainty poses downside risks.

Memani further underlined the need for a "balanced and reasonable" bilateral trade agreement (BTA) between India and the US in the initial phase, saying the tricky areas having political ramifications could be tackled at a later date. Industry

BusinessLine

Tue, 08 Jul 2025; daily - Business Line - Hyderabad; Size: 342.55 sq. cm.; Circulation: 27100; Page: 5

Agenda for urban India

Citizens, industry must join hands to create infra

Chandrajit Banerjee

India is undergoing a historic urban transformation. With a projected urban population of 675 million by 2035 and over 70 million new residents expected in our cities by 2045, this transition will define the trajectory of our economic and social development for decades to come. The question for decades to come: India will no longer be a rural country. It is how effectively we can manage, leverage and lead this urban shift to drive national competitiveness.

Cities are more than population centres — they are engines of growth, innovation, and opportunity. Urban infrastructure — transport systems, logistics, housing, energy, sanitation,



CITIES: Infra focus on urban India

stakeholder, but as a co-owner of solutions. These institutions should jointly manage real-time performance dashboards, urban digital twins, and feedback loops that improve accountability. A powerful precedent comes from the Bangalore Agenda Task Force, where civic leaders, industry co-created

Business Standard

Tue, 08 Jul 2025; daily - Business Standard - Mumbai; Size: 237.55 sq. cm.; Circulation: 14900; Page: 4

Expand financial inclusion using AI: DFS secy to fintechs

HARSH KUMAR
New Delhi, 7 July

Department of Financial Services (DFS) Secretary M Nagaraju on Monday urged financial technology companies (fintechs) to leverage their strengths and innovation by not only extending financial services to the masses but also by developing robust solutions against fraud, hacking, and other cyber threats, making greater use of emerging technologies like artificial intelligence (AI).

"There is a critical role of fintechs in advancing financial inclusion and consumer protection," Nagaraju said during the inaugural session of the third Financial Inclusion and Fintech Summit organised by the Confederation of Indian Industry (CII) in New Delhi.

The DFS secretary also highlighted that financial inclusion is increasingly recognised as a major factor in economic growth and poverty alleviation on a global scale.

He pointed out that seven of the 17 United Nations Sustainable Development Goals

ment's sustained efforts in fostering a supportive ecosystem for fintech innovation, underpinned by a strong digital infrastructure and transformative welfare schemes. Notable among these are the Jan Dhan Yojana and Jan Suraksha Schemes, including the Pradhan Mantri Suraksha Bima Yojana, Pradhan Mantri Swanidhi Yojana, and the Atal Pension Yojana, which have significantly expanded the reach of formal financial services.



Department of Financial Services Secretary M Nagaraju highlighted the sustained efforts by the Centre in fostering a supportive ecosystem for fintech innovation

In response to this situation, the Pradhan Mantri Jan Dhan Yojana (PMJDY) launched in 2014 to improve financial access. Now, 90 per cent of adults in India have bank accounts. This scheme enabled lakhs of India's open bank accounts and integrate into the formal financial system, he added.

At the same event, S. Chandrababu Naidu, Chairman of NABARD (National Bank for Agriculture and Rural Development), emphasised that India's journey towards Viksit Bharat can gain momentum only when the rural population — particularly the rural population — become active holders in the national story. He pointed out

The Daily Guardian

Mon, 28 Jul 2025; daily - Daily Guardian; Size: 222.69 sq. cm.; Circulation: 0; Page: 7

'Introduce legislation to ensure time-bound delivery of services'

TGD NETWORK
NEW DELHI

The Confederation of Indian Industry (CII) has called for the enactment of a central legislation to guarantee time-bound delivery of services to businesses by Union Ministries and Departments.

This reform, CII stated, is crucial for strengthening regulatory certainty, enhancing predictability and improving the overall ease of doing business in India.

"Despite commendable initiatives to mandate timelines in a range of areas, businesses continue to face procedural delays, regulatory uncertainty and



eral, CII.

A key challenge remains the uncertainty on timelines for approval, which creates delays and cascading costs. Addressing this issue would strengthen confidence and support more timely and predictable service delivery, the industry body added.

penalties for delays or deficiencies and a strong grievance redressal framework would address this issue. Such a law would ensure legal enforceability and accountability to how public services are delivered to enterprises, Banerjee added. CII added that the

Business Standard

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'India must boost exports to become 3rd-largest economy'

India will have to increase its exports to become the world's third-largest economy, power, and the shipping and waterways sector will play a vital role in enhancing exports, Minister of State for Ports, Shipping and Waterways Shantanu Thakur said on Monday at an event organised by the



Cybersecurity

Cybersecurity - Trends and Technologies



Rear Admiral Sanjay Sachdeva, Director General, Defence Cyber Agency, Indian Armed Force and G. Narendranath, Joint Secretary & National Cyber Security Co-ordinator, Additional Charge, National Security Council Secretariat

The Cybersecurity 360° Summit - Trends and Technologies was held in New Delhi on 3-4 July, bringing together Industry leaders, innovators, and cybersecurity experts to discuss the latest advancements and challenges in the field.

The event was organized by CII, in association with the National Security Council Secretariat, Ministry of Electronics and Information Technology (MeitY), (Indian Computer Emergency Response Team (CERT-In), National Critical Information Infrastructure Protection Centre (NCIIPC) and Centre for Railway Information Systems (CRIS).

India's cybersecurity landscape is becoming increasingly complex and critical as the nation accelerates its digital transformation. The summit highlighted significant advances in AI-driven security, quantum-resistant encryption, and cloud infrastructure protection, emphasising the need for continuous innovation to stay ahead of emerging threats.

Experts discussed global cybersecurity challenges, the importance of implementing zero trust frameworks, and safeguarding critical infrastructure across sectors such as telecom, healthcare, energy, and transportation. To ensure resilient and inclusive growth, it is essential to adopt proactive and scalable security measures that protect all sectors, especially MSMEs and startups,

which remain vulnerable due to limited resources and awareness.

Leveraging advanced technologies like AI for predictive threat detection and real-time response, along with transitioning to quantum-safe cryptography, are urgent steps to secure long-term data integrity. Strengthening incident management, building a cybersecurity-ready workforce through continuous training, and fostering public-private partnerships are vital for a secure digital future.

Key Takeaways:

- There is need for collaboration across sectors to tackle emerging cyber threats, AI security, and support MSMEs to foster innovation
- The importance of integrating cybersecurity into all processes, sharing threat intelligence, and adopting best practices like secure design and multi-factor authentication, was emphasised
- Proactive defence, real-time intelligence, and international cooperation to protect military networks and critical infrastructure from evolving cyber threats are crucial to ensure.



MSME

Interaction with EU Sanctions Envoy and EU Delegation

As part of the first meeting of the CII National MSME Council for FY 2025-26, held on 16 July, an exclusive interaction was organized with Mr David O'Sullivan, EU Sanctions Envoy. The session was held in conjunction with the Council's broader deliberations to provide global context and regulatory insights relevant to Indian MSMEs.

Mr O'Sullivan explained that EU sanctions are carefully targeted and include humanitarian exemptions for goods such as food, pharmaceuticals, and medical equipment, to avoid unintended harm to civilians. He emphasised the EU's commitment to preventing the circumvention of sanctions, particularly through re-export or transshipment via third countries.

Beyond sanctions, Mr O'Sullivan conveyed optimism about the ongoing EU-India Free Trade Agreement negotiations, noting that a successful deal would

strengthen economic ties, build mutual trust, and boost MSME-level trade and investment.

The interaction witnessed a constructive and engaging exchange, with Council members seeking a better understanding of compliance, due diligence standards, the role of freight forwarders, and potential EU-funded capacity-building programs. They also sought guidance on adapting to upcoming measures such as the Carbon Border Adjustment Mechanism (CBAM).

Both sides expressed willingness to explore ongoing dialogue and deeper SME-level collaboration, recognising the importance of trust, transparency, and joint action in addressing shared global challenges.

PMAC Meeting of MSME Sustainable Certification Scheme

The fifth meeting of the Project Monitoring and Advisory Committee (PMAC) of the MSME Sustainable (ZED – Zero Defect Zero Effect) Certification Scheme, under the MSME Champions Scheme, was held on 16 July in New Delhi under the chairmanship of Dr Rajneesh, Additional Secretary and Development Commissioner, Ministry of MSME, Government of India.

The meeting focused on reviewing the progress and discussing the way forward for the implementation of the ZED Certification Scheme. The committee deliberated on the physical and financial achievements against the sanction orders issued in FY 2024-25 and examined proposals for the upcoming financial year 2025-26.

Discussions also covered the ZED impact study, the roadmap for the technology upgradation component under ZED, and international benchmarking efforts, including foreign delegations and international trainings aligned with the scheme's guidelines.

The ZED initiative serves as a powerful catalyst for enhancing both the competitiveness and sustainability of MSMEs.



Space

Enhancing Demand for Space Assets in Defence

India's focus on strengthening its space assets for defence applications marks a strategic move to enhance national security and support its ambition to capture 8-10 per cent of the global space economy.

In recognition of the vital role of space assets in national defence and strengthen the demand for space assets for defence applications in India, meetings were held with General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, the Chief of Defence Staff, Government of India and AVM Pawan Kumar, Director General, Defence Space Agency (DSA) on 15 July.

During the meeting with General Anil Chauhan, Mr Apparao Mallavarapu, Chairman, National Committee on Space and Chairman & Managing Director, Centrum Group, shared key insights on CII's space and also discussed enhancing demand for space in defence applications. A white paper outlining key recommendations to strengthen the demand for space assets for defence applications in India was discussed.



Family Business

Entrepreneurship Exchange: Navigating Opportunities & Volatility

The CII-FBN India Chapter hosted the Entrepreneurship Exchange 2025: Navigating Opportunities & Volatility on July 18 in Coimbatore. The event brought together family business leaders, next-generation entrepreneurs, and industry experts to discuss strategies for navigating uncertainty and building sustainable business legacies.

