



Confederation of Indian Industry

Accelerating Competitiveness:

Globalisation
Inclusivity
Sustainability
Trust

ANNUAL REPORT 2025-26

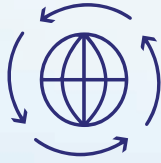




Confederation of Indian Industry



COMPETITIVENESS



GLOBALISATION



INCLUSIVITY



SUSTAINABILITY



TRUST

Annual Report 2025-26

ENGAGING WITH GLOBAL LEADERS



ENGAGING WITH NATIONAL LEADERS



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LOOKING BACK

In an increasingly uncertain global landscape, unprecedented disruptions have become the new normal. The West Asia crisis is posing significant risks to the Indian economy, due to rising energy prices and disruptions in key supply chains. While the Indian economy remains resilient, recent trends have underscored the need for a comprehensive roadmap to strengthen the country's economic security over the medium to long term.

Amidst these external shocks, CII has sought to ensure that India remains steadfast in its journey towards Viksit Bharat, with Industry playing a pivotal role in driving resilience and growth. CII has articulated a comprehensive 12-point agenda for Industry and a 20-point agenda for the Government, addressing both operational and strategic dimensions while enhancing India's global competitiveness.

India has retained its position as the world's fastest-growing major economy for the fourth consecutive year, despite ongoing geopolitical tensions, rising protectionism, tariff uncertainties, and a changing world order. Real GDP growth for 2025–26 is estimated at 7.6 per cent (base year 2022–23), higher than the 7.1 per cent recorded in FY 2024-25.

A key focus of CII's work has been strengthening the policy ecosystem, with over 1200 policy suggestions submitted to the Union and State Governments, resulting in the acceptance of around 93 recommendations. CII's recommendations found strong resonance in key reform measures. The new Labour Code is an example of this, which consolidates 29 laws into a unified framework, bringing greater clarity and consistency. While their full impact will depend on effective implementation, they represent a decisive step towards a modern, future-ready labour market.

Under GST 2.0, the rationalisation of slabs into a dual-rate structure of 5 per cent and 18 per cent is expected to be a masterstroke in simplification, making compliance easier, reducing cascading effects, and most importantly, strengthening the competitiveness of the Indian Industry.

The Government's continued focus on regulatory simplification and ease of doing business has sent positive signals to investors. The passage of the Jan Vishwas Amendment Bill, 2026, is a milestone that CII has long advocated for. The review of FEMA (Non-Debt Instruments) Rules, the extension of customs advance rulings, and the rationalisation of



compliance frameworks will enhance predictability and reduce transaction costs for businesses. In alignment with the Government's reform agenda, CII has focused on key pillars, including next-gen reforms, manufacturing, technology and Artificial Intelligence (AI), sustainability and energy transition, livelihoods, and trust.

CII advocated making Advanced Manufacturing a core focus under the National Manufacturing Mission to accelerate adoption of cutting-edge practices and improve productivity, quality, and energy efficiency.

The CII Centres of Excellence have made sustained efforts to enhance the competitiveness of the Indian Industry across sectors through training programmes and special initiatives. The CII Centre for Artificial Intelligence, launched last year, is continuing to accelerate AI adoption across Industry by fostering innovation, building capacity, and enabling responsible regulation. Building on over two decades of the Centre of Excellence for Sustainable Development's work in advancing sustainable growth, CII also launched 'धर', its sustainability mascot, symbolising the next phase of its sustainability journey. The year 2025 marked a turning point for the defence sector, anchored by Operation Sindoor and its designation as the Defence

Reform Year. Over the past year, the Society of Indian Defence Manufacturers has advanced key policy reforms, including improvements in trial and quality assurance procedures aligned with the Government's self-reliance mission.

Engagement with the global economy remains a key driver of seamless trade. CII led several high-level delegations across regions, fostering meaningful partnerships, and advancing Free Trade Agreements, opening new avenues for the Indian Industry. The Government of India's transformative agreement with the UK is set to enhance market access for employment-intensive sectors such as agriculture, marine products, textiles, and gems and jewellery, while creating opportunities for both large enterprises and MSMEs.

Another significant milestone is the India-EU Agreement, which progressed with notable speed and collaboration, and strengthens strategic ties, boosts investment, enhances export competitiveness, and expands consumer choice.

A key forward-looking initiative has been the India-Oman Comprehensive Economic Partnership Agreement (CEPA), which enables deeper economic engagement with the Gulf region through reduced tariffs and streamlined trade norms.

The recently concluded CII delegation to China offered valuable insights into the scale and pace of industrial transformation. Covering key sectors, the delegation engaged in high-level interactions, gaining a deeper understanding of the rapid advancements shaping global competitiveness.

At the flagship CII Partnership Summit, high-level deliberations with Indian policymakers, over 30 international ministers, and Industry leaders outlined key imperatives for Viksit Bharat. The summit reinforced global partnerships through MoUs and strategic engagements.

India stands at a defining juncture, with strong macroeconomic fundamentals and bold reforms shaping its growth trajectory. As we move forward, sustained collaboration between Government, Industry, and key stakeholders will be critical to unlocking the next phase of growth. CII remains committed to enabling this transformation.

Rajiv Memani

President, CII
2025-26

PRESIDENT DESIGNATE'S REPORT

LOOKING AHEAD

The role of Indian Industry in advancing the vision of Viksit Bharat has become even more critical in the current context of geopolitical tensions. Due to the West Asia crisis, sectors such as chemicals, fertilisers, metals, and aviation, among others, have been affected through higher input costs, logistics delays, and tighter working capital conditions, with MSMEs and export-oriented manufacturing being particularly affected.

Amid these ongoing disruptions, the resilience of the Indian Industry is being tested, underscoring the need for continued policy support to sustain momentum and growth.

Over the past year, CII has worked extensively to strengthen the Indian Industry through a wide range of initiatives.

Manufacturing lies at the heart of India's long-term growth and strategic autonomy. With the potential to raise its share to over 25 per cent of GDP, it can position India as a leading global hub for advanced manufacturing. In this context, CII has undertaken several initiatives and advocated for key policy recommendations, including Production Linked Incentive (PLI) schemes with lower investment

thresholds for employment-intensive sectors such as leather, footwear, and furniture.

Equal emphasis has also been placed on leveraging the potential of the services sector, including integrating strategies that can unlock the next phase of expansion across hospitality, travel, and tourism services. A key ask for the hospitality sector is GST rationalisation to enhance price competitiveness and promote formalisation.

In healthcare, CII's engagement focused on strengthening service delivery while enabling care models that enhance longevity and quality of life. Key priorities included responsible digital health adoption, improved alignment between providers and payers, and deeper international collaboration to build a resilient, future-ready healthcare ecosystem. The CII Centre for Health will drive multi-stakeholder collaboration and low-cost innovation in the sector.

CII advanced a cohesive education agenda spanning school and higher education. The focus was on improving the quality of education and research, strengthening faculty capacity, promoting responsible



integration of technology, and deepening Industry engagement aligned with the National Education Policy 2020 to build a globally competitive, Industry-ready talent pipeline.

A comprehensive MSME reform agenda was presented to the Government, covering regulatory simplification, public procurement, access to finance, and technology adoption. Key recommendations included decriminalising minor compliance lapses, enabling self-certification and digital dispute resolution, amending the MSMED Act 2006, and rationalising Quality Control Orders and labour compliance.

The 6th CII International Energy Conference and Exhibition addressed structural barriers and leveraged global partnerships. The event highlighted that India's pathway to Net Zero is not only a climate imperative but also a cornerstone of long-term prosperity and energy security.

The Centre of Excellence (CoE) on Skills continued to bridge the skills gap and cultivate a future-ready workforce. CII Model Career Centres (MCCs), operating as Industry-led employment exchanges, provide aptitude-based career counselling, soft skills training, and placement support. With the addition of five new centres, 59 MCCs are now

operational across 23 States, having counselled over 19.14 lakh candidates and placed more than 12.86 lakh candidates.

The CoE on Employment and Livelihoods impacted over 2,500 micro and small entrepreneurs across 36 districts in 11 States. These enterprises employ over 43,000 people and generate a combined turnover exceeding INR 13,000 crore.

The Indian Green Building Council, part of the CII Green Business Centre, has achieved a green building footprint of 15.25 billion sq ft, with over 18,600 registered projects. As IGBC marked its Silver Jubilee this year, it further strengthened its contribution to India's Net Zero 2070 goals.

The CII Mission on Water catalysed Industry-led collective action to promote water-neutral practices. Twenty-four industrial plants were certified as 'Aspiring Water Neutral' and two as 'Water Positive', taking the cumulative total to 43 certified 'Water Neutral' plants. These serve as lighthouse examples of scalable solutions for water security.

Training programmes conducted by the CII Centre for Manufacturing Excellence reached over 1,500 organisations, 4,000 professionals, and 450 MSMEs, strengthening technical capabilities and improving business performance.

EXCON, in its 13th edition, witnessed over 1.2 lakh business visitors and more than 1,250 exhibitors, including 134 international participants from 20 countries, showcasing India's growing capabilities across sectors. The 16th edition of International Railway Equipment Expo was spread across approximately 40,000 sq mtr, with more than 450 companies representing over 15 countries.

As India continues its growth journey, a strong and forward-looking Industry will be central to sustaining its momentum. I look forward to my tenure as President, CII and to leading the Industry ahead with purpose and direction.

R Mukundan

President Designate, CII
2025-26

VICE PRESIDENT'S COMMENTS

REACHING OUT

CII has worked across the length and breadth of the country, through regional, state and zonal offices, to support policy formulation and strengthen the business environment.

A key highlight from the East was the 4th edition of the East India Summit, which highlighted Eastern India's emergence as an economic growth hub, where policymakers and Industry leaders from Bihar, Chhattisgarh, Odisha, and West Bengal outlined their development visions, showcasing reforms, startup momentum, and new-age investments.

CII North East undertook an extensive and multi-layered policy advocacy agenda during the year. A major focus was CII's comprehensive set of recommendations on the UNNATI 2024 Scheme, including extension of the registration window, easing of compliance requirements, recognition of past investments, expansion of eligible sectors, and enhanced financial outlay to accelerate industrial uptake. Parallel interventions were made to strengthen MSME ecosystems.

With representation across seven States and three Union Territories, CII Northern Region focused on enhancing industrial competitiveness, enabling ease of doing business (EoDB), strengthening infrastructure and skills, and fostering inclusive and sustainable growth through structured Government engagement and member-led initiatives.

CII Southern Region achieved significant progress in advancing Industry priorities through structured policy dialogue and sectoral consultations. As many as 121 policy recommendations were submitted to policymakers, of which 22 were accepted and implemented.

CII Western Region collaborated with the Governments of Goa, Gujarat, Madhya Pradesh, and Maharashtra, conducting over 40 discussions with policymakers. Numerous Union and State Ministers, Chief Ministers, and senior secretariat officials participated in these engagements aimed at promoting investments and driving growth and development across States.



About 300 recommendations pursued by CII-WR included issue-based representations and policy inputs.

During 2025–26, the CII Foundation strengthened its initiatives for India's inclusive development. Under the crop residue management programme, over two lakh farmers were enabled to adopt sustainable agricultural practices through machinery support, technical capacity-building, and farm straw management. The Foundation also strengthened early childhood education through Anganwadi centres in Andhra Pradesh, Karnataka, Kerala, and Tamil Nadu.

Translating dialogue into recognition and action, CII launched the CII Awards for Excellence in Disability Inclusion, marking a landmark step towards mainstreaming disability inclusion within the Industry. The Awards celebrate organisations that go beyond compliance to embed accessibility, equity, and opportunity into their organisational ethos, serving as exemplars and catalysts for systemic change.

The CII Centre for Women Leadership strengthened policy discourse on gender inclusion in India and globally through platforms such as the Alliance for Global Good – Gender Equity and

Equality, and launched the first Gender Parity Business Awards. These Awards recognised companies that integrated inclusion into their business strategy, operations, and decision-making processes. They also celebrated leaders advancing equity and inclusion, creating incentives for companies to adopt and expand gender-responsive policies.

The CII Family Business Network (FBN) – India Chapter continues to strengthen India's family business ecosystem. The 24th CII-FBN India Annual Convention convened leaders from across the country for two days of reflection and dialogue on the core theme of stewardship.

CII actively strengthened India's sports ecosystem through initiatives focused on promoting inclusivity, sparking innovation, and achieving excellence. CII supported grassroots talent development and celebrated key successes across the sports sector. Efforts focused on enhancing corporate wellness programmes through sports participation.

Through structured policy dialogue, national platforms, and measurable social impact, Young Indians (Yi) reinforced the role of youth as partners in policy making, innovation, and implementation, contributing meaningfully to India's long-term development agenda.

During the year, CII accelerated its outreach and deepened member engagement through focused, high-impact initiatives and service support. Through the Outreach Initiative, as many as 3,975 members were engaged via virtual and in-person meetings at their premises.

These efforts reflect CII's continued commitment to strengthening India's economic and social landscape through collaborative action and forward-looking policy engagement. I look forward to working with key stakeholders to navigate emerging opportunities and challenges, while contributing meaningfully to the nation's development journey.

Dr Suchitra K Ella
Vice President, CII



**ACCELERATING COMPETITIVENESS:
GLOBALISATION, INCLUSIVITY,
SUSTAINABILITY, TRUST**

CII THEME FOR 2025-26

ACCELERATING COMPETITIVENESS: GLOBALISATION, INCLUSIVITY, SUSTAINABILITY, TRUST

In a world undergoing rapid shifts due to geopolitical tensions, economic fragmentation, and the weaponisation of trade, trust has re-emerged as the bedrock of economic relationships. It is shaping trade and investment flows, guiding policy choices, and providing the confidence needed for long-term growth. At the same time, competitiveness, anchored in productivity, innovation, and operational efficiency, has become a defining factor for economies seeking to lead in this uncertain landscape. As global priorities shift and trade strategies evolve, resilience, adaptability, and credibility are critical to maintaining economic momentum.

India stands out as a beacon of stability and growth in this dynamic context. With its robust macroeconomic fundamentals, reform-oriented governance, and diverse industrial capabilities, India

is well-positioned to accelerate its economic rise. The country's future, however, will be defined not just by the pace of its growth, but by the quality, how competitive, inclusive, sustainable, and trusted its economic model becomes.

With this backdrop, the Confederation of Indian Industry (CII) would further accelerate its focus on building competitiveness. It would work to accelerate the capability to compete better, not just in traditional sectors but in emerging high-tech, green, and digitised industries. CII this year will set in place actions for the immediate term, medium term and horizon strategies across the areas of competitiveness, globalisation, inclusivity, sustainability and building trust.