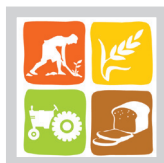
Mr Sanjay Jayavarthanavelu, Chairman & Managing Director of LMW Ltd., shared the inspiring journey of LMW — from its beginnings as a textile machinery manufacturer to becoming a leader in the Indian textile industry.

Mr Rajesh Doraiswamy, Chairman, CII Coimbatore Zone & Joint Managing Director, Salzer Electronics, opened the event by highlighting the value of such platforms in fostering knowledge-sharing and collaboration among family-run businesses.

Mr Arjun Chowgule, Chair of the Entrepreneurship Community at the CII-FBN India Chapter, emphasized the need for family enterprises to remain agile and adaptive, while staying grounded in their foundational values.

The event featured compelling case studies and insights from prominent leaders in the family business ecosystem, offering valuable perspectives on resilience, innovation, and legacy-building in an ever-changing business landscape.

Portfolio for Excellence



Food and Agriculture

Building Partnerships for Strengthening Response to AMR

Antimicrobial Resistance (AMR) poses a serious challenge to animal and human health, food safety, and economic stability. India, as one of the world's largest consumers of veterinary antimicrobials, is projected to see a 312 per cent rise in antibiotic use in animal production by 2030. To address this urgent concern, CII Food and Agriculture Centre of Excellence (CII-FACE) launched the AMR Stewardship Drive, a nationwide, multi-city campaign to strengthen awareness, build capacity, and promote responsible antimicrobial use across the livestock and aquaculture sectors.

The first session of the drive was held on 11 July in Bengaluru, in collaboration with the Indian Federation of Animal Health Companies (INFAH) as Knowledge Partner and ICAR-NIVEDI as Technical Partner. The programme witnessed active participation from stakeholders, including veterinarians, Industry leaders, academicians, startups, and students.

A major highlight of the event was the launch of the CII report titled 'Industry-led AMR Stewardship in Animal Agriculture', which consolidates sectoral insights, identifies gaps, and provides actionable strategies to mitigate AMR across the poultry, dairy, and aquaculture sectors. The event also featured an insightful technical

session focused on ground-level strategies to combat AMR.

During a high-level panel discussion on 'Tackling AMR in Animal Agriculture: Industry Perspectives and Practices', Industry leaders shared real-world experiences and practical challenges in implementing responsible antimicrobial use. The discussion focused on innovations and good practices already adopted by progressive players, the need for an enabling environment, policy support, capacity building, and partnerships to mainstream these efforts, scaling sustainable practices while balancing productivity and profitability in the livestock sector.

Unlocking the Transformative Potential of Carbon Markets in Agri Value Chains

CII FACE organized the Agri Carbon Dialogue on 30 July in New Delhi centred around the theme 'Unlocking the Transformative Potential of Carbon Markets in Agri Value Chains'. The dialogue served as an important platform that brought together policymakers, Industry leaders, scientific experts, academic institutions, startups, and international organizations. It focused on how carbon markets can drive climate action in agriculture by promoting sustainable practices, improving soil health, and creating new income streams for farmers.

As climate risks intensify, integrating carbon markets into agri-value chains is becoming essential. The discussion addressed key challenges such as equitable access, affordable MRV systems, and the need for finance and digital tools to support participation, highlighting



(L-R): Hisham Mundol, Chief Advisor, India, Environmental Defense Fund; SD Rohilla, Chief General Manager, Climate Action and Sustainability, NABARD; Sachin Sharma, Vice President & Head, Agri & Dairy Operations, ITC Ltd; Nitin Gupta, Deputy Country Head, Olam Agri unveiling the Playbook for Agri-Food Businesses: Unlocking Carbon Value at the CII Agri Carbon Dialogue in New Delhi

the path toward a more inclusive and effective carbon market ecosystem.

The opening plenary session explored the growing significance of carbon markets in advancing India's climate and development agenda. Speakers discussed recent policy shifts, emerging trends in both domestic and international markets, and how these can be leveraged to align with India's climate commitments. It highlighted the need for a strong, transparent, and inclusive carbon market framework to enable low-carbon growth and strengthen sustainability across agri-value chains.

The 'Playbook for Agri-Food Businesses: Unlocking Carbon Value' was officially launched during the event. Developed under the aegis of CII Taskforce on Sustainable Development, this playbook outlines the evolving global carbon market landscape and offers a practical roadmap for agribusinesses to tap into emerging carbon opportunities.

The dialogue also featured four key technical sessions. The first panel discussion on 'Unlocking Capital: Strategies to Attract and De-risk Investment' deliberated on how financial mechanisms can drive the growth of carbon markets in India. The second panel discussion on 'Driving Decarbonisation: Stories of Success and Scale' highlighted real-world success stories from the field and Industry, showcasing projects that have accessed carbon finance and achieved Scope 1 and 2 emission reductions.

The panel on 'Harnessing Emerging Technologies for Scalable Carbon Markets' discussed how emerging technologies like digital MRV, AI, blockchain, and remote sensing are streamlining carbon credit verification and improving traceability. During the panel on 'Trading in Voluntary Carbon Markets: Trends, Players, and Pitfalls,' speakers talked about emerging trends in voluntary carbon trading, highlighting the roles of key stakeholders.



CIES

Investing in Startups

CII Centre of Excellence for Innovation, Entrepreneurship, and Startups (CII CIES), organized a Masterclass for Family Offices around the theme 'Why investing in startups should be a part of your portfolio' on 14 July in Madurai. The session was led by Mr Kris Gopalakrishnan, Chairman, CIES Advisory Board and Co-founder, Infosys, who offered deep and compelling insights into the evolving role of family offices in nation-building and purpose-driven investing.

The session underscored the strategic value of investing in startups, not only as a means of portfolio diversification but to contribute meaningfully to India's innovation ecosystem. It was noted that there is a clear need to back IP-driven, product-oriented innovation, considering just 0.7 per cent of our GDP is currently allocated to R&D, compared to 4 per cent in South Korea.

The recently announced INR 1 lakh crore R&D fund was hailed as a welcome step. It was noted that family offices can contribute meaningfully, through risk capital, mentorship, or infrastructure support. Cities like Madurai need local champions to invest in startups, build ecosystems, and create jobs.

Mr Hari Thiagarajan, Past Chairman, CII Tamil Nadu State Council and Executive Director, Thiagarajar Mills Pvt Ltd (Madurai); Mr Ashwin Desai, Chairman, CII Madurai Zone and MD, A&T Video Networks Pvt Ltd; Mr Rajiv Jeyabalan, Vice Chairman, CII Madurai Zone and MD, Susee Finance and Leasing Pvt Ltd and Mr Gaurav Sekhri, Partner, TVS Capital, were among the other key speakers.



(L-R): Rajiv Jeyabalan, Vice Chairman, CII Madurai Zone and Managing Director, Susee Finance and Leasing Pvt Ltd; Gaurav Sekhri, Partner, TVS Capital; Kris Gopalakrishnan, Chairman, CII CIES Advisory Board, Co-Founder, Infosys and Chairman, Axilor Ventures; Hari Thiagarajan, Past Chairman, CII Tamil Nadu State Council and Executive Director, Thiagarajar Mills Pvt Ltd, Madurai and Ashwin Desai, Chairman, CII Madurai Zone and Managing Director, A&T Video Networks Pvt Ltd at the masterclass on "Why investing in startups should be a part of your portfolio" held in Madurai

Exclusive Interaction with Startups, MSMEs



(L-R): Kris Gopalakrishnan, Chairman, CII CIES Advisory Board, Co-Founder, Infosys & Chairman, Axilor Ventures; Ashwin Desai, Chairman, CII Madurai Zone and Managing Director, A&T Video Networks Pvt Ltd and Rajiv Jayabalan, Vice Chairman, CII Madurai Zone and Managing Director, Susee Finance and Leasing Pvt Ltd at the Exclusive Interaction with Startups & MSMEs held in Madurai

An engaging session was held with Mr Kris Gopalakrishnan, Chairman, CII CIES Advisory Board and Co-founder, Infosys, during his visit to Madurai on 14 July. The interaction brought together promising startups, academia, and MSMEs, offering them a unique opportunity to exchange ideas, gain perspective on scaling sustainably, and understand how innovation can drive long-term value creation.

Mr Gopalakrishnan shared his views on building globally competitive ventures from India and the crucial role that startups and MSMEs play in shaping the nation's economic future.

CII CIES Pitch 360 – Episode 4

Pitch 360, a flagship monthly pitching initiative by the picking cutting-edge startups working at the intersection of clean technology, climate action, and deep tech, and offering them a focused platform to pitch their innovations to a curated audience of corporates, investors, and ecosystem enablers.

The latest session of Pitch 360, held virtually on 16 July, saw vibrant engagement, highlighting solutions that address climate resilience, sustainability, circular economy, and industrial efficiency.

Corporate leaders, investors, and ecosystem stakeholders from across sectors, attended the session. Innovations presented spanned air quality monitoring, smart mining, IIoT for wastewater management, biodegradable packaging, and renewable energy maintenance, among other innovations.

Pitch 360 continues to be a powerful launchpad for CIES-affiliated startups to engage with key ecosystem stakeholders, enabling market access, funding opportunities, and strategic collaborations.

CII Unicorn Forum – An interaction with the Founders

The CII Unicorn Forum convened an interaction with founders of unicorns and startups on 17 July in Bengaluru, chaired by Mr Rahul Garg, Chairman, CII Unicorn Forum and Founder, Moglix and Mr Tarun Mehta, Co-Chairman, CII Unicorn Forum and Co-founder & CEO, Ather Energy.

Founders from fintech, health tech, SaaS, manufacturing, and technology sectors shared insights into regulatory frameworks that affect their businesses, including issues related to digital lending, digital gold, insurance-linked services, taxation, and sector-specific operational guidelines.

Founders highlighted that many of the current regulations were designed at a time when digital-first and platform-based business models were not as prevalent. As a result, there is a need to revisit certain norms to ensure they reflect the realities of today's innovation-driven economy.

In addition to highlighting key regulatory themes, the session encouraged founders to explore other relevant platforms within CII, such as sectoral taskforces and thematic committees for continued engagement and collaboration.



CESD

Driving Impact: Celebrating Sustainable Enterprises

The 19th edition of the CII-ITC Sustainability Awards was held in New Delhi on 10 July to recognise and reward excellence in businesses that are seeking ways to be more sustainable and inclusive in their operations.

Mr Sanjiv Puri, Immediate Past President, CII & Chairman, Advisory Council, CII-ITC Centre of Excellence for Sustainable Development and Chairman & Managing Director, ITC Ltd congratulated the winners and highlighted the economic and social purpose of enterprises. He noted the enormous potential that businesses have for social impact due to their access to resources and how it also adds to their competitive advantage.

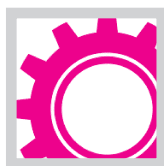
At the ceremony, two companies were awarded under the 'Outstanding Accomplishment' category

and four companies received 'Commendation for Significant Achievement in Corporate Excellence'. Five companies were recognised for Excellence and seven others received 'Commendation for Significant Achievement in Environment Management'. Six companies received 'Excellence' and seven others were awarded 'Commendation for Significant Achievement' in 'Corporate Social Responsibility'. Three companies won 'Excellence in Biodiversity'.

XMLisation of Standards and Online Standards Development

As part of Bureau of Indian Standards' ongoing efforts to modernise and digitise the standards development process, a capacity-building workshop was organized for technical committee members on 15 July in Kolkata. The workshop was conducted in the backdrop of the recent launch of BIS's online platform for standards development. The session aimed to familiarise members with the XMLisation of standards, a process that converts traditional standards documents into XML format for enhanced accessibility, interoperability, and consistency and to demonstrate the functionalities of the newly launched digital platform.

During the workshop, participants were trained on reviewing and verifying the XMLised versions of existing standards to ensure accuracy and fidelity to the original content. The session also provided hands-on exposure to the digital interface through which members will now be able to contribute directly to the creation, review, and revision of standards online.



CME

Cost of Quality: Aligning Quality with Profitability

CII Centre of Manufacturing Excellence (CII CME) hosted a two-day virtual training session on 'Cost of Quality (CoQ): Aligning Quality with Profitability' on 23-24 July, which was designed to help organizations understand the concept of CoQ and implement it as a strategic tool for value creation.

One of the most important takeaways from the session was a mindset shift; CoQ is not just a metric for the

quality team, it's a business metric. It speaks the language of finance, operations, and strategy. When done right, CoQ empowers organizations to pinpoint where losses occur, prioritise corrective actions, and build a culture that values prevention over inspection.

Participants explored the four fundamental components of CoQ, helping companies align operational excellence with financial performance – Prevention Costs, Appraisal Costs, Internal Failure Costs, and External Failure Costs. Through hands-on exercises, live dashboards, and case studies, participants were guided through mapping CoQ across different departments, linking CoQ with first time through, a key indicator of process capability, and analysing real examples in which organizations significantly improved profitability through CoQ interventions.

The session saw participation from diverse sectors, including automotive, pharmaceuticals, engineering, and consumer goods, proving that CoQ is truly Industry-agnostic.

Session on Business Excellence

CII CME hosted a two-day virtual programme on 'Business Excellence' on 29-30 July. The programme brought together professionals from diverse sectors to explore what true excellence means in the modern enterprise and how to achieve it.

The session began by setting the crucial context that formed the foundation for deep and reflective discussions over the two days. Participants deliberated on whether organizations should adopt excellence frameworks as-is or adapt them to suit their unique context. While established models offer structure, credibility, and benchmarking advantages, a rigid approach may not suit complex or evolving organizations.

At the same time, tailoring without clarity or discipline risks diluting the essence of excellence. Participants explored how organizations can uphold the integrity of global excellence frameworks, while customising their execution to ensure relevance, agility, and long-term impact.

The programme focused on four foundational objectives, including emphasising excellence as the engine for effective and efficient operations, driving continuous performance elevation across all levels of the organization, highlighting innovation as a key lever for sustained growth and competitiveness, and introducing and evaluating execution methodologies that lead to measurable outcomes.

Participants learned the principles and building blocks of business excellence and techniques to systematically

address internal and external challenges for long-term success. They gained the ability to design a customised implementation roadmap tailored to their business needs and exposure to benchmarking practices and insights from Best-in-Class (BIC) organizations.



SNCEL

Driving Business Growth through Strategic Product Leadership

CII Centre of Excellence for Leadership (CII CEL) hosted the latest edition of its Outthink Series, with the theme 'Driving Business Growth through Strategic Product Leadership' on 25 July. The session brought together thought leaders from academia and Industry to delve into the evolving paradigms of product strategy and leadership, shaping business success.

The session commenced with insightful context-setting by Prof Rishikesh T Krishnan, Strategy Professor, IIM Bangalore. He laid the foundation by highlighting the growing relevance of product leadership in a dynamic and innovation-led business environment.

Mr Ken Sandy, Faculty, UC Berkeley and Author of 'The Influential Product Manager' spoke on mastering product leadership, strategy execution, and influence. He also shared actionable insights on aligning teams, navigating complexity, and delivering customer value through strategic execution.

Prof Krishnan steered an engaging panel discussion featuring senior product leaders from leading global and Indian enterprises. They shared their perspectives on fostering a culture of product innovation, leveraging data-driven decisions, and building resilient product teams to drive growth.

Next-Gen Marketing Leadership Program

In today's rapidly evolving marketing landscape, shaped by technological disruptions, shifting consumer behaviours, and growing competitive pressures, there is an urgent need for business executives to redefine their marketing strategies and capabilities. Recognising this, CII CEL, in collaboration with The Strategy Academy Centre for Advanced Studies (TSACAS), launched the maiden batch of the Certified Next-Gen Marketing Leadership Program.

It was developed to equip CII members with the knowledge and skills required to build agile, growth-focused marketing organisations. It focused on delivering customer-centric and personalised experiences, developing competitive brand strategies, and mastering digital-first marketing approaches.

Participants were introduced to strategies for optimising sales, growth, and revenue, alongside emerging trends such as the Metaverse, Web3, and AI-driven automation. A key objective of the program was to foster transformational leadership capable of driving innovation and leading teams effectively in a fast-changing business environment.

Delivered over four months through a digital, interactive learning platform, the program featured a blend of live faculty-led sessions and self-paced learning modules. It also included a robust assessment process to ensure continuous learning and improvement.

Certified Leadership Course on PR and Communications

There is a need for public relations and corporate communications professionals to continuously enhance their skills to remain effective and relevant in today's fast-evolving industrial landscape. In response to this, CII CEL, in association with Ms Yeshi Seli, Consulting Editor, Business India, launched Batch I of the Certified Leadership Course on Public Relations and Corporate Communications in July.

This program was designed to equip the CII membership with strategic perspectives, future-ready capabilities, and practical tools to confidently navigate the complexities of modern communication. It aimed to build a strong foundation in public relations and corporate communications, offering a deep understanding of the evolving role of PR in today's business environment. The course also explored advanced strategies across digital, social media, and AI-driven platforms, while also focusing on best practices in crisis management, reputation building, and public affairs.

Participants gained insights into regulatory frameworks and ethical considerations essential for responsible and impactful communication leadership. Delivered in a fully online format, the program offered engaging content with flexible access tailored to working professionals. The inaugural batch of the course saw an enthusiastic participation of mid to senior-level professionals from the public relations and corporate communications community.

Regional Review



EASTERN REGION

Green Steel and Mining - Charting the Roadmap

CII Chhattisgarh organized the fourth edition of the Green Steel and Mining Summit, an international conference cum exposition, in Raipur on 28-29 July. The summit attracted over 400 delegates from India and abroad, including participants from the USA, South Korea, Finland, Germany, and Sweden. It brought together policymakers, innovators, sustainability experts, researchers, and Industry leaders to chart the pathway for decarbonising India's steel sector and accelerating its green transition.

Shri Vishnu Deo Sai, Chief Minister of Chhattisgarh, emphasised that the New Industrial Development Policy 2024-30 offers specific incentives for green steel production, aligning industrial expansion with sustainability goals.

Shri Arun Sao, Deputy Chief Minister, reaffirmed the Government's commitment to fostering green industrial growth through fiscal incentives, policy clarity, and infrastructure development.

Shri OP Chaudhary, Finance Minister, Chhattisgarh, underlined the state's transformation into a high-potential investment destination, with Naya Raipur evolving into a future-ready Edu-city and Medi-city. He highlighted the availability of an ₹20,000 crore land bank in Layer 1, with further expansion planned.

Shri Lakhan Lal Dewangan, Minister of Commerce & Industry, Government of Chhattisgarh, highlighted the state's progressive industrial policies, including skilling subsidies, digitised land records, ease of doing business reforms, employment schemes, and private logistics parks, which are driving industrial growth and attracting investments.

Shri Amitabh Jain, Chief Secretary, Chhattisgarh, stressed the importance of cost viability in adopting green technologies, while Shri Rajat Kumar, Secretary, Industries, Chhattisgarh, presented the New Industrial Policy and invited both domestic and international investors to participate in Chhattisgarh's industrial growth.

The two-day event also featured eight focused technical sessions with over 40 expert speakers, who shared insights on emerging technologies, policy frameworks, and global best practices. More than 30 exhibitors at the Technology Pavilion showcased cutting-edge green and clean energy solutions tailored to the steel and mining industries.