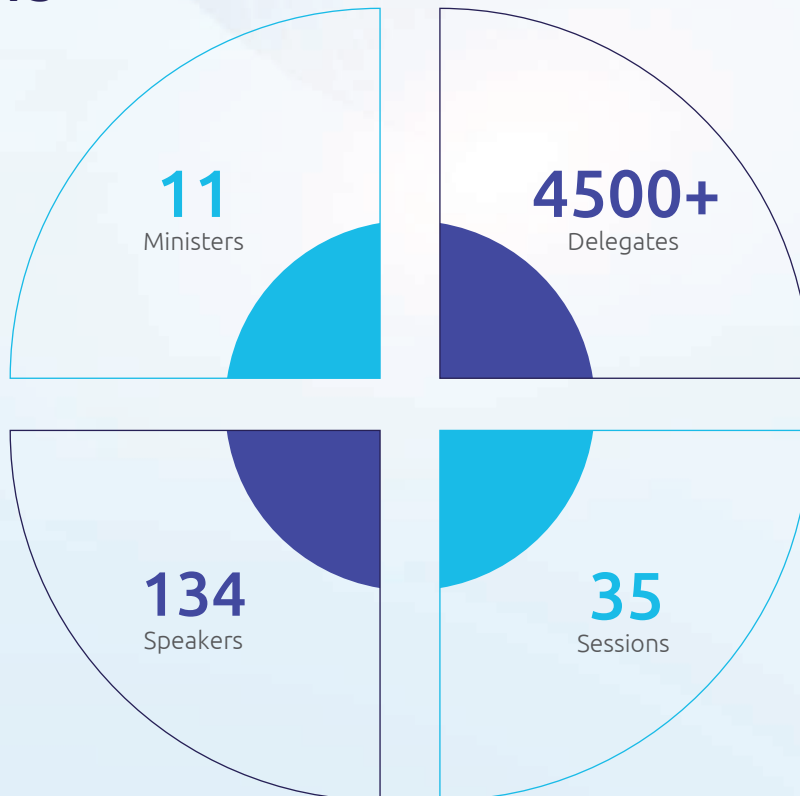
The CII Theme for 2025-26 has been conceptualised as Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust.

ANNUAL BUSINESS SUMMIT 2025

Building Trust—India First

The CII Annual Business Summit was held on 29 - 30 May in New Delhi, centred around the theme "Building Trust – India First." The event featured insightful discussions on national priorities, witnessed several key launches to empower the Industry, and brought together prominent stakeholders and delegates. It was a dynamic and impactful gathering, marked by significant engagement and outcomes.

HIGHLIGHTS



Five Key Themes



First, enhancing **competitiveness** through innovation, quality standards, and productivity to ensure India leads in value-driven solutions



Second, advancing **sustainability** by promoting green technologies and climate resilient infrastructure



Third, driving **innovation** through AI and advanced manufacturing



Fourth, fostering **collaboration** between Government, Industry, Academia and international partners



Fifth, **securing** energy, data, and digital infrastructure to ensure resilience



POLICY, DATA & DIRECTION-A GLIMPSE

CII RECOMMENDATIONS FOR UNION BUDGET 2026-27

Set up National Customs Data Hub for Predictive Risk Analytics

- Leverage AI to flag high-risk consignments and auto-clear low-risk AEO cargo within one hour of arrival

CII RECOMMENDATIONS FOR UNION BUDGET 2026-27

Customs duty on SEZ sales to DTA

- Allow exemption from the import duties over and above the duty leviable on inputs used in for manufacture of finished goods cleared from SEZ to DTA
- Allow identical duty benefits in line with concession/exemption available under any of the FTA signed by India

CII RECOMMENDATIONS FOR UNION BUDGET 2026-27

Create Integrated Trade-Logistics Dashboard

- Create a national dashboard linking ICEGATE, PCS 2.0, and GSTN to provide real-time visibility of port clearance, demurrage, and logistics bottlenecks for industry and government

CII RECOMMENDATIONS FOR UNION BUDGET 2026-27

Grievance Redressal Cell for Faceless Assessments

- Set up an independent appellate cell within CBIC to resolve faceless-assessment-related valuation disputes within 15 days

NEXT-GEN GST REFORMS

SECTORAL IMPACT

GST reduction on Services

Hotel stays up to ₹7,500/day from 12% → 5%

Gyms, salons, barbers, yoga GST cut from 18% → 5%

NEXT-GEN GST REFORMS

SECTORAL IMPACT

GST Cut on Farming Equipment

Tractors: 12% → 5%

Tires & parts: 18% → 5%

Bio-pesticides and natural menthol: 12% → 5%

A big boost to the agriculture sector!

7 PILLARS OF NEXT-GEN GST REFORMS

PILLAR 1: BUILDING ON THE SUCCESS OF GST

- One Nation, One Tax
- Expanded the taxpayer base
- Simpler 2-tier system (5% & 18%)

NEXT-GEN GST REFORMS

SECTORAL IMPACT

Food Sector

Paratha, parotta and other Indian breads by any name called

18% to Nil

Save big with New GST reforms!

NEXT-GEN GST REFORMS

SECTORAL IMPACT

FMCG and Consumer Durables

Candles, hand-bags, shopping bags, umbrella, tableware, kitchenware. Bicycles, table, kitchenware, combs, gloves, tooth powder etc.

12% to 5%

NEXT-GEN GST REFORMS

SECTORAL IMPACT

FMCG and Consumer Durables

Talcum powder, hair oil, shaving preparation, toiletries, cosmetics, shampoo, soap, etc.

18% to 5%

DRIVING INDIA'S GROWTH: THE AUTOMOTIVE INDUSTRY

Contributes 7.1% to India's GDP

Accounts for 49% of India's manufacturing GDP

3.10+ CR units of vehicles produced in FY25

4TH LARGEST automobile producer globally

INDIAN ELECTRONICS MANUFACTURING A DECADE OF GROWTH

Electronics value addition has surged from 30% TO 70%, with targets to reach 90% BY FY27

MAKE IN INDIA DRIVING NATION'S MANUFACTURING EXPORT ENGINE

Merchandise exports rising by 2.52% YoY to US\$ 184.13 Bn!

Period: April-August 2025

AI Ready Professionals in India

Estimated Growth in Talent Pool

416k (2023) to 1 Mn (2026)

Emerging Opportunities for Next Decade

Manufacturing & Industry 4.0

KEY GROWTH AREAS: Robotics & Industrial Automation, Smart Factories & Digital Twins, IoT-Enabled Supply Chains

INDIA'S STARTUP ECOSYSTEM EMPLOYMENT GENERATION

OVER 1.66 MN+ Direct Jobs created!

Emerging Opportunities for Next Decade

Green Tech & ESG

KEY GROWTH AREAS: Solar & Wind Energy, SDG-Aligned Research, Battery Innovation & Waste Management

₹



POLICY ADVOCACY



▶ Economic Policy and Research

▶ Ease of Doing Business

▶ Governance Reforms

- Corporate Governance and Regulatory Affairs
- National Foundation for Corporate Governance
- Legal Services

▶ Financial Reporting

▶ Public Policy

▶ Taxation

ECONOMIC POLICY AND RESEARCH

Amid global uncertainty, India remains the fastest-growing major economy, underpinned by macroeconomic stability and bold reforms, with CII closely partnering with Government to shape the reform agenda.

CII's work on economic policy and research through the year was premised on the following four pillars:

- Boosting macroeconomic stability
- Employment generation
- Catalysing private investments
- Building competitiveness and boosting growth.

CII IndiaEdge 2025: Policies for a Competitive India

The event convened leaders from Government, Industry, policy institutions and representatives from 65 CII affiliated associations to discuss India's reform priorities ahead of the Union Budget and the Government's ongoing strong reform push.

It brought together over 100 speakers and 1200 participants across 22 sessions, covering macroeconomics, manufacturing competitiveness, sustainability, sectoral strategies and human capital. The deliberations reinforced CII's role in advancing an inclusive reform agenda aligned with the vision of Viksit Bharat.



L - R: Chandrajit Banerjee, Director General, CII; Dr Mansukh L Mandaviya, Minister of Labour & Employment and Youth Affairs & Sports; Rajiv Memani, President, CII Regional Managing Partner of EY Africa India Region, Chair – EY Growth Markets Council at India Edge held in New Delhi

CII REPORTS AND PAPERS

Policy advocacy on a variety of issues was taken up through multiple reports and papers.

Reports

- **Policies for a Competitive India**

Developed through extensive stakeholder consultations, the report presents a comprehensive reform agenda to strengthen India's global competitiveness.



L - R: Dr Janmejaya Sinha, Co-Chair, CII Economic Affairs Council and Chairman-India, BCG India Private Ltd; Sanjiv Bajaj, Past President, CII & Chairman, CII Corporate Governance and Regulatory Affairs Council and CMD, Bajaj Finserv Ltd; Chandrajit Banerjee; Dr Saurabh Garg, Secretary, Ministry of Statistics and Programme Implementation; Dr V Anantha Nageswaran, Chief Economic Adviser to the Government of India and R Dinesh, Past President, CII & Chairman, CII Economic Affairs Council and Executive Chairman, TVS Supply Chain Solutions Ltd



L - R: Mandeep Singh Lamba, President & CEO (South Asia), HVS Anarock; Ved Khanna, President, Association of Domestic Tour Operators of India and Managing Director, Tourwala Enterprises; Priya Paul, Chairperson & Executive Director, Apeejay Surendra Park Hotels; Gajendra Singh Shekhawat, Minister of Tourism and Culture, Government of India; Puneet Chhatwal, Chairman, CII National Committee on Tourism & Hospitality and MD & CEO, Indian Hotels Company Ltd (IHCL); Suman Billa, Additional Secretary & Director General, Ministry of Tourism; Deep Kalra, Co-Chairman, CII National Committee on Tourism & Hospitality and Founder & Chairman, MakeMyTrip

Aligned with the vision of Viksit Bharat@2047, it outlines policy recommendations across 14 strategic domains crucial for enhancing competitiveness: macroeconomic reforms, public sector transformation, simplifying regulation, ease of doing business, land and labour market reforms, energy, judicial reforms, tax policy, trade policy, manufacturing, micro, small and medium enterprises (MSMEs), sustainability, employment & livelihoods and urban reforms.

- **Boosting Growth & Employment in India's Apparel Sector**

The report examines the apparel sector, a highly employment-intensive sector, through extensive industry consultations, identifying structural barriers and competitiveness gaps. It evaluates the sector's growth potential from an employment-generation perspective and proposes targeted reforms across trade policy, labour regulations, skilling, infrastructure and clusters to unlock large-scale job creation and strengthen global competitiveness.

- **CII-IMD Reports on Future Readiness of Indian Industry**

CII partnered with IMD Business School, Lausanne, Switzerland to prepare first-of-their-kind Future Readiness Reports for three sectors in India: automotive, pharmaceuticals and food & beverage. These reports, based on IMD's proprietary methodology, assess the strength and resilience of each sector.

Papers

- **India Development and Strategic Fund (IDSF):** proposes a comprehensive design for an IDSF including goals, funding pathways, governance and phased implementation to mobilise long-term capital for meeting developmental and strategic national goals
- **Capital Support Scheme for SMEs:** proposes a targeted capital support framework to provide capital and technology support to small and medium enterprises (SMEs) to address the issue of 'missing middle' in the Indian manufacturing ecosystem
- **Boosting Manufacturing Competitiveness:** focuses on reducing cost disabilities by creating appropriate infrastructure, factor market reforms, tariff reforms, setting standards and boosting investments in technology and research & development (R&D)
- **Tracking of Private Investments:** provides regular and systematic monitoring of private investment trends through a quarterly tracker titled CII Capex Pulse, complemented by concise analytical notes
- **Mitigation Measures for US Tariff-Affected Sectors and MSMEs:** recommends targeted interventions to support the sectors impacted by US tariffs, especially labour-intensive sectors
- **Total Factor Productivity in Indian Organised Manufacturing Sector (1980-2023):** highlights a sharp post-2012 collapse in productivity, weak

capital effectiveness, slowing labour gains and narrow sectoral improvements, implying an urgent need for policies that boost R&D, strengthen skills, modernise labour and regulatory systems and improve input efficiency across Industry

- **Improving Inflation Marksmanship:** proposes an alternate indicator of inflation – CII Volatility-Adjusted Inflation Indicator (CVAII)
- **Inflation Dynamics of TOP (Tomato-Onion-Potato):** deepens the understanding of vegetable inflation and identifies mitigating fiscal measures
- **Power Transmission and Distribution Reforms in the Context of State Finances:** proposes reform measures to improve Distribution Company (DISCOM) finances, enhance grid efficiency and strengthen state-level power sector governance.

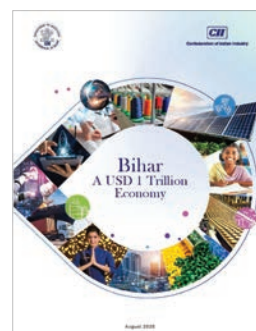
ENGAGEMENT WITH STATES

• Towards Swarna Andhra Pradesh@2047

A CII–Government of Andhra Pradesh Task Force on Economic Development for Swarna Andhra Pradesh@2047 was formed with Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh as the Chair and N Chandrasekaran, Executive Chairman, Tata Sons as the Co-Chair. The Task Force submitted its report to the Chief Minister in July with recommendations that are likely to 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'.

• Bihar – A USD 1 Trillion Opportunity

CII – Department of Industries, Government of Bihar, under the leadership of Shri Nitish Kumar, then Chief Minister of Bihar released the Vision Document 'Bihar – A USD 1 Trillion Opportunity'. According to the report, Bihar's economy could more than double by 2030-31 and reach USD 219 billion-level (optimistic scenario). By 2047, it is estimated that Bihar's economy could reach the size of USD 1.1 trillion.



POST BUDGET INTERACTION WITH SENIOR OFFICIALS FROM MINISTRY OF FINANCE

CII organised an exclusive interaction with senior officials from the Ministry of Finance for select Industry Members. The session focused on deliberating key Budget announcements and seeking clarifications on measures spanning both policy and taxation.

Senior officials including Smt Anuradha Thakur, Secretary, Department of Economic Affairs; Shri Arvind Shrivastava, Secretary, Revenue; Shri V Vualnam, Secretary, Expenditure; Dr Arunish Chawla, Secretary, Department of Investment and Public Asset Management (DIPAM); Shri M Nagaraju, Secretary, Department of Financial Services; Dr V Anantha Nageswaran, Chief Economic Adviser; and Shri Vivek Chaturvedi, Chairman, Central Board of Indirect Taxes and Customs (CBIC) were invited.



L - R: Chandrajit Banerjee, Director General, CII; Dr V Anantha Nageswaran; Anuradha Thakur, Secretary, Department of Economic Affairs; V Vualnam, Secretary, Department of Expenditure; Dr Arunish Chawla, Secretary, Department of Investment and Public Asset Management; Nagaraju Maddirala, Secretary, Department of Financial Services and Rajiv Memani at the Union Budget 2026-27 an Interactive Session with Ministry of Finance in New Delhi

CII Policy Proposals for Union Budget 2026-27

Against the backdrop of global uncertainty and the vision of Viksit Bharat, CII's policy proposals for the Union Budget 2026–27 focused on mitigating tariff shocks, fiscal pressures and external risks, while sustaining high, inclusive and sustainable growth. The proposals covered economic reforms, investment, infrastructure (physical and digital), human capital, technology and innovation, trade, micro, small and medium enterprises (MSMEs), manufacturing, agriculture and sector-specific issues.