From Future Ready to Future Proof Manufacturing

CII Eastern Region organized the 12th edition of the Manufacturing Conclave East on 9 July in Kolkata, centred around the theme 'Future Ready to Future



(L-R): Bajrang Goel, Vice Chairman, CII Chhattisgarh State Council and Director, Shri Bajrang Power & Ispat Ltd; Siddharth Agrawal, Past Chairman, CII Chhattisgarh State Council and Director, Godawari Power & Ispat Ltd; Vishnu Deo Sai, Chief Minister of Chhattisgarh and Sanjay Jain, Chairman, CII Chhattisgarh State Council & Managing Director, RSV Exim Pvt Ltd at the Green Steel and Mining Summit in Raipur



(L-R): Ashis Anupam, Vice President, Tata Steel Ltd; Ramesh Agarwal, Whole Time Director, Rupa & Co; Prithish Chowdhary, Co-Chairman, CII Manufacturing Subcommittee and Dy Managing Director, Titagarh Rail System; Brigadier Vivek Sawalake, Commander, 4 Electronic Warfare Brigade, Indian Army; Umesh Chowdhary, Past Chairman, CII Eastern Region and VC & Managing Director, Titagarh Rail System; Shashwat Goenka, Chairman, CII Eastern Region and Vice Chairman, RP Sanjiv Goenka Group; Dr Chandrika Kaushik, Outstanding Scientist "H", Director General (PC&SI), DRDO; Suvamoy Saha, Chairman, CII Manufacturing Subcommittee and Managing Director, Eveready Industries India Ltd; Capt. Rajendra Mishra, Officer-in-Charge, Indigenization Unit, Directorate of Indigenization, Indian Navy; Dr Sudhanshu Mani, Former GM ICF & Creator of Vande Bharat and Ranjot Singh, Co- Chairman, CII Manufacturing Subcommittee & Managing Director, Emdet at Manufacturing Conclave East in Kolkata

Proof Manufacturing.' The conclave served as a strategic platform to deliberate on emerging priorities in the manufacturing sector, with Industry leaders and experts sharing insights on competitiveness, inclusivity, and sustainability as key drivers for future growth. The discussions focused on sectoral strategies aimed at accelerating the development of critical sectors, including railways, defence, automobile & auto components, steel, mining, and heavy industries.

A key highlight of the conclave was the emphasis on positioning India as a global manufacturing hub. Experts underscored the importance of increasing investments in research, design, and development. Reducing import dependency, driven by geopolitical and supply chain disruptions, and enhancing human capital through deep-tech skilling were also highlighted as key imperatives. India's strides towards self-reliance in defence systems were acknowledged, with DRDO's critical role in supporting capacity building, skill development, testing and validation, quality assurance, R&D collaboration, and commercialisation. During the plenary session on 'The Role of East in Making India a Global Manufacturing Hub,' speakers stressed the need for businesses to map supply chains and monitor suppliers within a data-

driven framework to integrate into global value chains.

A session focused on the railway sector, emphasised the potential for India to emerge as a global export leader by strengthening the Make in India initiative, expanding manufacturing capabilities, and driving innovation to access international markets.

A plenary on the metals and minerals sector highlighted the challenges of gender inclusion, calling for increased Government support, targeted awareness initiatives, and progressive policies.

Investing in India@100: Modern Markets, Smarter Regulation, Sustainable Impact

The 11th Capital Markets Conclave was held in Kolkata on 17 July under the theme 'Investing in India@100: Modern Markets, Smarter Regulation, Sustainable Impact'. The event convened financial leaders, policymakers, and market participants to reflect on the sector's deepening role in shaping India's economic journey. The conclave provided a high-impact platform to explore evolving trends in investor participation, diversification of investment instruments, and expanding footprint of financial inclusion across metropolitan and non-metropolitan regions.



(L-R): Samir Agarwal, Co-Chairman, Banking & Financial Services Subcommittee, CII Eastern Region and Director, Indcap Advisors Pvt Ltd; Radha Kirthivasan, Head – Listing and SME, BSE Ltd; Ananth Narayan G, Whole Time Member, SEBI; Bijay Murmura, Chairman, Banking & Financial Services Subcommittee, CII Eastern Region and Director, Sumedha Fiscal Services Ltd and Ankit Sharma, Chief Regulatory Officer – Listing and Investor Compliance, NSE Ltd at the Capital Markets Conclave in Kolkata



Members with Ryan Ward, High Commission of Canada at an interaction, in Jamshedpur

Deliberations underscored capital markets as critical enablers of inclusive growth, entrepreneurship, and institutional resilience. The event highlighted emerging priorities such as integrating SMEs into formal market platforms, leveraging digital innovations, and advancing industrial risk management. A five-city Investment Yatra, in collaboration with NSE India Ltd, was announced to bolster regional outreach and engagement.

Complementing the dialogue, two strategic documents, a whitepaper on 'Assessing IPO Participation of MSMEs in Eastern India: Identifying Structural Gaps and Opportunities for Market Inclusion' and a report on 'Vibrant Capital Markets: Catalyst for Growth', were released to reinforce the sector's contribution to sustainable and equitable progress.

Industry Interaction with High Commission of Canada

CII Jharkhand organized an interaction with Mr Ryan Ward, Senior Trade Commissioner and Acting Minister (Commercial), High Commission of Canada to India, in Jamshedpur on 2 July to deepen industrial collaboration between the two countries. The discussion focused on fostering greater engagement through enhanced Canadian business delegation visits to India, enabling exploration of emerging opportunities across high-growth sectors.

Key areas identified for collaboration included clean technologies, urban infrastructure, and design-led industries. The Indian market, with its skilled talent pool, robust infrastructure, and expanding consumer base, was acknowledged as a compelling destination for Canadian enterprises seeking joint ventures, co-development projects, and strategic investments.

Both sides underscored the significance of building long-term institutional linkages and strengthening commercial ties, reinforcing a shared vision of a resilient, future-ready, and mutually rewarding India-Canada economic partnership.

Industrial Safety and Operational Excellence

To strengthen industrial safety and operational excellence, CII Odisha organized a virtual Talk Session on Industrial Safety on 23 July. The session aimed to address critical challenges faced by industries, especially MSMEs, related to safety, quality control, and operational efficiency, which often hinder their overall productivity and sustainability.

The session was chaired by Mr Subrat Panigrahi, Chief Operating Officer, Institute of Quality and Environment Management Services Pvt Ltd, who gave insightful presentations on the Zero Defect Zero Effect (ZED) certification scheme, including its benefits and implementation roadmap. Discussions were held on LEAN practices, emphasising waste reduction and process optimisation, Industry safety compliance, legal norms, and risk mitigation strategies. An overview of policy updates and Government support mechanisms to enhance safety performance was also provided.

The session attracted wide participation from key stakeholders, including MSME owners, plant heads, entrepreneurs, factory managers, safety officers, quality professionals, Industry association representatives, and consultants.



NORTH EASTERN REGION

Empowering Enterprises, Enabling Growth

The North East MSME Conclave was organized in Guwahati on 25 July, around the theme 'Empowering Enterprises, Enabling Growth'. The conclave brought together MSMEs, policy-makers, Industry leaders, representatives from financial institutions, and entrepreneurs to deliberate on key issues, share success stories, explore collaborative opportunities, and foster innovation and sustainable growth within the MSME sector.

The programme featured three focused sessions covering finance and funding policies, regulatory environment, and market assessment, providing a comprehensive overview of the critical issues influencing the growth of MSMEs in the North East. More than a hundred participants from different industries participated in the event.

Shri Lakshman Prasad Acharya, Governor of Assam expressed optimism about the nation's future, highlighting the ambitious goal of becoming the third-largest economy worldwide. He stressed that MSMEs play a crucial role in this vision, and their contribution is vital in achieving our economic aspirations.

Mr Loken Das, CGM, NABARD, focused on the support extended to handloom, handicrafts, and women entrepreneurs. He underscored the importance of digitisation and rural development, noting that a significant portion of the country still relies heavily on these regions.

Mr D Surendran, Executive Director, Punjab National Bank, encouraged entrepreneurs to register with Udyam to take full advantage of Government schemes and incentives, thereby fostering regional growth.

Mr Saumendra Kumar Barua, Past Chairman, CII North East Council and CEO, North East Gas Distribution Company Ltd, emphasised that MSMEs form the backbone of India's economy, creating jobs, driving growth, and fostering innovation, especially in the Northeast, where they are central to local Industry and development.

Mr Gopi More, MD, Torsa Machines Ltd, shared his optimism about the future of Northeastern MSMEs. He highlighted their pivotal role in empowering local communities and propelling regional development.

Strategic Dialogue with Arunachal on Skill Development

A CII delegation engaged with the Government of Arunachal Pradesh in an exclusive high-level meeting on 15 July in Itanagar. The interaction was presided over by Lt Gen K T Parnaik, PVSM, UYSM, YSM (Retd.), Governor of Arunachal Pradesh and Shri Pema Khandu, Chief Minister of Arunachal Pradesh. The discussion aimed to explore strategic pathways to leverage the state's immense potential in skill development and entrepreneurship, aiming for sustainable, long-term growth.

The delegation presented a strategy titled "Aspirations to Action: Skilling & Entrepreneurship for a Resilient and Secure Arunachal," focusing on digital transformation of MSMEs, Industry-specific skilling, and micro



CII delegation met Lt Gen K T Parnaik, PVSM, UYSM, YSM (Retd.), Governor of Arunachal Pradesh and Pema Khandu, Chief Minister for Strategic Dialogue at Itanagar

entrepreneurship to align with the state's economic opportunities. It aimed to foster Industry-ready youth, create employment pathways, and build a long-term development roadmap through Industry-aligned training and infrastructure support.