CII engaged closely with the Government through a series of consultations, including discussions with Smt Nirmala Sitharaman, Minister of Finance and senior officials of the Ministry of Finance, to present these recommendations. 79 CII Budget recommendations were accepted; the key ones have been captured in the table below:

CII Recommendations vs Union Budget 2026–27 Announcements

A. Economic Policy

Subject	CII Recommendations	Budget Announcements
Debt Glide Path	CII recommended reducing Central Government debt by 0.4–0.8% of GDP in 2026-27.	The Budget reduced Central Government debt by about 0.5% of GDP.
Fiscal Deficit	CII suggested a fiscal deficit target of 4.2% ($\pm 0.1\%$) of GDP.	The fiscal deficit was set at 4.3% of GDP.
Central Public Capex	CII proposed raising central capex by about 12% to INR 12.6 lakh crore.	Central capex was increased by about 11.5% to INR 12.2 lakh crore.
State Capex Support	CII recommended a 10% increase in capex loans to states under Special Assistance to States for Capital Investment (SASCI).	Capex support to states was increased by 33.3% to INR 2 lakh crore.
Government Receipts	CII suggested leveraging Public Sector Enterprises (PSEs) for resource mobilisation.	Miscellaneous capital receipts were sharply increased to INR 80,000 crore.
Infrastructure Finance	CII proposed a National Infrastructure Guarantee Corporation for Public Private Partnership (PPP) projects.	An Infrastructure Risk Guarantee Fund was announced for partial credit guarantees.
Logistics	CII recommended faster development of multimodal logistics parks.	A Coastal Cargo Promotion Scheme was announced to encourage modal shift.
Freight Corridors	CII sought expedited development of three new freight corridors.	One new East–West Dedicated Freight Corridor was announced.
Blended Finance	CII proposed a blended finance platform for priority sectors.	Asset recycling, municipal bond incentives and Viability Gap Funding-based measures were announced.
Special Economic Zone (SEZ) Ecosystem	CII recommended allowing SEZ units to sell into Domestic Tariff Area (DTA) on equal terms.	Limited SEZ-to-DTA sales were allowed at concessional duty.
Pharma	CII recommended mission-mode R&D funding and faster drug approvals.	An INR 10,000 crore Biopharma Shakti initiative was announced.
Chemicals	CII suggested strengthening domestic chemical manufacturing.	Three dedicated Chemical Parks were announced.
Electronics and Semiconductors	CII recommended sectoral blueprints and supply chain resilience measures.	Electronics Component Manufacturing Scheme outlay was increased and India Semiconductor Mission 2.0 was announced.
Container Manufacturing	CII proposed a Production Linked Incentive scheme for container manufacturing.	An INR 10,000 crore container manufacturing scheme was announced.
Textiles	CII suggested Textile Mega Clusters alongside Prime Minister Mega Integrated Textile Region and Apparel parks.	Mega Textile Parks were announced in challenge mode.

Subject	CII Recommendations	Budget Announcements
MSMEs	CII proposed credit, equity and compliance support for MSMEs.	Credit guarantees, funds and compliance support measures were announced.
Corporate Governance	CII suggested reforms to build large Indian accounting firms.	The definition of 'accountant' was rationalised under tax rules.
Trade and Exports	CII proposed a National Digital Trade Platform.	A digital single-window clearance system was announced.
Financial Sector	CII suggested next-generation banking and bond-market reforms.	A high-level banking committee and bond-market measures were announced.

B. Direct Taxes

Minimum Alternate Tax (MAT) For Startups	CII recommended MAT exemption during the tax-holiday period.	MAT rates were reduced and credits restricted, but no startup exemption was given.
Buyback Taxation	CII suggested taxing buybacks as capital gains beyond accumulated profits.	Buyback proceeds were proposed to be taxed as capital gains.
Income Computation and Disclosure Standards (ICDS)	CII recommended abolishing ICDS.	A joint Ministry of Corporate Affairs-Central Board of Direct taxes committee was proposed to integrate ICDS into Indian Accounting Standards.
Withholding Taxes	CII suggested rationalising withholding tax rates.	Several Tax Deducted at Source and Tax Collected at Source rates were reduced or clarified.
Lower Tax Deducted at Source (TDS) Certificates	CII recommended strict timelines and deemed issuance.	Automated, rule-based lower or nil TDS certificates were proposed.
Dispute Resolution	CII suggested negotiated settlement of tax disputes.	Decriminalisation and immunity-based dispute-resolution measures were announced.
Non-residents	CII sought compliance relief and exemptions for non-residents.	Multiple exemptions and simplifications for non-residents were announced.
Safe Harbour	CII suggested aligning safe harbour margins with Advanced Pricing Agreements.	Safe harbour thresholds for IT services were sharply increased and automated.
Advanced Pricing Agreement (APA) Regime	CII recommended faster and more efficient APA processes.	Unilateral APAs were proposed to be concluded within two years.

C. Indirect Taxes

Input Duty Structure	CII recommended keeping low duties on non-domestic inputs.	Customs exemptions were extended and rationalised till 2028.
Customs Simplification	CII suggested simplifying customs law and procedures.	Tariff lines and effective rates were simplified.
Digital Customs	CII proposed Application Programming Interface (API)-based digital data flows across systems.	Phased digitalisation of customs processes was announced.
Dispute Reduction	CII recommended strengthening dispute resolution architecture.	Tariff rationalisation and clarification measures were announced.
Ferrous Scrap	CII recommended extending duty exemption on scrap imports.	Duty exemption on ferrous scrap was extended to March 2028.
Space and Defence	CII sought extending exemptions to Tier 1 and Tier 2 contractors.	Customs duty exemption was extended to Tier 1 and Tier 2 contractors.
Battery Capital Goods	CII recommended duty exemption on battery manufacturing capital goods.	Import duty exemption was granted for specified battery capital goods.
Re-Imports and Couriers	CII suggested easing re-import and reverse-logistics rules.	Re-import procedures were simplified and courier export limits relaxed.
Advance Rulings	CII suggested extending advance ruling validity to five years.	Advance ruling validity was extended from three to five years.
Duty Deferment	CII recommended extending duty deferment for Authorised Economic Entity-T1 entities.	Duty deferment was extended from 15 to 30 days.

EASE OF DOING BUSINESS

Enhancing ease of doing business (EoDB), one of the key priorities of the Government, was advanced under the aegis of the CII Task Force on Ease of Doing Business. CII focused on collaborative efforts with Government authorities, including Department for Promotion of Industry and Internal Trade (DPIIT), NITI Aayog, Cabinet Secretariat, Ministry of Law & Justice and several states to facilitate an enabling business environment.

ADVOCACY

- Aligned with the reform agenda announced in the Union Budget 2025–26, CII engaged with the High-Level Committee on Non-Financial Regulatory Reforms constituted under NITI Aayog (for central ministries/departments) and inputs were given for the deregulation exercise led by Cabinet Secretariat (for state-level reforms) across five themes - land, labour, environment, construction permits and utilities
- Recommendations were made to streamline procedures, enhance predictability and improve implementation efficiency
- Suggestions were provided to ease procedural requirements and promote transparency in land acquisition and labour compliance frameworks
- Inputs were shared from the perspective of the World Bank's B-READY survey, emphasising on improving judicial efficiency and commercial dispute resolution systems
- Structural reforms were proposed to reduce the fear of criminal liability for procedural lapses and promote trust-based governance.

These reform proposals were advanced through several platforms, including the Government–CII Task Force on EoDB, chaired by the Secretary, DPIIT, with

representation from key line ministries, Industry leaders and experts. CII also submitted detailed recommendations on decriminalisation of business offences, dispute resolution, minimising regulatory compliance burden and the need for implementation of the labour codes to the Parliamentary Standing Committee on Commerce.

Several structural suggestions were either adopted or are under active consideration. Notably, the Ministry of Law & Justice and the e-Committee of the Supreme Court acknowledged CII's recommendations on strengthening the National Judicial Data Grid (NJDG). The proposal for establishing a centralised oversight mechanism for tribunals in the form of a National Tribunal Commission also received policy attention.

ACTION

Advancing Trade Facilitation

To strengthen trade facilitation advocacy, CII organised the CBIC–CII National Conference on Authorised Economic Operators (AEO) to deepen awareness and uptake of the AEO scheme, focusing on clarifying application, validation and accreditation processes, highlighting programme benefits and sharing implementation experiences for efficient and trusted trade practices.

Driving Regulatory Simplification Dialogue

At CII IndiaEdge 2025, a high-level panel was convened to advance consensus on regulatory streamlining. The discussion reinforced the need for digital governance through single-window systems and stronger Centre–State coordination, contributing to CII's broader advocacy on harmonised and technology-enabled reform implementation.

GOVERNANCE REFORMS

CORPORATE GOVERNANCE AND REGULATORY AFFAIRS

The CII Corporate Governance and Regulatory Affairs Council engaged with the Ministry of Corporate Affairs (MCA), Securities and Exchange Board of India (SEBI), Competition Commission of India (CCI), Insolvency and Bankruptcy Board of India (IBBI) and NITI Aayog to streamline and simplify the regulatory framework for ease of compliance by Industry.

ADVOCACY

- Detailed representations were made to the MCA to enhance ease of doing business and compliance, covering notice of meetings, postal ballot, Board's report, buyback, registration of charges, unspent corporate social responsibility (CSR) timelines, directors retiring by rotation, audit committee approval for related party transactions, Investor Education and Protection Fund Authority Rules, directors' remuneration in private companies and fast-track mergers. Discussions with MCA included additional National Company Law Tribunal and National Company Law Appellate Tribunal benches, creation of a common e-platform under IBBI, fast-track mergers and the Jan Vishwas Bill 2.0

- CII submitted consolidated inputs to SEBI on simplifying dematerialisation of securities, aspects of the Secretarial Compliance Report, etc. As a member of SEBI's Industry Standards Forum (ISF), CII contributed to formulation of Industry standards on 'Minimum Information to be Provided to the Audit Committee and Shareholders for Approval of Related Party Transactions'
- CII interacted with SEBI Chairman, to discuss corporate governance, regulatory impact assessment and investor protection. Submissions were made on listing obligations and disclosure requirements, issue of capital and disclosure requirements and Business Responsibility and Sustainability Report (BRSR)
- CII engaged with IBBI and MCA by making representations to the Parliamentary Standing Committee on Finance, chaired by Shri Bhartruhari Mahtab, MP, during its review of the Insolvency and Bankruptcy Code. A representation was made to the Parliamentary Standing Committee on Commerce, chaired by Smt Dola Sen, MP, on 'Doing Business in India: The Way Forward', emphasising insolvency as a key factor in ease of doing and exiting business. CII appeared before the Select Committee of Lok Sabha examining the IBC (Amendment) Bill, 2025, chaired by Shri Bajajant Panda, MP.



L - R: Zia Mody, Chairperson, Sub-Group on Regulatory Issues under the CII Corporate Governance and Regulatory Affairs Council and Co-Founder & Managing Partner, AZB & Partners; Ravneet Kaur, Chairperson, CCI and Unnikrishnan AR, Chairman, CII Tamil Nadu State Council and Managing Director - Glass & Glass solutions, Saint-Gobain India Pvt Ltd at the CII Annual Conference on Competition Law and Practice in Mumbai



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

ACTION

- CII curated the following publications to promote good governance and build trust among corporates:
 - The Shared Responsibility of Building and Strengthening Trust
 - Guidebook on Effective Adoption and Governance of AI for Board Leaders
- Under the CII Governance Series, Industry experts deliberated on emerging corporate governance trends
- CII Corporate Governance Summit was organised to discuss regulatory and governance priorities
- The Annual Competition Law Conference was led by Smt Ravneet Kaur, Chairperson, CCI to discuss the new era of competition laws and merger control.

NATIONAL FOUNDATION FOR CORPORATE GOVERNANCE (NFCG)

NFCG was set up by the MCA in partnership with CII and other institutions - Institute of Company Secretaries of India (ICSI), Institute of Chartered Accountants of India (ICAI), Institute of Cost Accountants of India (ICoAI), National Stock Exchange of India (NSE), Indian Institute of Corporate Affairs (IICA) and selected 50 National Institutional Ranking Framework (NIRF) ranked institutes. The Foundation builds capacity of corporate professionals by conducting academic research and promoting voluntary adoption of corporate governance as the key to sustainable wealth creation. Since 2003, more than 425 programmes and 65 research projects have been conducted. In 2025, NFCG undertook 5 research projects and events.

JUDICIAL REFORMS

The CII Task Force on Judicial Reforms made submissions on Jan Vishwas (Amendment of Provisions) Bill, 2025. A representation was made before the Parliamentary Standing Committee on Commerce.

LEGAL SERVICES

The CII National Committee on Legal Services undertook policy advocacy on legal reforms. Efforts were made to pave the way for a robust legal framework in the country.

ACTION

A roundtable was organised on India-European Union (EU) contracts and key aspects of contract enforcement and institutional arbitration in India and the EU in association with Vienna Arbitration Law Centre (VIAC). Submission was made to MCA on the draft 'Prevention of Corruption (Guidelines for Preventing Bribery of Public Servants by Persons Associated with Commercial Organisation) Rules 2025' under Section 9 of the Prevention of Corruption Act, 1988. Webinars titled 'General Counsels' Perspective to Navigating the Digital Personal Data Protection Act Framework' and 'Changes in the Competition Act: An Impact on the Industry' were also organised.

During the National Conference on Legal Services, discussions revolved around India's legal landscape supporting businesses and economy.



L - R: Dr Manoj Kumar, Additional Secretary, Legislative Department, Ministry of Law & Justice; Justice Sanjay Karol; Dr Lalit Bhasin, Chairman, CII National Committee on Legal Services, Managing Partner, Bhasin & Co at the National Conference on Legal Services in New Delhi

FINANCIAL REPORTING

CII National Committee on Financial Reporting engaged with policymakers on a range of issues impacting Industry. This involved continuous dialogues with Ministry of Corporate Affairs (MCA), National Financial Reporting Authority (NFRA), Securities and Exchange Board of India (SEBI), Institute of Chartered Accountants of India (ICAI), Stock Exchanges and other regulatory bodies revolved around strengthening Financial Reporting ecosystem in the country.

ADVOCACY

During the year, CII engaged extensively with MCA, NFRA, SEBI, ICAI, International Financial Reporting Standards Foundation (IFRS Foundation) and global accounting bodies such as the Association of Chartered Certified Accountants (ACCA) and the Institute of Chartered Accountants in England and Wales (ICAEW) on corporate financial reporting, regulatory streamlining and ease of doing business in financial reporting.

Detailed representations were submitted on key regulatory issues, including establishment of Indian Multi-Disciplinary Partnership (MDP) firms, review of accounting standards and audit reforms as per provisions under the Companies Act.

Key audit reforms addressed issues such as brand choices of accounting firms, global affiliations, multi-disciplinary practices, minority participation of non-Chartered Accountants in audit practices and enforcement/settlement mechanisms.

CII's representation on SEBI's digital assurance mandate led to a hold on implementation due to practical challenges for corporate auditee or auditor. Representations were also made to NFRA for adjusting one-time accounting impacts of labour codes.

Other significant policy engagements included Industry Standards Forum (ISF)-Business Responsibility and Sustainability Reporting (BRSR) core assessments, technical issues in online filings, guidelines for overseas networks, recognition of intangible assets and submissions to SEBI on Secretarial Compliance Reports, auditor appointments, related party transactions and requirements under Section 129A of the Companies Act relating to periodical financial results.

ACTION

Deliberations at the Conference on Financial Reporting & Governance Framework focused on issues pertinent to Indian and global corporate reporting. The day-long conference deliberated on vital topics including financial governance, building trust in financial reporting, strengthening corporate communication, sustainability reporting and harnessing technology in strengthening reporting and governance.

An interactive session with NFRA was organised in New Delhi, followed by an intensive workshop for independent directors and audit committee members with senior NFRA officials. Various aspects were discussed in the sessions 'Building Future Ready Organisations' and 'CFO 2.0: Driving Business Growth and Transformation' held in Delhi and Mumbai.



L - R: Vidhu Sood, Secretary, NFRA; P Daniel, Full-Time Member, NFRA; Richard Rekhy, Vice Chairman, Grant Thornton Bharat; Nitin Gupta, Chairperson, NFRA; Smita Jhingran, Full-Time Member, NFRA and Sushil Kumar Jaiswal, Member, NFRA during the CII-NFRA Interactive Session in New Delhi

PUBLIC POLICY

With the emergence of 'geo-techno-politics' and artificial intelligence (AI)-disrupting policy initiatives by the Government, CII diversified its leadership engagements with sector-wise policy advocacy for Parliamentarians. With India signing a record number of free trade agreements (FTAs) amidst unpredictable tariff wars, CII's briefings to Members of Parliament (MPs) and other public leaders helped formulate and implement strong policies for a Viksit Bharat.

ACTION

SECTOR-WISE ENGAGEMENTS WITH PARLIAMENTARIANS

CII facilitated multiple interactive sessions between Parliamentarians and Industry leaders, focusing on energy, skills, employment and livelihoods, women and child health. These sessions provided platforms for sharing information regarding each sector, future needs and policy reforms required. These engagements encouraged Industry leaders and MPs to work closely on policy reforms, with 68 MPs participating in the sector-wise engagements.

ONE-ON-ONE ENGAGEMENTS WITH MPs

CII continued one-on-one engagements, interacting with 422 MPs. Through these engagements, CII undertook policy advocacy, highlighting sectoral issues aligned with the Standing Committees on which the

MPs serve. These interactions also facilitated discussions on policy initiatives and reforms required for industrial development and for creating jobs and livelihoods in respective states and constituencies.

STATE-WISE ENGAGEMENTS WITH PUBLIC LEADERS

CII interacted with 57 MPs from four states and the North-East region on policy reforms for industrial and economic development for their respective states and constituencies. This dialogue helped align regional economic priorities with Industry capabilities, supporting states' economic ambitions through greater investment, job creation and stronger regional development.

INTERNATIONAL ENGAGEMENTS

CII engaged with international Parliamentarians to deepen global policy dialogue and collaboration. CII hosted a delegation comprising Brazilian Parliamentarians, Indian MPs and Members of Legislative Assembly (MLAs) to showcase India's leadership in climate action and sustainable growth.

In addition, CII, in partnership with the Sasakawa Peace Foundation, organised a four-member Indian Parliamentarians' delegation to Japan. Over the past two decades, this initiative has provided a global outlook to around 100 MPs and strengthened India's partnership with Japan.



CII hosted a delegation of MPs from the North-East in New Delhi

TAXATION

The CII National Committee on Taxation, along with its subcommittees on direct taxes, indirect taxes and tax dispute resolution, engaged actively with the Government and Industry stakeholders to support Member enterprises and address key taxation challenges faced by Industry. Several recommendations on critical issues were accepted by the Government, while many others are under consideration by policymakers.

ADVOCACY

Comprehensive proposals were submitted to the Government for the Pre-Budget Memorandum 2026–27 on direct taxes promoting certainty, simplicity and growth, while removing disputes and bringing ease of paying taxes.

To ease compliance, promote fairness & consistency and reduce tax litigation, Central Board of Direct Taxes (CBDT) created three committees under Income Tax Systems and Faceless Scheme division. Representations were made and meetings held with the committees to resolve the systems and faceless scheme-related issues of Members.

Detailed presentations were made to the Select Committee of the Lok Sabha on the Income Tax Bill, 2025, articulating Industry perspectives on legislative and procedural aspects. Representations were submitted to the Government suggesting interpretational clarity, transitional issues and alignment with existing jurisprudence.

Similarly, inputs were submitted for simplification of Income Tax Rules and Forms, in order to align with the Income Tax Act, 2025, once the same was enacted. Suggestions were submitted for simplification and rationalisation of Income Tax Return forms to improve taxpayer experience and compliance efficiency.

Interactions were held and proposals submitted on Transfer Pricing Safe Harbour Rules to reflect global best practices, including sector-specific and margin-related recommendations. Recommendations were also submitted on Organisation for Economic Co-operation and Development Base Erosion and Profit Shifting (OECD BEPS) Pillar Two provisions, assessing implications for Indian Industry and global competitiveness.

Inputs were submitted to the Government on service delivery standards under the Taxpayers' Charter, 2020, emphasising accountability, transparency and timeliness. Representations were made on the Direct Tax Vivad Se Vishwas Scheme, 2024, suggesting measures to enhance effectiveness of the scheme.

Following the Union Budget 2026-27, detailed inputs were sent, highlighting Industry concerns on issues arising out of Budget proposals on direct taxes for consideration in Finance Act, 2026.

As part of its reform agenda, CII recommended a strategic overhaul of India's customs and indirect tax framework to enhance competitiveness and ease of doing business (EoDB). It proposed significant measures to simplify tax structures, reduce compliance burdens, dispute resolution, promote domestic manufacturing and fully digitalise customs processes.

CII GST 2.0 recommendations included rationalising GST rates into three slabs, bringing petroleum products under the GST framework, streamlining the Input Tax Credit (ITC) process and introducing unified audits.

Key proposals under customs included rationalising import tariffs into a three-tier structure – nil or minimal duty on raw materials, moderate on intermediates and higher on finished goods.

This phased approach aimed at maintaining the tax chain, reducing costs and simplifying compliance. Additionally, recommendations for the customs tariff framework to be streamlined by consolidating exemption notifications into a single mega-notification and expanding 'Other Categories' to eight-digit codes to minimise classification disputes were given.

To address the backlog of legacy customs disputes, CII suggested introducing a one-time amnesty scheme allowing settlement upon payment of duty and nominal interest or penalty. Extending the validity of Advance Rulings from three to five years with renewal options was proposed to provide long-term tax certainty.

Digital transformation of the Indian Customs Electronic Data Interchange Gateway (ICEGATE) portal through Application Programming Interface (API)-based filing and integration with licensed GST Suvidha Providers (GSPs) were recommended to reduce manual errors and improve efficiency. CII suggested allowing single appeals for multiple Bills of Entry involving common issues to further ease compliance. Automation between Customs and Directorate General of Foreign Trade (DGFT) for automatic release of bonds and guarantees upon Export Obligation Discharge Certificate (EODC) submission were also proposed.

During the year, interactive meetings were organised pan-India to gather support of states in the GST Council for recommending CII suggestions to move towards GST 2.0 reforms. The GST Council and the Government accepted CII suggestions on GST rate rationalisation majorly by bringing goods and services under 5% and 18% slabs, introducing speedy payment mechanism of refunds and easing GST registrations for small businesses. Daily needs products were placed under the 5% tax slab. These mega reforms simplified the GST rate structure along with the lower slabs, eased working capital to great extent and enhanced EoDB.

ACTION

Union Budget 2026-27 considered several CII recommendations submitted through tax proposals. A 'Post Budget Interactive Session 2026-27' was held with senior officials of the Ministry of Finance. Senior officials of the CBDT and Central Board of Indirect Taxes and Customs (CBIC), Department of Revenue, Ministry of Finance highlighted the technical tax aspects of the Union Budget and mentioned that the Budget proposals were focused on certainty and reduced compliances to promote ease of paying taxes and economic growth.

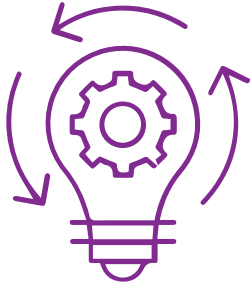


L - R: Uday Pimprikar, Chairman, CII Core Group on Indirect Taxes, Tax Partner, EY India; Garima Pande, Partner, EY India; Piruz Khambatta, Chairman, CII National Committee on Taxation, Group Chairman, Rasna Pvt Ltd; Anupam Prakash, Joint Secretary (Customs), CBIC; Surjit Bhujabal, Member (Customs), CBIC; Vivek Chaturvedi, Chairman, CBIC; Prasenjit Singh, Member (Legislation), CBDT; Pitambar Das, Joint Secretary (TPL-II), CBDT; Pankaj Jindal, Joint Secretary (TPL-I), CBDT and Jainendra Singh Kandhari, Joint Secretary (TRU-I), CBIC at the Union Budget 2026-27 an Interactive Session with Ministry of Finance in New Delhi

AA



TECHNOLOGY



- ▶ Technology, R&D and Innovation
- ▶ Telecom and Broadband
- ▶ Tamil Nadu Technology Development and Promotion Centre
- ▶ Industry Academia Partnership
- ▶ Artificial Intelligence
- ▶ Space
- ▶ Intellectual Property Rights
- ▶ Technologies Enabling Waste to Worth Transformation
- ▶ Centre for Digital Transformation

TECHNOLOGY, R&D AND INNOVATION

As India advances its mission toward Atmanirbhar Bharat, technology continues to open new pathways for national transformation. CII remains committed to shaping this journey fuelling innovation-led growth, cultivating talent and strengthening industrial capability. For over three decades, the CII National Committee on Technology, Research & Development (R&D) and Innovation has provided direction and momentum, ensuring India moves decisively toward global leadership in technology and innovation.

ADVOCACY

CII deepened its engagement with Government and research stakeholders to strengthen India's innovation and R&D ecosystem. The evaluation of 'Innovation Excellence Indicators of Public-Funded R&D Organisations – Round 2', undertaken with the Office of the Principal Scientific Adviser to the Government of India, benchmarked nearly 250 public R&D laboratories across 25 ministries. The study assessed labs against 62 indicators spanning socio-economic impact, scientific excellence and organisational capability. Insights generated through this effort will support policy reforms to enhance performance and enable public research to deliver stronger national outcomes.

CII contributed structured policy inputs toward the INR 1 lakh crore Research, Development and Innovation (RDI) Fund, approved in July. Recommendations provided through the CII Committee on Technology shaped governance design, priority areas and collaborative delivery mechanisms for this first-of-its-kind fund to catalyse private-sector R&D with Department of Science and Technology (DST) as the nodal ministry and Anusandhan National Research Foundation (ANRF) anchoring implementation.

Complementing these efforts, CII advanced a national study supported by Department of Scientific and Industrial Research (DSIR) to strengthen industrial R&D financing frameworks. Three high-level roundtables in New Delhi and Bengaluru engaged over 75 Industry and academic leaders and gathered insights from more than 300 companies across sectors like manufacturing, energy, automotive, electronics and technology. These inputs will form actionable policy direction for expanding industrial research and innovation investment.



CII felicitated India's leading innovative companies and research institutions at the Global Summit on Technology, R&D and Intellectual Property held in New Delhi



L - R: Vaishali Nigam Sinha, Chairperson, CII Women in STEM Initiatives and Co-Founder & Chairperson, Sustainability, ReNew; Dr Chandrika Kaushik, Distinguished Scientist & Director General, Production Coordination & Services Interaction, DRDO; Inge Buffolo, Director, EUIPO and Tito Kishan, Founder & CEO, Proinn Consultancy felicitating winners at the CII Women in STEM Awards

ACTION

CII advanced initiatives to deploy technology, enable capability building and foster collaborative innovation. National discourse on genomics was strengthened through the CII Global Genomics Summit, which positioned genomics as a transformative multi-sector technology spanning healthcare, agriculture and biotechnology while highlighting opportunities in precision medicine, bioinformatics, regulation and talent development.

To support technology adoption and competitiveness in emerging domains, CII released a flagship study on robotics, drones and automation during the 15th CII Global Technology, R&D and IP Summit. The report analysed adoption trends and ecosystem readiness, underscoring the role of automation in improving productivity, resilience and global competitiveness across industrial and strategic sectors.

The same platform also hosted the Industrial Innovation Awards, recognising nearly 100 organisations demonstrating excellence in products, processes and business model innovation. Strengthening inclusion within India's innovation ecosystem, CII presented the Women in STEM Awards, conferring around 50 recognitions and launching a coffee-table publication 'Organisations Empowering Women in STEM', showcasing institutional models that are enabling gender diversity and leadership.

Culminating its initiatives, CII led the development of a Technology Readiness Level (TRL) Framework, endorsed by the Office of the Principal Scientific Adviser to the Government of India. The framework provides a structured approach to assessing the maturity of technologies, reinforcing the importance of Government–Industry–Academia convergence in accelerating innovation.

To foster global technology collaborations, CII expanded India's innovation footprint internationally. The CII Annual Technology and IPR Mission to Japan connected Indian Industry with leading R&D institutions, opening avenues for joint research, technology transfer and IP cooperation. Building bilateral momentum, CII participated in the India–UK Summit, reinforcing collaboration on frontier technologies. Further strengthening international partnerships, CII, in collaboration with the Embassy of the Kingdom of the Netherlands and IIT Delhi, organised the Indo-Dutch Tech Summit, advancing cooperation in areas such as water management, clean hydrogen, bioeconomy, advanced materials and med-tech.

Together, these sustained advocacy and action efforts reflect CII's commitment to translating India's technological aspirations into measurable outcomes shaping Government policy, enabling Industry adoption, empowering diverse talent, strengthening global linkages and advancing the nation's journey toward a confident, innovation-led Viksit Bharat.

TELECOM AND BROADBAND

Through its National Committee on Telecom and Broadband, CII drives structured Industry–Government engagement to address challenges across the telecom and digital ecosystem.

Aligned with the vision of the National Digital Communications Policy (NDCP), the Committee acts as a key interlocutor between Government and Industry to advance the ‘Connect India, Propel India and Secure India’ missions. Its work focuses on strengthening ease of doing business (EoDB), promoting domestic telecom and digital manufacturing, enhancing digital connectivity and embedding cybersecurity and artificial intelligence (AI) risk mitigation frameworks to ensure a secure and future-ready digital backbone.

ADVOCACY

The Committee actively engaged with stakeholders on regulatory consultations for the telecom sector. Key submissions and engagements included:

- **National Telecom Policy (NTP), 2025:** Recommended accelerating tower fiberisation by enforcing Right of Way (RoW) Rules (uniform charges, faster approvals via portals) and supporting rollout through Digital Bharat Nidhi and Universal Service Obligation (USO)-backed schemes, alongside levy rationalisation and litigation amnesty to improve sector viability to the Department of Telecommunications (DoT)
- **Telecom Regulatory Authority of India (TRAI) Pre-Consultation Paper on Interconnection Regulations:** Recommended modernising interconnection to reflect Internet Protocol (IP)-based networks and new traffic patterns, sought measures to curb spam/scam traffic and ensure fair, reciprocal interconnect terms including International Termination Charges (ITC) review, etc
- **Draft Telecommunications (Telecom Cyber Security) Amendment Rules, 2025:** Suggested a risk-based cyber security compliance approach with clear roles and responsibilities, flagged the need to avoid duplicative reporting and recommended enabling practical implementation for operators and supply chain
- **Draft Telecommunications Rules (G.S.R. 606(E)) – Authorisation for Provision of Main Telecommunications:** Provided suggestions on the notification which included reforms under the 2025 Telecom Authorisation Rules, where it was requested that the reforms should not disadvantage existing licensees - any EoDB or scope or fee relaxations must be extended to current operators as well, to ensure a level playing field
- **TRAI Consultation Paper on Review of Tariff for Domestic Leased Circuits (DLCs):** The submission reflected collective feedback from Industry stakeholders aimed at supporting a transparent, competitive and forward-looking tariff framework aligned with current market developments.