The Governor emphasised the need for bold initiatives to build a self-reliant Arunachal Pradesh, highlighting that a motivated, skilled youth base is vital for socio-economic progress. He expressed confidence in CII's expertise and called for collaborations to embed meaningful skill development. The meeting was also attended by senior officials from various Government departments, including planning, investment, industries, health, skill development, labour and employment, IT, and science & technology, among others.

CII recommended a focus on youth empowerment through tailored skill programmes, leveraging its Centres of Excellence (CoEs) to promote Industry-relevant skilling, innovation, and workforce readiness, especially in sectors like hydropower, agro-based industries, rare earth minerals, floriculture, and tourism. Infrastructure investments by the Government were suggested to establish training facilities.

Building micro-entrepreneur capacities was highlighted, with emphasis on financial management and leadership skills. The establishment of Multi Skill Training Institutes (MSTIs) and Model Career Centres (MCCs) was proposed to facilitate skill training and employment support. The initiative to support education-to-employment transitions through platforms like the E2E Career Lounge, offering counselling, training, and placement, was also discussed.

CII also recommended that colleges establish Digital Transformation Facilitation Centres to aid MSMEs in digitisation via Dx-EDGE, along with organizing machinery expos and B2B initiatives to connect local producers with external markets.

Entrepreneurs Development Forum in Mizoram

CII held an interaction with Shri Lalduhoma, Chief Minister of Mizoram and Shri Lalnghinglova Hmar, Minister of State for Labour Employment, Skill Development & Entrepreneurship, Sports & Youth Services, Tourism, and Excise & Narcotics, Government of Mizoram, on 18 July in Aizawl.

Discussions were held on the Micro-Entrepreneurship Development Program of CII Centre of Excellence on Employment and Livelihood (CII CEL), which was launched by the Prime Minister of India last year to empower micro entrepreneurs through structured capacity building, mentorship, and market connect.

This program helps micro enterprises transition from 'Good to Great'. Entrepreneurs gain access to a range of programs on business transformation, leadership development, financial literacy, digital adoption, and vital market linkages through the dedicated district-level Entrepreneurs Development Forum established by CII CEL.

CII proposed initiating the Entrepreneurs Development Forum in Mizoram to ensure comprehensive support, hands-on mentoring, structured workshops, and continuous handholding to achieve tangible growth and sustainability of entrepreneurs.

Sikkim Reverse Buyer Seller Meet

The Government of Sikkim, in collaboration with CII, organized the Sikkim Reverse Buyer Seller Meet in Kolkata on 23 July to attract investments and deepen economic engagement with West Bengal and the broader eastern region of India. The event featured a focused conference on business partnerships and investment potential in Sikkim, an exhibition of the state's authentic and high-value products, and one-on-one B2B and B2G meetings between investors and Sikkim-based enterprises.

Shri Tshering Thendup Bhutia, Minister for Commerce & Industries and Tourism & Civil Aviation, Government of Sikkim, underscored the importance of regional collaboration and highlighted the complementarities between West Bengal and Sikkim.

Shri M Ravi Kumar, Principal Director, Commerce & Industries Department, Government of Sikkim, spoke

about the investment incentives offered by the state, including subsidies and support for investors in key sectors such as tourism, agri-horti food processing, pharmaceuticals, IT & ITeS, micro-hydro power, arts & crafts, film, music, and sports.

Shri TT Bhutia, Director, Commerce & Industries Department, Government of Sikkim, focused on developing sustainable market linkages, especially for Sikkim's agro-based and cottage Industry products such as spices, processed foods, handlooms, dairy, and traditional snacks.

Mr Debashis Dutta, Chairman, CII West Bengal State Council and Director, BGS Group, recognised Sikkim's strategic location and growing potential as an agile hub for trade and industry and highlighted the shared legacy of inclusiveness that must guide industrial growth, ensuring small farmers, women entrepreneurs, border communities, and youth are key beneficiaries. Mr Soni Virdi, Chairman, CII Sikkim State Council and Founder, Zion Education Trust, highlighted Sikkim's potential as a destination for education, herbal medicine, organic produce, and bamboo-based enterprises.

The exhibition showcased a wide range of Sikkim's authentic offerings and drew significant footfall from business leaders, investors, and trade visitors from across West Bengal. On the sidelines of the meet, Government officials facilitated focused one-on-one meetings to explore sourcing opportunities, investment partnerships, and market expansion strategies.

CII Partners with CEPA to Strengthen Regional Relations

CII partnered with the Chungcheongnam-do Economic Promotion Agency, South Korea, to strengthen relations between Northeast India and South Korea. The Letter of Intent was signed between the two organizations in New Delhi on 21 June.

The partnership reflects the shared interest of both sides in promoting bilateral trade, investment, and industrial collaboration. It aims to facilitate greater business engagement between Northeast India and South Korea by fostering joint ventures and strategic partnerships.

LevelUp Northeast AI Immersion Week for MSMEs

CII – HP Centre for AI organised a practical AI Immersion Week for MSMEs in Kohima and Dimapur from 14-18 July. The objective was to empower businesses to integrate AI into daily operations, improve competitiveness, and drive growth in domestic and international markets.

The sessions provided hands-on experience on financial management, marketing, cybersecurity, and other topics with practical AI tools to transform your business operations.

The workshop is part of 'LevelUp' under the 'MSME – The AI Enablement Track', which aims to empower MSMEs to leverage AI and digital tools for growth and efficiency.

LevelUp Northeast Game Development Workshop

Game Development Workshops, part of a flagship series under CII's Level Up Northeast initiative, were conducted in Kohima and Dimapur on 8 and 9 July, respectively. This workshop was conducted in partnership with Game Forge, an initiative by the Indian Digital and Gaming Society (IDGS). The workshop focused on introducing young people in the region to the fundamentals of game development, digital storytelling, and interactive technology.

Over 600 students from Kohima Science College, Kohima and Tetso College, Dimapur, attended the workshop. Through workshops, mentorship, and exposure to Industry practices, the sessions focused on game concept development, world-building, design applications, and exploring global gaming careers.

This was a first-of-its-kind initiative in the state that aimed to promote the Northeastern Region as a rising hub for gaming, digital innovation, and creative technologies.



NORTHERN REGION

Uttar Pradesh: Powering a USD 1 Trillion Economy through Renewable Energy

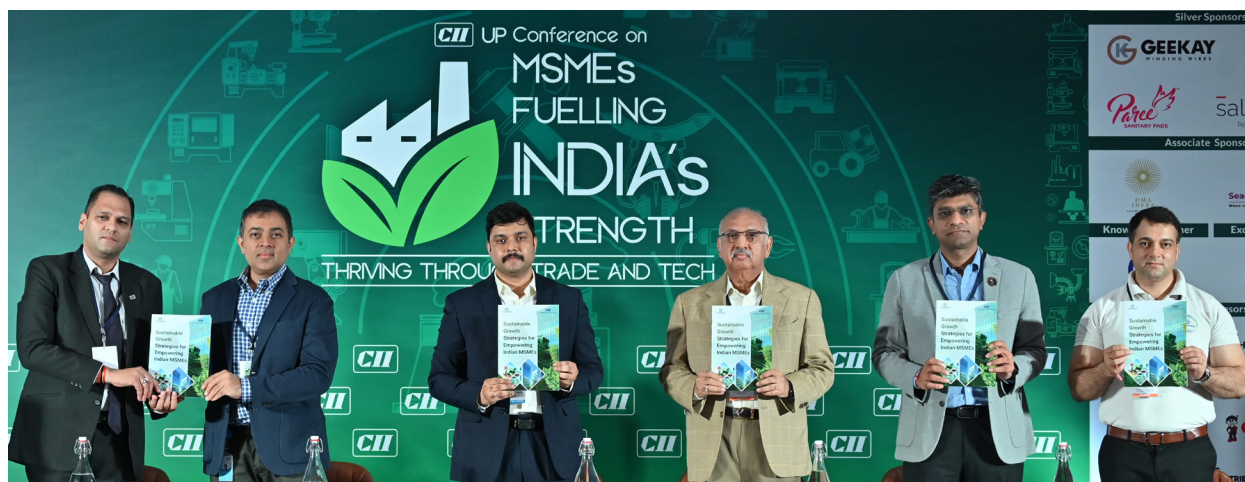
CII, in collaboration with UPNEDA, organized the Clean Energy Summit on 8 July in Lucknow, with the theme, 'Uttar Pradesh: Powering a USD 1 Trillion Economy through Renewable Energy'. The summit brought together key stakeholders from Government, Industry, and academia to chart out actionable strategies to accelerate clean energy adoption in Uttar Pradesh. The speakers deliberated on the state's clean energy roadmap and its role in driving sustainable economic growth.

Shri Narendra Bhooshan, Additional Chief Secretary, Additional Sources of Energy & Chairman, UPNEDA, Government of Uttar Pradesh, said that the state has made significant strides in renewable energy, with policies rapidly advancing to promote solar, bioenergy, and other green sources. He added that the state's energy policy aims to provide affordable, reliable, and eco-friendly energy to all citizens. Initiatives like transforming Bundelkhand into a solar hub are boosting energy output, creating jobs, and increasing farmers' incomes.

Shri Ashish Goel, Chairman, UPPCL, Government of Uttar Pradesh and Shri Inderjit Singh, Director, Uttar Pradesh New & Renewable Energy Development Authority, Government of Uttar Pradesh, were among the other key speakers at the event.