TAMIL NADU TECHNOLOGY DEVELOPMENT AND PROMOTION CENTRE

The Tamil Nadu Technology Development and Promotion Centre (TNTDPC) anchored CII's technology agenda in Tamil Nadu and the southern region by promoting emerging technologies, building digital capabilities and enhancing artificial intelligence (AI) readiness. The Centre focused on enabling micro, small and medium enterprises (MSMEs), manufacturing units and automotive players to become digitally resilient, sustainable and globally competitive.

ACTION

TNTDPC delivered a portfolio of capacity-building programmes designed to equip business leaders with future-ready skills. Notable interventions included virtual training programmes and workshops on generative AI and Retrieval Augmented Generation (RAG), Internet of Things (IoT) integrated with GenAI and AI lifecycle governance. These initiatives facilitated the application of intelligent automation, predictive analytics, responsible AI frameworks and strategic digital roadmaps.

To provide immersive exposure to global best practices, TNTDPC organised learning missions to benchmark manufacturing facilities, providing direct exposure to smart manufacturing systems, digital twins, advanced automation and Industry 4.0 deployment while strengthening peer benchmarking and knowledge transfer.

On the thought leadership front, TNTDPC convened sectoral conferences that promoted the adoption of advanced technologies. The Conference on Industrial Metaverse showcased simulation-driven transformation through digital twins, extended reality, AI and advanced simulation tools. The Conference on Emerging Technologies, underlined digital resilience, cybersecurity and agile organisational capabilities. The second edition of the AI-Powered Summit served as a platform to explore responsible AI deployment across supply chains, sustainable manufacturing, digital commerce and workforce transformation.

TNTDPC advanced Tamil Nadu's aspiration to become a future-ready, low-carbon mobility hub through the

Conference on Automotive R&D Trends and the fourth edition of the EV Summit. These initiatives addressed digital innovation in automotive research & development (R&D) and scalable electric mobility ecosystems. The Conference on Building a Resilient Rare Earth Elements Supply Chain Through Technology Localisation reinforced India's focus on secure, localised critical mineral capabilities.

The Centre's two key forums – the CTO Forum and the IP Forum – served as platforms for sustained engagement and knowledge exchange. The CTO Forum advanced the adoption of emerging technologies through discussions, learning missions and workshops, while the IP Forum brought together senior professionals to deliberate on critical intellectual property issues and evolving strategies. Strengthening its role as a thought leadership platform, the IP Forum also hosted the Digital IP Summit, which explored commercialisation, data-driven IP and global innovation frameworks in the digital era. TNTDPC facilitated Intellectual Property Rights (IPR) filings and prosecution of 65 matters including four Industrial Designs, 35 Indian Trademarks, 15 Indian Patents and 11 International Patents. Among 11 International Patents, two International Patent grants were received from Japan and the United States.

Through this integrated approach, TNTDPC strengthened Tamil Nadu's position as a leading hub for responsible digital innovation, Industry 4.0 adoption, sustainable mobility and technology-enabled industrial growth.



Dr Suresh D, Summit Chairman and CEO & Group CTO, Spark Minda Technical Centre, Minda Corporation Ltd and Dr T Prabhushankar, Managing Director, Metropolitan Transport Corporation Ltd at the 4th edition of the CII-TNTDPC EV Summit in Chennai

INDUSTRY-ACADEMIA PARTNERSHIP

The CII Industry–Academia Partnership (CII-IAP) reflects CII’s long-standing commitment to strengthening collaboration between Industry, Academia, Government and the innovation ecosystem to drive research-led growth. Aligned with Viksit Bharat@2047, the initiative focused on enabling translational research, deep-tech innovation and technology commercialisation through structured, outcome-oriented engagement. The Partnership sought to move beyond fragmented interactions towards institutionalised models that convert research excellence into deployable, Industry-ready solutions.

ADVOCACY

Key advocacy priorities included addressing information asymmetry between Industry and Academia, enabling clearer articulation of Industry problem statements and aligning academic research agendas with national and industrial priorities. CII advocated the creation of joint research platforms, shared R&D infrastructure and Industry-aligned doctoral and talent development pathways to build a sustained pipeline of skilled researchers and innovators.

ACTION

CII operationalised its advocacy agenda through a set of flagship initiatives aimed at strengthening collaboration outcomes and global engagement.

To deepen international collaboration, CII led a Global Industry–Academia Partnership Mission to the United Kingdom, comprising senior representatives from Industry, Academia and ed-tech organisations.

Deliberations at inaugural edition of the CII Global Summit on Industry–Academia Partnership focused on aligning Industry challenges with academic research, establishing joint research programmes, strengthening IP and technology transfer frameworks and accelerating commercialisation through Industry-led pilots and scale-up pathways. The Summit reinforced the shift towards scalable, institutionalised co-creation models.

An Innovation and Technology Exhibition, held alongside the Summit, showcased India’s growing capability in translating research excellence into deployable solutions. As part of its action agenda, CII also organised the 2nd edition of the CII Industry–Academia Partnership Awards, recognising 60 outstanding collaborations across 10 categories.



L-R: Vaishali Nigam Sinha, Chairperson, CII Women in STEM Initiatives and Co-Founder & Chairperson, Sustainability, ReNew; Dr Jitendra Singh, Minister of State (I/C) of Science and Technology and Earth Sciences and Minister of State, Prime Minister's Office; Personnel, Public Grievances and Pensions, Space and Atomic Energy; Dilip Sawhney, Managing Director, Rockwell Automation; Prof V Ramgopal Rao, Vice-Chairman, CII Industry Academia Partnership and Group Vice-Chancellor, Birla Institute of Technology & Science releasing the CII Industry-Academia Partnership Compendium at the Global Summit on Industry Academia Partnership in New Delhi

ARTIFICIAL INTELLIGENCE

The CII Centre for Artificial Intelligence (AI) along with CII National AI Forum drove continuous improvement in Indian Industry by promoting adoption of AI, fostering innovation and enabling responsible regulation, focusing on:

- AI adoption and capacity building
- AI regulation and leadership development
- AI innovation.

ADVOCACY

The session 'AI for Viksit Bharat' served as a strategic dialogue aligning national AI ambitions with implementation pathways. Discussions focused on scalable data infrastructure, workforce readiness and cross-sector collaboration. Key policy recommendations included:

- Establishment of a high-level Centre-State coordination mechanism anchored by a National AI Apex Council
- Introduction of AI regulatory sandboxes for sectors such as banking, financial services and insurance (BFSI), agriculture and health

- Development of an AI maturity certification framework for micro, small and medium enterprises (MSMEs) linked with Government procurement incentives
- Expansion of AIKosh, open-source Indian language models and sustainable data centre capacity to strengthen national AI infrastructure.

ACTION

The CII National Forum on AI fostered collaboration between Industry, Academia, startups and policymakers through AI Awards, sectoral sessions, roundtables, B2B meetings and workshops. The second edition of the CII National AI Awards recognised 54 impactful AI implementations from over 120 nominations across solution innovation, Industry application and Industry-Academia collaboration.

CII partnered with the Ministry of Electronics & Information Technology (MeitY) and the IndiaAI Mission at the India AI Impact Summit 2026, organising 20 sessions to bridge policy intent with



L-R: Ipsita Dasgupta, Managing Director, HP India; Chandrajit Banerjee, Director General, CII; Sanjiv Puri, Immediate Past President, CII and CMD, ITC Ltd; Piyush Goyal, Minister of Commerce and Industry; Rajiv Memani, President, CII and Regional Managing Partner of EY Africa India Region, Chair – EY Growth Markets Council and R Mukundan, President Designate, CII and Managing Director & CEO, Tata Chemicals Ltd at the launch of CII Centre for AI during CII Annual Business Summit in New Delhi



L - R: Sandeep Gupta, Grand Jury – CII AI Awards & Managing Director Protiviti; Puneet Chandok, Chairman, CII National AI Forum, President, Microsoft India & South Asia; Abhishek Singh, then Additional Secretary and CEO, MeitY; Rajan Navani, Chairman, CII AI Awards and Managing Director Jetline Group and Prateek Garg, Chairman, CII Regional Committee(NR) on Startups and Founder & Managing Director, Progressive Infotech, releasing the report 'Vision AI: Trends and Strategic Insights' at the Global AI Summit in New Delhi

industrial execution. Key takeaways included ensuring trustworthy AI systems, creating national shared AI compute infrastructure, establishing regulatory sandboxes for responsible innovation, sustained investment in AI talent and promoting lightweight, India-centric AI models to enable affordable and scalable adoption.

The Global AI Summit, organised in collaboration with MeitY, the IndiaAI Mission and Software Technology Parks of India (STPI), as a precursor to the India AI Impact Summit 2026, enabled strategic discussions on AI governance and sectoral adoption.

CII released the report 'Vision AI: Trends and Strategic Insights', highlighting perspectives on AI adoption and governance.

CAPACITY BUILDING

AI Immersion Weeks strengthened AI literacy and adoption across 21 cities, training over 10,000 MSMEs on AI fundamentals, generative AI applications and business implementation frameworks.

A Study Mission to Singapore was organised in collaboration with the National University of Singapore (NUS), which trained over 50 board members and business leaders on AI and governance. In partnership with IIT Bombay, the AI for Business Leadership programme equipped over 65 Industry leaders with strategic AI insights, while the AI for Finance Leaders programme with IIM Udaipur trained more than 20 senior finance professionals on AI-driven decision-making.



L - R: Tejpreet S Chopra, Co-Chair, CII National AI Forum and CEO, Industry.AI, BLP Group; Puneet Chandok; Dr. Jasdeep Kaur Dhanoa, Dean & Professor, Indira Gandhi Delhi Technical University For Women; Harish Krishnan, Managing Director, Cisco Systems India and Prateek Garg at the Conference on Democratizing AI Resources for AI Growth and Social Good in New Delhi

SPACE

India's space sector has seen remarkable growth over the past decade, driven by sustained efforts of Indian Space Research Organisation (ISRO) and the expanding participation of Industry and startups. CII works closely with ISRO, Indian National Space Promotion and Authorisation Centre (IN-SPACe) and NewSpace India Limited (NSIL). Through its National Committee on Space, it actively advances the sector through policy advocacy, Industry development and international collaboration.

ADVOCACY

CII focused on three key policy areas - demand creation, strengthening space assets in defence and tax and regulatory reforms for advancing the space sector. The Committee formulated and submitted key policy recommendations to the Department of Space (DoS), IN-SPACe, Defence Space Agency (DSA) and the Ministry of Defence, as outlined below:

- Strengthening demand creation within the space sector
- Rationalising GST rate on parts of Launch Vehicles (LVs) and aligning India's GST framework with the Indian Space Policy 2023 for LVs and Launch Services
- Strengthening Indian space ecosystem via demand creation, funding & cost optimisation, tax reforms & regulatory and supply chain
- Drafting guidelines for Space Situational Awareness and Space Safety & Security

- Enhancing demand of space assets in defence applications and dedicating a chapter in the Defence Acquisition Procedure 2020 for space-defence systems.

ACTION

CII, in partnership with IN-SPACe, organised a conclave - 'Adoption of Space Applications across Businesses' to accelerate the adoption of space technologies in key sectors including agriculture, food processing, banking, financial services and insurance, logistics, energy and urban planning.

Further strengthening India's global space leadership, CII, in collaboration with ISRO, IN-SPACe, NSIL and Society of Indian Defence Manufacturers, hosted the Space Conference 2025 to foster innovation, enhanced indigenous capabilities and advanced international collaboration. Key highlights included the felicitation of Indian astronauts-Group Captains Shubhanshu Shukla and Prasanth Balakrishnan Nair along with release of the CII Space Industry Directory and report 'Propelling India into a New Era of Space and Innovation.'

Recognising the importance of global partnerships in the space sector, CII also led international space delegations to Dubai and Abu Dhabi. Focused roundtables were organised on topics like 'EU-India Cooperation in the Space Security' and 'Building a Celestial Bridge between India and Denmark', along with a session on 'Exploring India-Japan Space Collaboration' in partnership with Japan's Ministry of Economy, Trade and Industry (METI).



L - R: Rohan Ganapathy, Co-Chairman, CII National Committee on Space and CEO and CTO, Bellatrix Aerospace; Peter Winther-Schmidt, Consul General and Head of Trade & Innovation, Embassy of Denmark, India; Grp Capt Prasanth Balakrishnan Nair, Astronaut, India; Grp Capt Shubhanshu Shukla, Astronaut, India; Dr V Narayanan, Secretary, DoS and Chairman, Space Commission; Air Marshal Tejinder Singh, AVSM VM, Air Officer Commanding-in-Chief, HQ Training Command, Indian Air Force; M Mohan, CMD, NSIL; Rajeev Jyoti, Director, IN-SPACe Technical and Apparao Mallavarapu, Chairman, CII National Committee on Space and CMD, Centum Electronics Ltd at the International Conference on Space in Bengaluru

INTELLECTUAL PROPERTY RIGHTS

To foster an Intellectual Property Rights (IPR) culture in the country, CII set up the National Committee on Intellectual Property (IP) 16 years ago. Recently, CII launched the 'One Company at least One IP' drive to encourage Members to invest in generating, protecting and monetising IP.

ADVOCACY

CII actively contributed to policy formulation and stakeholder dialogue on IP during the year. Annual statements and recommendations were submitted to the United States Trade Representative (USTR) to provide a holistic picture of India's IPR ecosystem. Key advocacy efforts included submission of Union Budget 2026–27 recommendations, highlighting gaps in IP commercialisation, the need for incentives for international IP filings, facilitation of cross-border licensing, recognition of IP as acceptable collateral and enhanced promotion of Geographical Indications (GIs).

CII also released two thought leadership reports addressing emerging and strategic IP themes. These included 'CII-TCS: Artificial Intelligence and Intellectual Property', examining IP challenges in the Artificial Intelligence landscape and 'CII-Qualcomm: A Comprehensive Report on Indian Deep-Tech Startup IP Ecosystem', providing data-driven insights into IP creation and management by Indian deep-tech startups.

CII supported international cooperation and knowledge exchange through joint initiatives with global IP organisations, strengthening awareness of international IP frameworks and best practices among Indian stakeholders.

ACTION

CII organised flagship events, training programmes and international engagements to build IP capacity and strengthen global linkages. Winners of the 11th edition of the CII Industrial IP Awards were felicitated at the CII Global Summit on Technology, R&D and IP in December that brought together Industry leaders, policymakers, researchers and IP professionals. This edition marked a significant milestone, with more than 30 key parameters used to evaluate IP portfolios across patents, trademarks and industrial designs. The Industrial IP Awards recognised 50 outstanding organisations for exemplary contributions to a strong IP-driven culture in India, setting benchmarks for excellence in innovation and IP management.

Building on this legacy, CII introduced a dedicated 'Law Firms' category under the CII Industrial IP Awards to recognise law firms demonstrating outstanding performance in Intellectual Property and their role in strengthening India's IP-driven economy.



L - R: Masood Mallik, Managing Director & Group CEO, Re Sustainability Ltd; Lekhan Thakkar, Joint Secretary, National Security Council Secretariat (NSCS), Government of India; Debjani Ghosh, Distinguished Fellow, NITI Aayog; Dr Naushad Forbes, Co-Chairperson, Forbes Marshall; Vaishali Nigam Sinha, Chairperson, CII Women in STEM Initiatives and Co-Founder & Chairperson, Sustainability, ReNew and Ramesh Rao, Senior Director, Qualcomm at the CII Global Summit on Technology, R&D and IP in New Delhi

CII remained committed to promoting diversity and inclusion within India's Intellectual Property ecosystem by recognising exceptional women in IP. By celebrating women inventors, innovators, legal professionals and entrepreneurs, CII aimed at enhancing visibility, inspiring future talent and reinforcing the vital role of women in building a strong and inclusive IP-driven economy. This initiative was supported by the launch of the 'Women in IP Compendium – Driving India's Knowledge-Powered Economy', highlighting women's contribution to India's IP ecosystem.

In partnership with the European Union Intellectual Property Office (EU-IPO), CII conducted 'Invest in Your Future: An Intellectual Property Masterclass for Indian Entrepreneurs Expanding into Europe'. The masterclass provided practical guidance on protecting and commercialising IP in European markets.

CII led the Annual Technology & IP Mission to Japan in September, facilitating collaboration on technology development, research partnerships and IP best practices.

During the year, CII conducted Value IPR 3.0, the third edition of the professional course on IP valuation and licensing, with participation from 25 professionals across Industry and advisory roles.

World Intellectual Property Day was observed through the CII Global Innovation & Intellectual Property Summit in April, reinforcing the role of IP in driving inclusive and sustainable growth.

INTELLECTUAL PROPERTY FACILITATION CENTRES

CII's Intellectual Property Facilitation Centres (IPFCs) delivered end-to-end IP services and GI promotion in partnership with Central and State Governments. To date, CII has catered to more than 6000 IP matters, including support for filing over 887 patents (India and abroad), approximately 2100 trademarks, 2257 industrial designs and 387 copyrights.

Under the One-District-One-Product framework, CII strengthened its GI Tourism movement by facilitating GI tagging for more than 57 products while work is ongoing with 21 additional products. In collaboration with the World Intellectual Property Organisation (WIPO), CII is conducting a research-cum-survey to assess the socio-economic impact of non-agricultural GI products on the Indian economy.

Ambaji Marble, a GI product facilitated by CII, received a national GI certification award, highlighting the tangible impact of sustained GI promotion and stakeholder engagement.



Felicitation of the CII Industrial Intellectual Property Awardees

TECHNOLOGIES ENABLING WASTE TO WORTH TRANSFORMATION

CII's Waste to Worth Movement reflects its strong commitment to advancing circularity across the Industry. The initiative supports organisations in managing and reducing the environmental impact of their operations by promoting technologies that enable waste-to-worth transformation. Through this movement, CII facilitates collaboration among Industry, Government and other stakeholders to develop and implement strategies that contribute to a sustainable future.

ADVOCACY

CII submitted recommendations to 10 ministries covering 16 waste streams to strengthen India's waste ecosystem. Inputs were also provided for the Union Budget 2026–27, highlighting stakeholder challenges and proposing measures to enhance the national waste management framework.

CII released the National Circular Economy Framework (NCEF) - Edition Three, expanding coverage to 20 priority materials. The framework defines clear milestones, targets and timelines focused on implementation, measurable outcomes and accountability to operationalise circularity at scale.

ACTION

The 10th International Conference on Waste to Worth Technologies brought together Government, Industry and Academia to deliberate on the role of technology, policy and public-private partnerships in sustainable development.

At the 6th CII 4R Awards, nearly 50 organisations were recognised for leadership in 'Reduce, Reuse, Recycle and Repair'. The Awards received over 80 applications, with 27 winners selected across six categories and top 25 industries recognised nationwide. A new CII Young 4R Award was launched to encourage young innovators. A 'Compendium of Best Practices' showcasing innovative and scalable waste-to-worth models was also released.

On World Environment Day, CII hosted its first Symposium on Technologies Enabling Waste to Worth Transformation, featuring discussions on circular solutions across waste streams including plastics, e-waste, batteries, municipal waste, textiles, scrap metal, liquid waste, solar panels, tyres, gypsum and end-of-life vehicles.

The Second Annual Mission on Waste to Worth Technologies to Singapore engaged 20 delegates with leading companies, technology providers, incineration facilities and the Indian High Commission to explore bilateral collaboration.

CII also launched ProWISE (Professional Certification on Waste Innovation for Sustainable Economy), a professional development programme delivered by global faculty to build advanced capabilities in waste management, resource efficiency and sustainable innovation.



CII 4R (Reduce-Reuse-Recycle-Repair) Awardees felicitated at CII 10th International Conference on Waste to Worth Technologies in New Delhi

CENTRE FOR DIGITAL TRANSFORMATION

The Centre for Digital Transformation (CDT) drives the holistic digital evolution of India Inc by enabling structured digital adoption, strengthening cybersecurity, data governance and promoting leadership excellence. Through targeted training programmes, Industry engagements and recognition platforms, CDT supports organisations in enhancing competitiveness and aligning digital transformation with national priorities.

ADVOCACY

CDT actively engaged with the Ministry of Electronics and Information Technology (MeitY) by submitting policy recommendations on key draft regulations, including:

- Digital Personal Data Protection (DPDP) Act, 2023: Recommended a transition period of at least 24 months before final enforcement to enable orderly implementation
- Promotion and Regulation of Online Gaming Rules: Recommended designating one independent Judicial Member to the Authority
- Information Technology (IT) Rules, 2021: Recommended a clear, risk-based definition of synthetically generated information focused on deceptive or harmful AI-generated audio-visual content, with flexible, technology-neutral disclosure (such as provenance or metadata) and feasible, phased compliance obligations aligned to the actors who publish or distribute content
- Mandatory In-Country Testing Requirements: Recommended avoiding mandatory in-country testing for consumer devices given current lab capacity constraints.

ACTION

Following the operationalisation of the DPDP Act in November, CDT conducted a webinar and workshop to create awareness on compliance across data

governance, consent management and cross-border data flows. The deliberations included insights into the legal provisions, best practices and technological solutions necessary for effective compliance and to navigate the evolving landscape of data privacy.

The Cybersecurity 360° Summit was organised with MeitY, Indian Computer Emergency Response Team (CERT-In), National Critical Information Infrastructure Protection Centre (NCIIPC), Society of Indian Defence Manufacturers (SIDM) and National Security Council Secretariat (NSCS), focusing on national cyber readiness, artificial intelligence (AI)-driven threats, zero-trust frameworks, quantum-safe technologies and secure multi-cloud operations.

Recognising excellence and scaling best practices, the DX Awards & DX Summit 2025 received 204 nominations and recognised 75 organisations from multiple sectors for their innovative and scalable practices. The Compendium of Digital Transformation Best Practices was released to support Industry-wide capability building.

Further, the third edition of Chief Information Officer Awards recognised 60 leaders for their exceptional work and benchmark leadership excellence and digital innovation across enterprises.

Supported by NITI Frontier Tech Hub and All India Council for Technical Education (AICTE), the Dx-EDGE initiative accelerated digital transformation of micro, small and medium enterprises (MSMEs) through Industry–Academia collaboration and emerging technology adoption, resulting in:

- 116 trained Digital Transformation Mentors
- 1056 trained Digital Transformation Fellows
- Partnerships with State Governments
- MSME digital maturity assessments and sectoral roadmaps.



**INTERNATIONAL
& BUSINESS
DEVELOPMENT**



- ▶ India and the World
- ▶ Market Facilitation Services
- ▶ International Trade Policy
- ▶ International Research
- ▶ Multinational Companies
- ▶ EXIM
- ▶ Trade Fairs
- ▶ Global Value Chains

INDIA AND THE WORLD

India stands at a defining inflection point, stepping confidently into a new phase of economic transformation that is redefining its role in the global order. As one of the fastest-growing major economies, India's rise is measured by its capacity to lead in innovation, inclusivity, sustainability and global problem-solving. With a resilient domestic economy, forward-looking reforms and a strong digital and manufacturing backbone, India is emerging as a trusted partner and a key driver of global growth.

Indian Industry and CII remained engaged with the world, reinforcing India's global integration. Throughout the year, CII convened and participated in high-impact international platforms, including the 20th India-LAC Conclave, the 20th India-Africa Business Conclave, the 30th Partnership Summit and India's engagement at the World Economic Forum Annual Meeting in Davos. These forums enabled meaningful dialogue, strengthened partnerships and positioned Indian Industry at the centre of global economic conversations.

CII's international engagement played a catalytic role in connecting Indian enterprises with global opportunities. Through sustained outreach and

structured platforms, CII supported Indian companies in building overseas networks, accessing new markets and forging strategic collaborations. The CII International Council acted as a vital bridge between Indian Industry and the global ecosystem, advocating Industry interests abroad, facilitating investment flows and shaping India's external economic interface.

AFRICA

CII, in cooperation with Embassy of Angola and Angola's Agency for Private Investment and Promotion of Exports (AIPEX), organised the CII India Angola Business Forum during H.E. João Lourenço, President, Republic of Angola's visit to India.

Furthermore, with focused discussions covering different tracks, the 20th CII India-Africa Business Conclave witnessed attendance of over 80 speakers and close to 2000 business delegates. Participation included over 35 senior Government dignitaries including the Vice President of Zimbabwe and 22 Ministers from both Africa and India, reaffirming the conclave as the leading platform for G2B and B2B engagements between India and Africa.



Sevala Naik Mude, AS (C&WA) Ministry of External Affairs, Government of India; R Mukundan, President Designate, CII and Managing Director & CEO, Tata Chemicals Ltd; Kirti Vardhan Singh, Minister of State for External Affairs, Government of India; Hon. Gen. (Retd) Dr C.G.D.N. Chiwenga, Vice President of Zimbabwe; Rajiv Memani, President, CII and Regional Managing Partner of EY Africa India Region, Chair – EY Growth Markets Council; Chandrajit Banerjee, Director General, CII and Sudarshan Venu, Chairman, TVS Motor Company, amongst dignitaries at the 20th CII India Africa Business Conclave in New Delhi

AMERICA NORTH AMERICA

Members of the CII India Business Forum, United States (US) convened for their Spring Meeting in Washington D.C., providing a platform for dialogue on India-US economic engagement. The meeting featured an interaction with Ricky Gill, the then Special Assistant to the President and Senior Director for South Asia at the National Security Council, White House and focused on strengthening collaboration between Indian Industry and US policymakers.

CII along with US-India Business Council (USIBC) hosted a Roundtable with Kim Reynolds, Governor of Iowa which underscored the growing momentum in US-India relations, particularly Iowa-India engagement, reflected in Iowa's second trade mission to India and the continued implementation of the CII-Iowa Economic Development Authority Memorandum of Understanding (MoU).

CII-USIBC also hosted a roundtable with Phil Murphy, the then Governor of New Jersey which highlighted New Jersey as a strategic gateway for India's engagement with the US, underpinned by one of the largest Indian diaspora communities and a trade relationship exceeding USD 11 billion. The discussion emphasised opportunities in artificial intelligence (AI), cybersecurity, fintech, life sciences and advanced manufacturing.

An interaction with a US Congressional Delegation was organised to discuss resilience and friction points in the US-India economic relationship across trade, technology and energy.

LATIN AMERICA & CARIBBEAN

The CII Latin America & Caribbean (LAC) Desk advanced India's strategic economic engagement with the region. Engagements emphasised South-South cooperation, resilient and diversified supply chains, technology-led collaboration and shared growth priorities.

The 10th edition of the CII India-LAC Conclave brought together over 600 delegates from 23 LAC countries, including 15 Ministers, alongside senior Indian policymakers, State Governments, Industry leaders and think tanks. Organised in partnership with the Ministry of External Affairs and the Ministry of Commerce and Industry, Government of India, the conclave reaffirmed political and business commitment to deepening bilateral cooperation.

The Chile-India Business Forum was held in New Delhi during the State Visit of H.E. Gabriel Boric, President of Chile (as on February 2026). A key outcome was the announcement of the commencement of negotiations for a Comprehensive Economic Partnership Agreement (CEPA), signalling a shared commitment to deeper market integration and long-term economic cooperation.

CII facilitated an interaction in New Delhi with H.E. Santiago Peña Palacios, President of Paraguay and a high-level ministerial delegation, focusing on Paraguay's transformation into an investment-friendly economy.

An interaction was also organised with H.E. Geraldo Alckmin, Vice President of Brazil and the Brazilian Minister of Health, bringing together select Indian Industry leaders in New Delhi.



CII India Business Forum - Spring Meeting led by Mike McCabe, Chair, CII IBF USA, with Ricky Gill, then Senior Director for South Asia, National Security Council (NSC) and dignitaries at Washington D.C.

ASEAN AND OCEANIA

The CII Core Group on Singapore concluded a visit to Singapore, reinforcing bilateral trade, investment and industrial collaboration. The delegation engaged with key Singaporean ministers, policymakers, Industry leaders and diplomats, discussing economic opportunities and key areas for expanding collaboration.

The group also interacted with President Tharman Shanmugaratnam; Prime Minister Lawrence Wong; Deputy Prime Minister Gan Kim Yong; Foreign Minister Vivian Balakrishnan; Minister for Home Affairs and Law K Shanmugam; Minister for Transport Chee Hong Tat; Minister for Manpower Dr Tan See Leng.

The CII Core Group met with Prime Minister Lawrence Wong, where he highlighted the importance of India and Singapore acting as pathfinders for ASEAN, supporting the early conclusion of the ASEAN-India Trade in Goods Agreement (AITIGA) Review.

The 14th Asian Business Summit (ABS) held in Manila, Philippines, was co-hosted by the Philippine-Japan Economic Cooperation Committee (PHILJEC) and Keidanren, in collaboration with CII. As a founding member, CII reiterated its commitment to advancing regional economic cooperation.

EAST ASIA

CII in partnership with Keidanren (Japan Business Federation) organised the 12th India Japan Business Leaders' Forum (IJBLF) coinciding with the visit of Shri Narendra Modi, Prime Minister of India to Japan in August. Shri Narendra Modi and H.E. Shigeru Ishiba, Prime Minister of Japan addressed the India-Japan Economic Forum which brought together leading CEOs and members of IJBLF, marking an important milestone in advancing the India-Japan Special Strategic and Global Partnership.

CII in partnership with the Mongolian National Chamber of Commerce and Industry (MNCII) and the Embassy of Mongolia in India, organised the India-Mongolia Business Forum which brought together senior Government officials, business leaders and representatives from diverse sectors to explore avenues for enhancing bilateral trade, investment and industrial collaboration between India and Mongolia.



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

The event saw participation from H.E. S Amarsaikhan, Deputy Prime Minister of Mongolia; H.E. Atul Malhari Gotsurve, Ambassador of India to Mongolia; and Lkhagvajav Baatarjav, President, MNCII. Senior Industry representatives from India and Mongolia participated in sectoral discussions covering mining, energy, manufacturing, transport, healthcare, information, communication and technology and tourism.