(L-R): Abhishek Saraff, Vice Chairman, CII UP State & Managing Director, Avadh Rail Infra Ltd; Upasana Arora, Chairperson, CII Uttar Pradesh State & Managing Director, Yashoda Hospitals; Narendra Bhooshan, Additional Chief Secretary, Additional Sources of Energy & Chairman, UPNEDA, Government of Uttar Pradesh; Ashish Goel, Chairman, UPPCL, Government of Uttar Pradesh; Vinamra Agarwal, Summit Chairman & Jt. Managing Director & CEO, Technical Associates Ltd and Sanjay Gupta, Chief Business Officer, Jakson Group at the Clean Energy Summit in Lucknow



Distinguished speakers launching a report during the Inaugural Session of the conference

TechNXT: Innovate North

CII, in its continued efforts to accelerate Northern India's innovation potential, organized the CII TechNXT Talk in Srinagar on 9 July with the theme, 'Innovate North: Growth through Digital, Energy & Startup Power'. The conference brought together visionaries, policymakers, entrepreneurs, and technocrats to deliberate on the future of Jammu and Kashmir as a digitally empowered, energy-resilient, and startup-driven economy.

Mr Vinod Sood, Chairman, CII Regional Committee (NR) on Digital Transformation and Co-Founder & MD, Hughes Systique, said, that J&K is becoming a crucible of digital inclusion and sustainable innovation. With the rollout of 5G, smart e-governance, solar initiatives, startup incubators, and a growing ecosystem of skilled youth, Jammu and Kashmir is being reimaged as a future-ready economy, he added.

Dr M A Alim, Chairman, CII Jammu and Kashmir and CEO, Packaging Design Industries, highlighted the employment potential of digital transformation in the region. The establishment of IT parks in Srinagar and Jammu, the promotion of BPOs, and investments in digital skilling have opened new doors for the youth. With the right infrastructure and policy push, Jammu and Kashmir can emerge as the Digital Services Hub of North India, he expressed.

Focusing on the state's evolving entrepreneurial ecosystem, Mr Sudershan Kumar, MD, Jammu and Kashmir Trade Promotion Organisation, said that the startup ecosystem in the Union Territory is young but thriving, from agritech to IT services. With the right mentorship, funding, and market access, a grassroots startup revolution is taking shape, he said.

MSMEs Fuelling India's Strength

CII Western Uttar Pradesh organized the CII UP Conference on MSMEs Fuelling India's Strength on 10 July in New Delhi with the theme 'Thriving through Trade and Tech' under the chairmanship of Mr Sameer Agarwal, Convenor, CII Western UP MSME & Start-Up Panel and MD, G K Winding Wires Ltd.

Shri Ravikesh Tripathy, Deputy Commissioner – Customs, Noida Special Economic Zone, highlighted the importance of a cluster-based approach for the development of MSMEs in the country. He further invited MSMEs to consider setting up their plants in the Noida SEZ.

Interaction with Haryana Industries & Commerce Department

The Department of Industries & Commerce, Government of Haryana, held an interactive session on 13 July in Gurugram, on Ease of Doing Business. Senior officials from the Government of India and the Government of Haryana joined the interaction. Shri KK Pathak, Additional Secretary, Cabinet Secretariat, Government of India and Shri Amit Kumar Agrawal, Commissioner & Secretary, Industries & Commerce, Government of Haryana, also participated in the interaction.

The discussions centred on compliance reduction, deregulation, and enhancing the investment climate in Haryana. Representing industry, CII highlighted key policy recommendations, including review and ratification of revised fixed electricity charges, subsidy support for solar power and open access, and revamp of Haryana's EV Policy to align with other leading states.

CII also suggested bringing industry-friendly reforms to the ULBD notification, focused on fire safety, pollution compliance, incentives, and mixed-use permissions in legacy industrial zones and regularisation of existing industries to support formalisation and ease of operations.

CII J&K Calls on CM

Dr M A Alim, Chairman, CII Jammu and Kashmir State Council, called on Jenab Omar Abdullah, Chief Minister of Jammu and Kashmir, in Srinagar on 16 July. Dr Alim shared an overview of CII's planned initiatives and engagements for the year, with a focus on promoting inclusive industrial development, skilling and entrepreneurship, green infrastructure, and sustainable livelihoods in the Union Territory.

As a symbolic start to the year's engagements, the first edition of the CII J&K Newsletter for 2025 was formally unveiled by the Chief Minister. The newsletter captures key highlights of CII's work across the region and outlines the council's vision for strengthening Industry-Government collaboration in the year ahead.

The Chief Minister appreciated the continued efforts of CII in contributing to the socio-economic development of Jammu and Kashmir and reaffirmed the Government's commitment to working alongside to create a conducive business environment that fosters investment, job creation, and innovation.

Interaction with J&K Deputy CM

CII Northern Regional Committee on Tourism and Hospitality convened its first meeting for 2025–26 on 18 July in Srinagar. Chaired by Mr K B Kachru, Chairman of CII Northern Region Committee on Tourism & Hospitality and Chairman – South Asia, Radisson Hotels Group, the meeting focused on strategic interventions

to position J&K as a global tourism hub. The meeting was also attended by Shri Surinder Kumar Choudhary, Deputy Chief Minister of Jammu and Kashmir, Mr Nasir Aslam Wani, Advisor to the Chief Minister and Mr Farooq Ahmad Shah, MLA, Gulmarg.

The Committee adopted a comprehensive work plan targeting policy advocacy, infrastructure development, and interstate collaboration. During the discussion, Shri Choudhary said that the Union Territory is looking forward to Industry partnership. Industry support in skilling for the overall development of the industrial workforce, particularly tourism, is set to make J&K India's premier tourism destination.

Interaction with Industries & Commerce Minister, Haryana

CII Haryana organized a special interactive session with Shri Rao Narbir Singh, Minister of Industries & Commerce, Environment, Forests & Wildlife, Foreign Cooperation, and Sainik & Ardh Sainik Welfare, Government of Haryana, to deliberate on key priorities for inclusive and sustainable industrial growth in the state on 25 July in Gurugram.

The Minister reiterated the Government's commitment to ensuring a 24x7 power supply, upgrading local electricity infrastructure, and promoting solar energy adoption. On education and skilling, he acknowledged the Industry's request for land support and assured that the Government would actively explore possibilities to facilitate land access for R&D centres, innovation hubs, and industrial institutions.

The Minister strongly encouraged industries to adopt villages under their CSR efforts to boost rural development in line with the vision of a Viksit Bharat. He reaffirmed the Government's intent to work in partnership with Industry and requested CII's continued



(L-R): Abhimanyu Sharaff, Chairman, CII Haryana and Managing Director, Vikas Group; Rao Narbir Singh, Industry Minister, Government of Haryana; Saket Bhatia, Vice Chairman, CII Haryana and Director, Bony Polymers Pvt Ltd and Jayant Davar, Managing Director, Sandhar Technologies at the interaction in Gurugram



(L-R): Akhilesh Yadav, Managing Director, Frauscher Sensor Technology, India; Mangal Dev, Conference Chairman & Head, Hitachi Rail Systems (India & South Asia) and Director, Hitachi India Pvt Ltd; Rakesh Kumar Rousan, Executive Director - Business Development, Ministry of Railways; Dr Jaideep Gupta, Additional Member – Railway Electrification, Ministry of Railways and Sandeep Fuller, Conference Co-Chairman and CEO – Systems and PMC, Systra MVA India Ltd at the Conference on Railway Excellence in New Delhi

support in monitoring progress and driving grassroots impact.

Interaction with Commerce Minister, Punjab

CII Punjab organized an interactive session with Shri Sanjeev Arora, Minister for Industries, Commerce, Investment Promotion and NRI Affairs, Government Of Punjab, on 30 July in Chandigarh. Shri Arora reaffirmed the Government's commitment to a business-ready Punjab, calling for collaborative policymaking and active feedback from Industry stakeholders.

Mr Amit Jain, Chairman, CII Punjab, Mr Amit Dhaka, CEO, Invest Punjab, and Mr Harpreet Singh Nibber, Vice Chairman, CII Punjab, shared their insights and key initiatives driving industrial growth in the state.

Powering a Greener Tomorrow

CII Northern Region inaugurated the third edition of the Energy Conclave in New Delhi on 28 July, bringing together key stakeholders, policymakers, and Industry leaders to deliberate on the theme 'Powering a Greener Tomorrow'.

Shri Sudeep Jain, Additional Secretary, Ministry of New and Renewable Energy, Government of India, highlighted the Government's unwavering commitment to promoting renewable energy and underlined the critical role of policy frameworks in enabling sustainable growth across the energy sector.

Mr Parag Sharma, Founder & CEO, O2 Power, said that a robust addition of 30 GW renewable capacity is expected by FY25 and FY26, and a remarkable 13 GW has been added in the last quarter alone. All stakeholders are gaining strong confidence that India is well on track to achieve its ambitious target of 500 GW renewable energy capacity by 2030, he added.

Conference on Railways Excellence

The sixth edition of the CII Conference on Railways Excellence, held on 29 July in New Delhi, brought together the Government, Indian Railways, and Industry leaders to reimagine the future of transport and logistics in India.

Dr Jaideep Gupta, Additional Member – Railway Electrification, Ministry of Railways, Government of India, said that it is a moment of pride that this year, we will achieve 100 per cent electrification in Railways. Moreover, transporting 1 million tonnes of freight over 1 km by road emits 101 grams of carbon, whereas the same movement by rail emits only 11 grams. With full electrification underway, we are now moving towards a net-zero emissions future.

Shri Rakesh Kumar Rousan, Executive Director – Business Development, Ministry of Railways, Government of India, said that the modal share of rail in freight transport stands at around 26–28 per cent. As outlined in the National Rail Plan, our capacity must outpace demand to ensure seamless logistics. The goal is to increase this share to 45 per cent, which is critical for strengthening the national economy, he added.



SOUTHERN REGION

Interaction with Minister Piyush Goyal

An interactive session with Shri Piyush Goyal, Minister of Commerce & Industry, Government of India, was held on 5 July in Bengaluru, bringing together key policymakers and Industry leaders to discuss strategies for accelerating India's industrial growth and global competitiveness.

Discussions focused on aligning India's industrial ecosystem with the national vision for economic



(L-R): Rabindra Srikantan, Chairman, CII Karnataka State Council 2025-26 and Chairman, CII Karnataka R&D Summit, Founder & Managing Director, ASM Technologies Ltd; Rajat Kumar Saini, CEO & MD, NICDC; Dr Ekroop Caur, Secretary, Department of Electronics, IT, BT, S&T, Government of Karnataka; Kamal Bali, Chairman, CII SR and President & Managing Director, Volvo Group India Pvt Ltd; Piyush Goyal, Minister of Commerce & Industry, Government of India, M B Patil, Minister for Commerce, Industries and Infrastructure, Government of Karnataka; Selvakumar, Principal Secretary, Commerce & Industries, Government of Karnataka; Nidhi Kesarwani, Joint Secretary, DPIIT and Gunjan Krishna, Commissioner for Industrial Development & Director, Department of Industries & Commerce, Government of Karnataka at the interaction in Bengaluru

transformation through innovation, infrastructure development, and enhanced ease of doing business. Emphasis was placed on fostering public-private collaboration, boosting high-value manufacturing, and strengthening India's positioning in global value chains. The session underscored Karnataka's pivotal role in driving this transformation through proactive policies, sectoral growth, and technology-driven initiatives.

Strategic India-Denmark Business Dialogue

CII Southern Region, in collaboration with the Confederation of Danish Industry and Guidance Tamil Nadu, organized a business session with H.E. Mr Manish Prabhat, Ambassador of India to Denmark, on 11 July in Chennai.



(L-R): N K Ranganath, Past Chairman, CII Tamil Nadu & Director, Strategy Catalysts; Manish Prabhat, Ambassador of India to the Kingdom of Denmark and Ravichandran Purushothaman, Deputy Chairman, CII Southern Region & President, Danfoss India at the interaction in Chennai

Focusing on the Green Strategic Partnership, discussions covered renewable energy, offshore wind, green hydrogen, shipbuilding, water solutions, research & development, and academic exchange. Ambassador Prabhat expressed that Denmark sees India as a key partner in the global green transition, and emphasised creating a soft-landing ecosystem for Danish firms and access to advanced technologies for Indian companies.

Mr Ravichandran Purushothaman, Deputy Chairman, CII Southern Region and President, Danfoss India, highlighted India's R&D strengths and readiness to co-innovate. Mr N K Ranganath, Past Chairman, CII Tamil Nadu and Director, Strategy Catalysts, advocated scaling the 'Danish Design, Indian Manufacturing' model.

Danish companies expressed strong interest in India, suggesting joint platforms for IPR, funding, and market entry. The session reaffirmed mutual commitment to sustainable growth and deeper bilateral collaboration.

Surface & Coating Expo

CII Southern Region organized the fifth edition of the Surface & Coating Expo on 17-19 July at Chennai Trade Centre, with support from the Ministry of MSME and the Department of Chemicals and Petro-Chemicals, Government of India. The event brought together stakeholders across the value chain, including manufacturers, solution providers, end-users, and policymakers, to foster innovation, exchange ideas, and create new business opportunities for the surface and coating Industry.

It also hosted concurrent expos, including the Adhesives and Sealants Summit, CORTEM 2025, TCEE 2025, and



(L-R): Preetham Ganesan, Managing Director, Prism Surface & Coating Pvt Ltd; H N Makhwana, Director, Taikisha Engineering India Pvt Ltd; Sachin Athaley, Country Head IPS, Nordson India; Dr U Kamachi Mudali, Chairman, CII Surface & Coating Expo 2025 and Chairman, CII Corrosion Management Division & Vice Chancellor, HBNI; P Ravichandran, Deputy Chairman, CII Southern Region and President, Danfoss India; AR Unnikrishnan, Chairman, CII Tamil Nadu State Council and Managing Director, Glass Group, Saint Gobain India Pvt Ltd and Prashanth Alevoor, Co-Chair, CII Surface and Coating Expo 2025 & Managing Director, Durr India Pvt Ltd at Surface & Coating Expo in Chennai

AutoMatFab Expo. The event witnessed participation from 303 exhibitors across 17 countries and welcomed over 21,000 visitors. It featured 378 B2B meetings, 15 product launches, and six focused conferences with 175 speakers, 50 of whom were international experts. Over 1000 technical delegates attended the sessions. A key highlight was the Academia–Industry Skill Connect initiative, which engaged 890 engineering students through direct Industry interaction, internships, and job opportunities, bridging the skills gap between education and Industry.

The event reinforced its position as India's premier platform for surface treatment, coatings, finishing, electroplating, adhesives, corrosion protection, and environmental technologies.

Investopia Global – Andhra Pradesh

The Investopia Global–AP Conference, held on 23 July in Vijayawada, marked a milestone in the UAE–India

economic collaboration. Jointly organized by CII and Invest India, the event brought together over 200 delegates from the UAE, including investors, business leaders, and Government officials.

Discussions explored opportunities in infrastructure, AI, sustainability, food security, and advanced technology. The inaugural session showcased Andhra Pradesh's potential as a global investment hub.

Sri N Chandrababu Naidu, Chief Minister of Andhra Pradesh, outlined the state's investor-friendly and tech-driven growth model, while H.E. Abdulla Bin Touq Al Marri, Minister of Economy and Tourism, UAE, recognised the state's strategic role in the UAE–India Economic Corridor.

Senior leaders from Government and Industry expressed a strong commitment to long-term partnerships. Strategic MoUs between the Andhra Pradesh Economic Development Board and Investopia further reinforced the state's position in building future-ready global economic alliances.



(L-R): R Mukundan, President Designate, CII and Managing Director & CEO, Tata Chemicals; T G Bharath, Minister for Industries, Commerce & Food Processing, Government of Andhra Pradesh; Jean Fares, CEO, Investopia; Abdulla Bin Touq Al Marri, UAE Minister of Economy & Tourism, Chairman, Investopia; N Chandrababu Naidu, Chief Minister of Andhra Pradesh; C M Saikanth Varma, CEO, APEDB, Government of Andhra Pradesh; Yousuff Ali M A, Chairman, Lulu Group International; Mr K Vijayanand, Chief Secretary, Government of Andhra Pradesh at Investopia Global–AP Conference at Vijayawada

Tamil Nadu - Taiwan Technical Textile Partnership

CII Tamil Nadu, in partnership with the Tiruppur Exporters' Association, organized the Tamil Nadu-Taiwan Technical Textile Partnership Summit on 21 July in Coimbatore to strengthen collaboration between Taiwan's advanced textile sector and Tamil Nadu's growing technical textile industry.

A nine-member Taiwanese business delegation engaged with local companies on investment and technology exchange, holding 60 B2B meetings and exploring opportunities in innovation and partnerships.

Mr V Arun Roy, Secretary, Industries, Investment Promotion & Commerce Department, highlighted that Tamil Nadu has signed 21 MoUs worth USD 1.4 billion with Taiwan-based companies since 2021, underscoring its strong investment ecosystem. Ms Mageswari Ravikumar, Director of Handlooms, highlighted Government initiatives, including capital subsidies, technical textile training, and targeted support for sportswear and athleisure.

With over 350 delegates in attendance, the summit showcased cutting-edge advancements and deepening bilateral ties, and set the stage for future collaboration in technical textiles.

Quality Healthcare for All

CII Karnataka organized the second edition of the Healthcare Conclave on 1 July in Bengaluru, centred on the theme 'Quality Healthcare for All – Harnessing Emerging Technologies and Improving Accessibility'. The event brought together over 100 delegates and more than 25 distinguished speakers to explore innovative solutions for strengthening the healthcare ecosystem.

The conclave focused on leveraging technology,

partnerships, and innovation to improve healthcare delivery. Key discussions addressed the rising burden of lifestyle diseases, the need for better dietary habits, sustainable hospital practices, and advancements in diagnostics.

Shri Dinesh Gundu Rao, Minister for Health & Family Welfare, Government of Karnataka, reaffirmed the Government's commitment to preventive care, curative services, and overall wellness. Dr Sharan Shivaraj Patil, CMD, Sparsh Hospital, underscored the role of technology and collaboration in achieving equitable healthcare access across Karnataka.

R&D Conclave

The second edition of the CII Karnataka R&D Conclave was held on 18 July in Bengaluru, bringing together over 100 CXOs and stakeholders to shape Karnataka's vision as a global R&D leader.

Shri Priyank Kharge, Minister for Electronics, IT/BT and Rural Development & Panchayat Raj, Government of Karnataka, outlined the state's ambition to become a global hub for research and innovation, supported by world-class talent, infrastructure, and policy. He urged stronger Industry-Academia partnerships and increased private investment in deep tech. Various other speakers stressed the need for shared investments, collaborative roadmaps, and inclusive tech-led growth.

Discussions centred on decentralising R&D beyond Bengaluru, accelerating deep tech commercialisation, and advancing strategic sectors such as defence, aerospace, and space. The conclave also highlighted enablers such as patient capital, robust IP frameworks, and specialised talent to drive Karnataka's innovation ecosystem towards 2030.



(L-R): Dr Vijayabaskaran Sundararaju, Convenor, CII Karnataka Healthcare Taskforce and Executive Director, Kauvery Hospitals; Dr Sharan Shivaraj Patil, Chairman & Managing Director, Sparsh Hospitals; Dinesh Gundu Rao, Minister for Health & Family Welfare, Government of Karnataka and Rabindra Srikantan, Chairman, CII Karnataka State Council and Chairman, CII Karnataka R&D Summit, Founder & Managing Director, ASM Technologies Ltd at the Healthcare Conclave in Bengaluru



(L-R): R Sivaprasad Reddy, Chairman, CII Telangana and Managing Director, Rachamallu Forgings Pvt Ltd; M V Narasimham, Chairman, CII Telangana Task Force on EoDB & CFO, Dr. Reddy's Laboratories Ltd; Batti Vikramarka Mallu, Deputy Chief Minister & Minister for Finance & Planning, Energy, Government of Telangana; Dr B V R Mohan Reddy, Past Chairman, CII Southern Region and Founder Chairman, Cyient Ltd and M Gowtham Reddy, Vice Chairman, CII Telangana & Executive Vice Chairman, Re Sustainability Ltd at the CFO Conclave in Hyderabad

Navigating Uncertainty, Unlocking Growth

The seventh edition of the CFO Conclave was held on 9 July in Hyderabad around the theme 'Navigating Uncertainty, Unlocking Growth'. The event convened senior finance leaders to discuss the evolving role of CFOs in today's dynamic business environment.