EUROPE

CII met H.E. Antonio Tajani, Deputy Prime Minister and Foreign Affairs Minister of Italy twice in the year. During his first visit, CII hosted the B2B session at the India-Italy Business, Science and Technology Forum where over 600 meetings were scheduled between Indian and Italian businesses. Later in the year, CII, in association with the Embassy of Italy in New Delhi and Consulate General of Italy in Mumbai, organised a dinner interaction which brought together prominent dignitaries, including Shri Piyush Goyal, Minister of Commerce and Industry, Government of India; H.E. Antonio Bartoli, Italian Ambassador to India; Ambassador Vani Rao, Indian Ambassador to Italy and San Marino. The gathering aimed to strengthen the growing India-Italy partnership by facilitating interactions between Industry leaders and policymakers from both countries. On two events, business delegations, accompanied Shri Piyush Goyal to Sweden and France.

On the sidelines of its 30th Partnership Summit, CII organised the India-Europe Business Partnership Roundtable in Visakhapatnam, Andhra Pradesh,



L - R: Antonio Enrico Bartoli, Ambassador, Embassy of Italy, The Italian Republic; N Chandrababu Naidu, Chief Minister of Andhra Pradesh and Gevorg Papayan, Minister of Economy, Armenia at the CII India Europe Business Partnership Roundtable in Visakhapatnam

bringing together leaders from Government, Industry and Academia to strengthen cooperation between India and Europe. This initiative highlighted Andhra Pradesh's role as a strategic partner, with Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh inaugurating the discussions and presenting his vision of Viksit Bharat@2047.

On the sideline of the visit of H.E. Friedrich Merz, Chancellor of Germany to India, CII with support from the Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry, Government of India convened the India-Germany CEOs Forum in Gandhinagar, Gujarat.

The Forum was addressed by Shri Narendra Modi and H.E. Friedrich Merz along with the Indian Co-Chair, R Dinesh, Executive Chairman, TVS Supply Chain Solutions Limited; German Co-Chair Dr Roland Busch, CEO, Siemens AG; and Chandrajit Banerjee, Director General, CII.

GULF & MIDDLE EAST

CII mounted a CEOs delegation to the UAE, aligned with the 13th meeting of the India-UAE High Level Task Force on Investments (HLTFI) held in Abu Dhabi, co-chaired by Shri Piyush Goyal.

The senior Indian businessmen delegation to Muscat, alongside the visit of Shri Narendra Modi marked an important milestone in India-Oman relations. A major outcome of the visit was the signing of the India-Oman CEPA, expected to significantly boost trade, investment and industrial cooperation.

The engagements began with the India-Oman Business Dialogue, jointly organised by CII, the Embassy of India in Muscat and the Oman Chamber of Commerce and Industry (OCCI) that provided a focused platform for Indian and Omani businesses to interact through sector-specific B2B and B2G meetings. Key sectors covered included manufacturing, services, healthcare, chemicals and energy, information and communication technology, agri-tech and power. As part of the visit, an MoU was signed between CII and OCCI to strengthen institutional cooperation.

SAARC

CII organised a meeting of Indian CEOs with H.E. Dr Harini Amarasuriya, Prime Minister of Sri Lanka which focused on advancing India-Sri Lanka cooperation in human capital development, digital transformation and innovation-led economic growth. Following the meeting, the CII leadership had an exclusive interaction with the Prime Minister to discuss strengthening India-Sri Lanka economic engagement and advancing collaboration across priority sectors.

UNITED KINGDOM

CII coordinated a high-powered Indian Industry delegation to the United Kingdom (UK), coinciding with the visit of Shri Narendra Modi to the UK. The delegation, led by Sunil Bharti Mittal, Past President, CII and Founder & Chairman, Bharti Enterprises Limited, comprised 16 captains of Indian Industry representing a variety of sectors and business interests in the UK.

During the visit, Shri Piyush Goyal and The Rt Hon Jonathan Reynolds MP, the then Secretary of State for Business and Trade and President of the Board of Trade, Government of the UK signed a Comprehensive Economic Trade Agreement (CETA). The historic agreement was signed in the presence of Shri Narendra Modi and H.E. The Rt Hon Sir Keir Starmer, Hon'ble Prime Minister of the United Kingdom. Dr S Jaishankar, Minister of External Affairs, Government of India; Ajit Doval, National Security Advisor of India; The Rt Hon Rachel Reeves MP, Chancellor of the Exchequer, Government of the UK; The Rt Hon Wes Streeting MP, Secretary of State for Health and Social Care, Government of the UK were also in attendance.

Following this, accompanied by a high-level ministerial and business delegation, the Rt Hon Sir Keir Starmer undertook his first official visit to India accompanied by Rt Hon Peter Kyle MP, Secretary of State for Business and Trade and President of the Board of Trade; the Rt Hon Douglas Alexander MP, Secretary of State for Scotland; Lord Stockwood, Minister of State (Minister for Investment). CII served as the lead Industry partner, facilitating a series of high-level business interactions, including the India-UK CEOs Forum.

CII PARTNERSHIP SUMMIT 2025

The 30th edition of the CII Partnership Summit, organised by CII in collaboration with the Government of Andhra Pradesh and the Ministry of Commerce and Industry in Visakhapatnam, Andhra Pradesh reaffirmed India's growing influence in shaping global economic discourse.

The summit hosted 46 sessions, facilitated over 1500 B2B meetings and welcomed over 3000 delegates, including 600 international participants from 62 countries. The presence of 20 overseas Ministers, global CEOs, policymakers and thought leaders underscored the summit's stature as a premier platform for international dialogue. Several MoUs were signed, strategic reports launched and investment commitments worth INR 11 lakh crore (USD 132.5 billion) were announced for Andhra Pradesh, signalling a transformative moment for the state and the nation.

DAVOS 2026

For over four decades, CII has maintained a strong and consistent presence at the World Economic Forum (WEF) Annual Meeting in Davos, positioning India and India Inc as credible partners in the global economy. Aligned with the WEF 2026 theme, 'A Spirit of Dialogue', CII curated a comprehensive set of engagements under its campaign theme 'Partner with India, Subscribe to the Future'.

This year marked one of India's most substantive representations at Davos, with over 100 registered participants and more than 200 attendees overall, spanning Union and State Governments, Industry, startups, social enterprises, institutions and media. The central delegation was led by Shri Ashwini Vaishnaw, Minister of Railways, Information & Broadcasting and Electronics & Information Technology, Government of India; Shri Pralhad Joshi, Minister of Consumer Affairs, Food & Public Distribution and New & Renewable Energy, Government of India; and Shri Kinjarapu Rammohan Naidu, Minister of Civil Aviation, Government of India. There was strong participation from Indian states, with Chief Ministers representing Andhra Pradesh, Maharashtra, Assam, Telangana, Madhya Pradesh and Jharkhand, alongside Deputy Chief Ministers and State Ministers from Gujarat and other states.

A major highlight of CII's engagement was the 860 sqm India Pavilion, jointly designed by CII and DPIIT, Ministry of Commerce and Industry, Government of India. The Pavilion served as a unified national showcase for India's investment potential, functioning as a hub for structured interactions between global investors, policymakers and Indian Industry.



L - R: Rajiv Memani; Ashwini Vaishnaw, Minister of Railways, Information and Broadcasting; Electronics and Information Technology, Government of India and Chandrajit Banerjee at the CII-EY Breakfast Session on "Bet on India – Bank on the Future: What are the Enablers, the Sustainers and Challenges facing India?" at Davos

MARKET FACILITATION SERVICES

CII's Market Facilitation Services (MFS) aims at strengthening India's manufacturing ecosystem, furthering the interests of Indian Industry in overseas markets and attracting foreign investment by leveraging CII's long-standing alliances and extensive networks with global Governments, businesses and associations by offering targeted trade and investment facilitation services to build the 'Global Indian Corporation'.

As a fee-based trade and investment consultancy service, MFS undertakes customised company- and product-specific projects focusing on export/import market assessments, sectoral analyses, market entry advisory, operational cost optimisation and potential partner/ buyer search for inbound as well as outbound companies.

ACTION

- The 'CII MSME Export Helpdesk', a query- and credit-based subscription platform offering resolution for specific export-related queries to micro, small and medium enterprises (MSMEs), including information on potential buyer connects in foreign markets was launched at the Annual Business Session 2025.
- Key projects, across sectors and geographies, were delivered for outbound and inbound companies:
 - India steel sector landscape assessment with product line diversification and PLI opportunity identification
 - Operational cost optimisation and go/no-go advisory for an Indian industrial goods manufacturer, alongside a sectoral diversification study on the India Medical Devices market
 - Import market assessments across APAC and Africa for the chemicals segment of a diversified public sector enterprise
 - Import market assessments across Middle East and Africa for an engineering and capital goods manufacturer
 - Saudi Arabia import market analysis for an Indian LPG cylinder manufacturer
 - Electrical equipment export shipment analysis including identification of Indian exporters to Africa
 - Metals and auto sector analyses for Indonesia
 - Export market assessment and US market and sectoral analyses for a refrigeration equipment manufacturer
 - Identification of potential buyers in 16 countries across North America, Europe, Oceania and Middle East for a packaged food products manufacturer
 - India market and sectoral analysis across key healthcare domains for a Japanese enterprise.



L-R: M Ponnuswami, Co-Chairman, CII National MSME Council and CMD, Pon Pure Chemical India Pvt Ltd; Deepak Jain, Chairman, Lumax Group; Sunil Mathur, Managing Director & CEO, Siemens Ltd; Dr Rajneesh, Additional Secretary & Development Commissioner, Ministry of MSME; R Mukundan, Vice President, CII and Managing Director & CEO of Tata Chemicals Ltd; Sunil Chordia, Chairman and Managing Director, Rajratan Global Wire Ltd and Shreekant Somany, Chairman and Managing Director, Somany Ceramics Ltd during the launch of the 'CII MSME Export Helpdesk' at the Annual Business Session held in New Delhi

INTERNATIONAL TRADE POLICY

CII's International Trade Policy Department (ITPD) supported Indian Industry through a combination of capacity-building programmes, policy research and practical knowledge tools aimed at enhancing trade readiness, competitiveness and regulatory compliance.

CII actively organised stakeholder consultations with Industry on India's ongoing and prospective Free Trade Agreement (FTA) negotiations with key economies, including the United States (US) and the United Kingdom (UK). In addition to country-specific consultations, thematic consultations were organised on emerging trade-related issues in both goods and services such as sustainability, critical minerals with a focus on rare earth elements (REEs), Government procurement, Carbon Border Adjustment Mechanism (CBAM), digital trade, animation, visual effects, gaming and comics (AVGC), Global Capability Centres (GCCs) and artificial intelligence (AI). These engagements facilitated consolidations of concerns, opportunities and recommendations in a structured manner.

Eight capacity-building workshops on FTAs and emerging trade issues were organised in Jaipur, Guwahati, Mumbai, Kolkata, Hyderabad and

Bengaluru each and two in Delhi. CII along with amfori, also organised a workshop and conference on trade and sustainability which explored how evolving trade policies and modern FTAs are integrating green and responsible trade provisions.

Several reports and strategy papers were prepared and submitted to relevant stakeholders on key issues of interest to Industry, including a potential Bilateral Trade Agreement (BTA) with the US, the impact of reciprocal tariffs, REEs, CBAM and outward foreign direct investment (OFDI). In addition, a dedicated report on the Industry input on the European Union's (EU) CBAM was submitted to the delegation of the EU in India.

CII, Japan External Trade Organisation (JETRO) and the Japan Chamber of Commerce and Industry in India (JCCII) jointly launched a Japan-India Economic Security Cooperation report. The study examined India-Japan economic security relations with a focus on their strategic complementarities and shared vulnerabilities arising from economic dependence on certain countries, particularly in trade and technology.



L-R: Alice Tipping, Director, Trade and Sustainable Development, IISD; Narayan Sethuram, Co-Chairman, CII International Council & CII Trade Policy Council and Managing Director, Sanmar Matrix Metals Ltd; Kathy Roussel, Head of Advocacy & Engagement, amfori, Brussels and Sonia Parashar, Secretary General, Federation of European Business in India at the Conference on Trade and Sustainability in New Delhi

INTERNATIONAL RESEARCH

CII International Research undertook a comprehensive and methodical research initiative aimed at deepening the understanding of India's evolving global economic partnerships. Through extensive data analysis, stakeholder consultations and sectoral assessments, CII International Research produced a series of in-depth research reports that examine India's trade, investment and collaboration potential with key regions and partner countries. These publications include India and EU: Expanding Future Horizons, 2025; India–Latin America & Caribbean: Advancing Economic Alliances for Collaborative Growth, 2025; Scaling New Heights in India–Peru Business Relations, 2025; Advancing India–Norway Cooperation, 2025; India–Africa Momentum: A Purpose-Driven Partnership; and Trade, Technology and Transformation: India–Europe Charting Newer Path Together.

Each of these reports encapsulates the trade and commerce landscape between India and the respective regions or countries. They analyse existing trade flows, investment patterns and policy frameworks, while also identifying emerging trends

that shape bilateral and multilateral economic engagement. Particular emphasis is placed on high-growth sectors such as technology, renewable energy, infrastructure, manufacturing, agriculture, healthcare and digital services.

Beyond presenting data and analysis, the reports highlight actionable insights into bilateral investment opportunities and outline strategic pathways for deeper cooperation. They explore potential areas of collaboration, including innovation partnerships, supply chain integration, sustainable development initiatives and knowledge exchange. By addressing both opportunities and challenges, the studies serve as practical reference documents for policymakers, businesses, investors and academic institutions.

Together, these research outputs reflect CII International Research's continued effort to support informed dialogue and strategic decision-making. They also contribute to strengthening India's economic diplomacy by providing a clear, forward-looking perspective on how partnerships can advance inclusive growth, mutual benefit and long-term economic resilience.



MULTINATIONAL COMPANIES

Under the aegis of its National Committee on Multinational Corporations (MNCs), CII worked towards fostering a stable, predictable and globally competitive investment climate for foreign multinational corporations in India. The committee serves as a cross-sectoral platform representing diverse industries and focuses on structured policy engagement to strengthen investor confidence, enhance foreign direct investment (FDI) inflows and deepen MNC integration into India's growth trajectory.

Efforts during the year were anchored around the following key strategic policy pillars:

- Ensuring a stable and predictable business environment through policy clarity and minimising abrupt regulatory or trade disruptions
- Deepening integration into global value chains (GVCs) by promoting export-oriented manufacturing and upstream value addition
- Enhancing FDI inflows with emphasis on sustaining long-term and quality capital flows
- Improving the tax and regulatory regime to ensure certainty, transparency and global competitiveness
- Providing a thrust to digitisation to improve efficiency
- Reducing regulatory compliance burden to enable scale, operational flexibility and ease of expansion.

ADVOCACY

In consultation with its Members, CII developed a comprehensive research-based policy paper on revitalising FDI inflows, which was submitted to the Ministry of Finance. The paper assessed India's recent FDI performance and outlined a structural reform roadmap to sustain and deepen foreign investment.