Shri Batti Vikramarka Mallu, Deputy Chief Minister and Minister for Finance, Planning, and Energy, Government of Telangana, highlighted the need for CFOs to be strategists, technologists, and risk-takers. He highlighted Telangana's progressive policies and stressed that growth must align with sustainability, calling for stronger Government-Industry collaboration.

Speakers underscored the CFOs' expanding influence in ESG leadership, inclusive automation, and financial resilience. The conclave reinforced the CFO's strategic role in driving sustainable, inclusive, and future-ready growth.

Coimbatore – India's Twin-Engine GCC Hub

CII Coimbatore hosted the GCC Coimbatore Summit on 14 July around the theme 'Coimbatore – India's Twin-Engine GCC Hub: Where Core Industrial Engineering Meets Digital Innovation at Tier-2 Costs and Tier-1 Depth'. The summit positioned Coimbatore as a premier destination for Global Capability Centres (GCCs), backed by its industrial legacy, STEM talent base, and innovation ecosystem.

Dr Palanivel Thiaga Rajan, Minister for IT & Digital Services, Government of Tamil Nadu, launched two strategic reports by CII-Zinnov and CII-CBRE. He emphasised the city's global readiness and called for developing well-rounded professionals and stronger talent retention.

Key sessions addressed AI workforce readiness, infrastructure growth, policy support, and sectoral



(L-R): Naved Narayan, Co-Convenor, GCC Taskforce and Vice President, Mobility Solutions & Head, R&D Center Coimbatore, Bosch Global Software Technologies; Kewyn George, Convenor, GCC Taskforce, CII Tamil Nadu & Global IS Director & GCC Head, Expeditors International (India) Pvt Ltd; Dr Jairam Varadaraj, Past Chairman, CII Tamil Nadu & Managing Director, Elgi Equipments Ltd; Dr Palanivel Thiaga Rajan, Minister for Information Technology and Digital Services, Government of Tamil Nadu; Dr R Nandini, Immediate Past Chairperson, CII SR and Managing Director, Chandra Textiles Pvt Ltd; Rajesh Doraiswamy, Chairman, CII Coimbatore Zone, Joint Managing Director, Salzer Electronics Ltd; Mahalingam Ramasam, Convenor, GCC Taskforce, CII Coimbatore & Managing Director, Arche Global Private Ltd at the GCC Summit in Coimbatore

innovation in EVs, Medtech, and Aerospace. Industry leaders shared success stories and the summit reinforced that Coimbatore, driven by innovation and talent, is emerging as a high-value, globally competitive GCC hub.



WESTERN REGION

Textile Leaders' Conclave



Kulin Lalbhai, Vice Chairman, Arvind Ltd at the Textile Leaders Conclave in Ahmedabad

The Textile Leaders' Conclave was held in Ahmedabad on 19 July in collaboration between CII and Jain International Trade Organisation (JITO), Ahmedabad. Textile leaders, entrepreneurs, and visionaries exchanged ideas, experiences, and future possibilities at the conclave. The event not only offered fresh perspectives and

sectoral insights but also opened up new connections and collaborative possibilities for Gujarat's vibrant textile ecosystem.

Mr Kulin Lalbhai, Vice Chairman, Arvind Ltd, shared his insights on Industry outlook and global competitiveness, setting the tone for purposeful conversations.

Mr Achal Bakeri, Vice Chairman, CII Gujarat State Council and CMD, Symphony Ltd; Mr Shaleen Toshniwal, Chairman, Manmade and Technical Textiles Export Promotion Council and Joint MD, Banswara Syntex Ltd; Mr Ronak Chiripal, Promoter, Chiripal Group; Mr Jitendra Chauhan, CMD, JadeBlue Lifestyle India Ltd and Mr Bharat Chhajjer, Past Chairman, Powerloom Development & Export Promotion Council and MD, Bumaco Fabrics, were among the other key speakers at the event.

Connected, Conscious, Creative Marketing

The seventh edition of the CII Marketing Conference was held in Mumbai on 8 July, around the theme 'Connected | Conscious | Creative'. It explored how empathy, technology, and purpose are reshaping the marketing playbook and transforming it from a cost centre into a powerful engine for sustainable growth.

Leading marketers, brand builders, business leaders, and innovators from across India attended the conference. A report titled 'Reimagining Marketing for 2025 and Beyond' was unveiled at the conference. The CII-Deloitte report emphasised that marketing in 2025 and beyond must be empathy-led, tech-enabled, purpose-driven, KPI-focused and content-centric.

Mr B Thiagarajan, Chairman, CII Western Region Marketing Conference and MD, Blue Star Ltd said that it is encouraging to see marketing finally taking



(L-R): Vithal V Kamat, Executive Chairman and Managing Director, Kamat Hotels Group; B Thiagarajan, Chairman, CII WR Marketing Conference and Managing Director, Blue Star Ltd; B S Nagesh, Non-Executive Chairman, Shoppers Stop Ltd & Founder, TRRAIN and Vinay Prabhakar, Sales & Alliances Leader, Deloitte South Asia & Chief Commercial Officer - Deloitte APAC at the CII Marketing Conference in Mumbai

centre stage in business strategy. Sharper marketing, smarter spending, and stronger storytelling are now key to unlocking the next level of growth, he added.

Retail visionary Mr BS Nagesh, Non-Executive Chairman, Shoppers Stop Ltd and Founder, Trust for Retailers & Retail Associates of India, added a human dimension to the conversation, noting, "Retail today is about life share, not just product share. Brands that win are those that stay human, stay curious, and stay connected."

The conference energised the marketing ecosystem with actionable insights and bold ideas, signalling a pivotal shift where marketing is no longer just communication, but a core business driver shaped by soul, strategy, and storytelling.

Interaction with MP from Gujarat

CII Gujarat under the aegis of Mr Anand Desai, Past Chairman, CII Gujarat State Council and MD, Anupam Rasayan India Ltd, organized a crucial engagement in New Delhi on 24 July. The interaction brought together the top Industry leaders and esteemed Members of Parliament from Gujarat to foster direct dialogue and collaborative efforts between policymakers and the industrial sector.

The participating Members of the Parliament included, Shri Mayankkumar Nayak, Shri Mukeshkumar Dalal, Dr Hemang Joshi, Shri Dhaval Patel, Shri Hasmukh Patel, Shri Bharatsinh Dabhi, Shri Rajpalsinh Jadav, Shri Chandubhai Shihora, and Shri Bharatbhai Sutariya.

During the interaction, Mr Desai facilitated the unveiling of the first edition of CII Gujarat's White Paper for

the Udyami Gujarat Series titled "Swarnim Gujarat: Industry's Blueprint for a Viksit Bharat".

Mr Rishi Kumar Bagla, Chairman, CII Western Regional Council and CMD, BG Electricals and Electronics India Ltd; Mr Premraj Keshyep, Chairman, CII Gujarat State Council and Founder & MD, Conmat Heavy Industries Pvt Ltd; Mr Vinod Agrawal, Convenor, CII Gujarat Policy Advocacy, EoDB, and Economic Affairs Panel; and Mr Achal Bakeri, Vice Chairman, CII Gujarat State Council and CMD, Symphony Ltd, were among the key participating Industry leaders.

Game Changers: Redefining Work through Innovation

CII Malwa Zone organized the fourth edition of the HR Conclave in Indore on 5 July, bringing together HR leaders, policymakers, and experts who explored the evolving role of HR in a rapidly transforming work environment. Set on the theme 'Game Changers: Redefining Work through Innovation', the conclave featured thought-provoking sessions on AI in HR, human-centric workplaces, future skills, compliance, and strategic leadership.

Eminent speakers included Mr Mrugesh Gharde, Regional PF Commissioner, Employees' Provident Fund Organisation; Mr Alok Gupta, Deputy Director, Employees' State Insurance Corporation; Ms Vaishali Raj, VP – HR, Godrej Infotech Ltd; Mr Ajit Talreja, Director HR, Cummins Turbo Technologies Ltd; Mr Vivek Sapre, CHRO, Veranda Learning Ltd; Prof Ranjeet Nambudiri, Dean Faculty, IIM Indore; and Mr Subodh Moharil, GM – HR, VE Commercial Vehicles Ltd.



Mayankkumar Nayak, MP in Rajya Sabha from Gujarat; Rajpalsinh Jadav, MP from Panchmahal; Dr Hemang Joshi, MP from Vadodara with CII members in New Delhi

9th **CII**
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- Promote sustainable, efficient, and innovative solutions
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- Inspire further advancement in India's global competitiveness

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- Last Mile Cold Delivery Solutions (Incl Quick Commerce)

Category 2

Agriculture / Animal Husbandry Cold Chain

- Cold Chain Logistics
- Best Frozen / Processed Food Cold Chain (Agri, Meat, Fisheries, etc.)

Category 3

Innovation & Startups

- Controlled Atmosphere Technology
- Best Automated Cold Storage Facility
- Sustainable Cooling Systems (Affordable / Energy/ Water Efficiency)
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Category 4

Collaboration & Best Practices

- Top FPO / NGO / Institute in Cold Storage Practices
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