Key recommendations included revamping ease of doing business through greater tax certainty and streamlined land processes; modernising labour frameworks to enable scale; strengthening infrastructure through public-private partnerships; expanding and redesigning incentive schemes such as production-linked incentive (PLI) with calibrated localisation norms; promoting innovation, research & development and upstream GVC participation; developing a comprehensive GVC strategy; and strengthening free trade agreements with robust investment provisions.

ACTION

CII served as a member of a high-level Government Task Force on FDI reforms, co-led by the Secretaries of the Department of Economic Affairs and Department for Promotion of Industry and Internal Trade (DPIIT). CII provided structured Industry inputs on improving policy predictability, addressing sectoral bottlenecks and enhancing India's competitiveness as a long-term investment destination.

An interactive session with the Secretary, DPIIT, brought together select MNC leaders to discuss drivers of capital repatriation and strategies to attract sustained, export-oriented FDI. In addition, CII-MNC members participated in a focused virtual consultation with DPIIT to address visa-related issues affecting FDI-linked technical personnel and operational ease.

The committee's reform agenda was reinforced through a flagship session, 'Making India a Global Foreign Investment Magnet', at CII IndiaEdge 2025. The discussion emphasised attracting long-term institutional and infrastructure-focused FDI, strengthening alignment between Industry and Government on positioning India as a preferred global investment hub.

India continues to advance with a well defined long-term vision of emerging as Viksit Bharat. Central to this aspiration is a robust and competitive export sector, which remains a key driver of economic expansion and global integration. In 2024-25, India achieved a record USD 825 billion in total goods and services exports, reflecting strong performance and resilience amid a challenging global environment. 2025-26 represented a significant inflection point in India's export ambitions.

Throughout the year, the EXIM Desk played an active and constructive role in policy advocacy, Industry– Government engagement and the development of actionable recommendations aimed at enhancing India's trade readiness.

Several representations were made to the appropriate authorities in the areas of extension of Interest Subvention Scheme, a dedicated scheme to help exporters access essential certifications and obtain financing to meet these requirements and establishing an information portal to help Industry understand, anticipate and comply with emerging environmental, social and governance (ESG) norms.

In monthly meetings with Shri Piyush Goyal, Minister of Commerce and Industry, Government of India, CII presented key recommendations across tariffs, logistics, digital facilitation, financing and branding which are areas critical for sustaining the momentum of India's export growth.

A dedicated forum was established to deliberate on building resilient export logistics to strengthen trade and connectivity. It served as a platform for deep insights, strategic collaboration and practical recommendations aimed at enhancing India's export growth and global competitiveness.

A key stakeholder platform was convened to focus on the strategic branding of India's exports. The forum brought together Industry leaders, policymakers and subject experts to explore actionable strategies for elevating India's global trade presence through stronger brand positioning and adherence to international quality and sustainability standards. Discussions also covered trade financing and emphasised the need for transformative policies and strategic trade agreements to deepen India's integration into global value chains.

The 5th CII National Exports Competitiveness Summit 2026 brought in policymakers, Industry leaders, export-oriented businesses and global experts to identify actionable pathways for strengthening India's export performance.

Several interactions with appropriate authorities were organised on important topics including tariff and non-tariff barriers, integration into global value chains, geopolitical developments and sectoral opportunities.



L-R: Rajesh Agrawal, Secretary, Department of Commerce, Ministry of Commerce & Industry; Vijay Kumar, Chairman, Inland Waterways Authority of India; Shantanu Thakur, Minister of State for Ports, Shipping and Waterways, Government of India; B Thiagarajan, Chairman, CII Trade Fairs Council and CII National Committee on CSR and Managing Director, Blue Star Ltd at the 2nd ExL 2025-A Conference on Export Logistics in New Delhi

TRADE FAIRS

As the country's largest trade fairs organiser for over five decades, with around 50 exhibitions, CII holds the largest portfolio ranging from automotive to engineering and technology, railways, artificial intelligence (AI), mining, space, construction, agriculture & food processing technology, gaming, healthcare and chemicals.

These platforms deliver large-scale exhibitions bringing together leading B2B brands for business connections, product showcase and dealmaking, facilitating face-to-face interactions between buyers and sellers to drive business growth and trade opportunities.

EXCON – SOUTH ASIA'S LARGEST CONSTRUCTION EQUIPMENT EXHIBITION

The 13th edition of EXCON witnessed over 1.2 lakh business visitors and over 1250 exhibitors, including 134 international participants from 20 countries.

The expo featured seven international pavilions from France, Germany, Italy, South Korea, Turkey, China and the United Kingdom (UK), with over 300 product launches and live demonstrations. Business visitors, policymakers and buyers engaged in extensive B2B meetings, order bookings and technology tie-ups,

highlighting robust Industry momentum amid India's INR 11.21 lakh crore infrastructure allocation for 2025-26.

Product launches and technology showcases spanned earthmoving equipment, electric and hybrid machinery, construction mobility, engines, hydraulics, lighting, access solutions, crushing and screening systems, aftermarket technologies and digital platforms. Several represented India-first innovations, highlighting the sector's engineering depth and manufacturing capability.

The exhibition featured leadership interactions, keynote addresses and flagship launches. Smart construction, telematics, remote operations and digitally-enabled machinery emerged as key focus areas, demonstrating how automation and data-driven decision-making improve productivity and safety.

Sustainability remained central with electric, hybrid and low-emission technologies gaining strong visibility. Industry forums and CXO roundtables addressed financing, policy alignment, micro, small and medium enterprise (MSME) participation and long-term infrastructure funding. The Student Engagement Awards were also conferred to select institutions and student representatives, recognising their active participation and interest in the sector.



EXCON 2025 held in Bengaluru : An Aerial View



L - R: Rajagopal R, Member (Traction and Rolling Stock), Railway Board; Hitendra Malhotra, Member (Business Development), Railway Board; B Thiagarajan, Chairman, CII Trade Fairs Council and MD, Blue Star Ltd; Satish Kumar S, Chairman & CEO, Railway Board; Ashwini Vaishnaw, Minister of Railways and Information & Broadcasting and Electronics & Information Technology; Subba Rao U, General Manager, Integral Coach Factory and Rail Wheel Factory; Chandrajit Banerjee, Director General, CII, Umesh Chowdhary, MD, Titagarh Group and Sunil Mathur, MD & CEO Siemens Ltd at IREE in New Delhi

EXCON facilitated over 5000 registered B2B participants and more than 2000 business meetings. B2G meetings with Ministry of Railways officials facilitated 50 interactions with exhibitors.

Highlights included the CII National Steel Committee Meeting, CII National MSME Consultative Advisory & Mentoring interaction and CII Associations' Council Meeting. Industry leaders and policymakers gathered for a Panel Discussion on Technology & Innovation in Construction Equipment and the CII Mining & Construction Equipment Division (MCED) Member interaction. Shri Vimal Anand, Joint Secretary, Department of Commerce, Ministry of Commerce and Industry, addressed the Manufacturing Excellence Council meeting and CII CEOs Roundtable on Infrastructure at EXCON.

INTERNATIONAL RAILWAY EQUIPMENT EXHIBITION (IREE)

The 16th edition of International Railway Equipment Exhibition (IREE 2025), jointly organised by the Ministry of Railways and CII, was inaugurated by Shri Ashwini Vaishnaw, Minister of Railways, Communications, Electronics and Information Technology.

Spread across approximately 40,000 sq m, the exhibition featured more than 450 companies

representing over 15 countries, including Austria, France, Germany, Japan, Korea, Switzerland, Russia, the UK, the Netherlands and the United States of America (USA). Recognised as Asia's largest and the world's second-largest rail technology showcase, IREE 2025 served as a global platform for collaboration, innovation and investment in rail infrastructure and mobility.

The inaugural day witnessed over 40 memorandums of understanding (MoUs) between Indian Railways, its public sector undertakings (PSUs) and leading global and domestic industry partners. These agreements spanned rolling-stock modernisation, AI-driven signalling, digital integration and green mobility, reinforcing India's leadership in sustainable rail manufacturing.

A landmark collaboration between CII and Gati Shakti Vishwavidyalaya (GSV) focused on research exchange and skill development for a future-ready railway talent ecosystem. Over 37 organisations signed Letters of Intent to partner with GSV on curriculum design, training modules and joint research projects, marking a turning point in India's journey from import dependence to knowledge-driven self-reliance.

The global footprint of IREE 2025 underscored India's emergence as a trusted partner in advanced railway manufacturing.



Exhibitors at IREE in New Delhi

The German Pavilion, supported by the Federal Ministry for Economic Affairs and Climate Action (BMWK), hosted 19 exhibitors displaying digital rail control systems to next-gen heating, ventilation and air conditioning (HVAC) modules tailored for Indian conditions. Japan and Korea showcased lightweight bogie systems and metro interiors, while UK firms presented cyber-secure signalling platforms.

The CII B2B Meeting Platform facilitated more than 1500 meetings with over 500 successful closures. Concurrent events such as Rail Infra, Railway Interiors & Furnishing, Urban Mass Transit and Metal@Railways showcased innovations transforming India's mobility landscape.

The International Rail Conference (IRC) focused on manufacturing, indigenisation, technology, safety, freight and logistics, in alignment with the Government's vision of a world-class, safe and sustainable railway ecosystem.

CHEMICALS AND PETROCHEMICALS EXPO

The maiden edition of CII Chemicals and Petrochemicals Expo 2025 (CII-CPX 2025) highlighted India's leadership and opportunities in the global chemicals value chain. The Expo was supported by the Department of Chemicals and Petrochemicals and more than 75 companies showcased latest products and technologies across over 4500 sqm.

AUTOSERVE 2025

Autoserve 2025, organised with the International Auto Tech (IAT), featured over 75 exhibitors, 150 delegates and 8500 visitors from across India and international partners. A highlight was the Japan Country Pavilion, symbolising Indo-Japanese collaboration in high-precision manufacturing and sustainability.

Alongside the exhibition, CII hosted an International Conference on Innovations in Manufacturing & Services in the Automotive Sector with special focus on commercial vehicles and logistics and a Conference on Automotive Aftermarket, that brought together leading voices from India and across the globe.

CII'S INDIA PAVILION AT ADIPEC

At the Abu Dhabi International Petroleum Exhibition and Conference (ADIPEC), India showcased a dedicated India Pavilion among 2250 exhibitors and 30 country pavilions. The India Pavilion featured over 50 Indian companies from the energy sector, presenting India's technological capabilities and innovations spanning renewables, digital energy solutions and low-carbon technologies. The Pavilion reinforced India's strategic energy partnerships, promoted Indian energy solutions and facilitated networking, business development and technology exchange with international partners.

GLOBAL VALUE CHAINS

To support Government of India's ambition of enhancing participation in Global Value Chains (GVCs), CII's specialised Task Force on GVCs, an apex body comprising prominent Industry leaders and domain experts, helped in advancing India's strategic integration while bolstering supply chain resilience. Throughout the year, the focus remained on pinpointing competitiveness drivers across key capital- and labour-intensive sectors to maximise value addition, exports and export-oriented foreign direct investment (FDI). Strategic alignment with the Government remained a cornerstone of the Task Force's activities.

ADVOCACY

During the year, CII's advocacy on GVCs focused on the following key areas:

- **Attracting diversified global investments and lead firms:** CII engaged with the Department for Promotion of Industry and Internal Trade (DPIIT) and relevant line ministries to leverage FDI inflows to enhance India's participation in GVCs and attract lead firms to establish domestic manufacturing bases
- **Strategic sector-specific research and deep-dive analysis:** In-depth research served as the foundation for the Task Force's expansion. Efforts focused on four sectors - electronics, automotive, textiles & apparel and pharmaceuticals - to drive deliberations and build consensus. Building on foundational NITI Aayog reports, a disaggregated product-level analysis was initiated for the automotive sector. Additionally, a major study analysing capital equipment for electronics manufacturing was undertaken to provide strategies for self-reliance, GVCs integration and technology leadership. As recommended, several of these sectors received significant policy impetus
- **Monitoring trade and economic partnerships:** Advocacy focused on navigating evolving geopolitical dynamics and supply chain restructuring through regular consultations between domain experts and Industry Members. CII completed studies on deepening GVC linkages of India with Korea and Japan
- **Rationalisation of GVC Barriers:** CII voiced Industry concerns regarding trade barriers, including the challenge of Quality Control Orders (QCOs) on raw materials and intermediate goods. This advocacy led to the successful removal of several restrictive orders. The Task Force also acted as a bridge to relevant ministries for tariff rationalisation.

ACTION

The GVC Task Force meeting was convened in a workshop format in August to analyse the influence of US-China policies. The session, featuring the Chief Economic Advisor to the Government of India, focused on shaping strategies for stronger backward and forward linkages and robust export-led growth. NITI Aayog provided critical inputs on strengthening India's manufacturing role, particularly in electronics and automotive sectors.



Dr V Anantha Nageswaran, Chief Economic Adviser to the Government of India and Virat Bhatia, Chairman, CII Task Force on GVCs and Managing Director, Apple India at the GVCs Task Force Meeting in New Delhi








NURTURING COMPETITIVENESS










- ▶ CII Institute of Logistics
- ▶ CII Institute of Quality
- ▶ CII Centre of Excellence for Sustainable Development
- ▶ CII Centre of Excellence for Competitiveness for SMEs
- ▶ CII Centre of Manufacturing Excellence
- ▶ CII Green Business Centre
- ▶ CII Centre of Excellence for Leadership
- ▶ CII Water Institute
- ▶ CII Food and Agriculture Centre of Excellence
- ▶ CII Centre of Excellence for Innovation, Entrepreneurship and Startups
- ▶ CII Centre of Excellence in Skills
- ▶ CII Centre of Excellence in Employment and Livelihood
- ▶ Competitiveness Development Services
- ▶ Family Business Network
- ▶ Micro, Small and Medium Enterprises
- ▶ Public Sector Enterprises
- ▶ Human Resource Development
- ▶ Industrial Relations
- ▶ Marketing Leadership

CII CENTRES OF EXCELLENCE: CATALYSING COMPETITIVENESS ACROSS INDUSTRIES

 <p>LOGISTICS CII-Institute of Logistics <i>Chennai</i></p>	<p>FOCUS Transform India as a global leader in logistics and supply chain</p>				
	<p>6520 Professionals underwent Capacity-Building Programmes leading to certification</p>	<p>1990 students pursued courses in partnership with 19 educational institutions</p>	<p>185 companies participated in SCALE Awards</p>		
 <p>QUALITY CII-Institute of Quality <i>Bengaluru</i></p>	<p>FOCUS Quality for a new India</p>				
	<p>1,50,000 + hours of on-ground consulting delivered</p>	<p>2500 + organisations benefited through consulting, training and assessments</p>	<p>25,000 + professionals trained</p>		
 <p>SUSTAINABILITY CII-Centre of Excellence for Sustainable Development <i>New Delhi</i></p>	<p>FOCUS Strengthening the ecosystem for sustainable development</p>				
	<p>12,000 Professionals trained</p>	<p>472 Companies recognised with the CII-ITC Sustainability Awards</p>	<p>3000+ Companies engaged with (including MSMEs and Value Chain Partners)</p>	<p>63 Million kg air pollution (PM10 & secondary aerosols) saved through Crop Residue Management</p>	
 <p>SME COMPETITIVENESS CII-Centre of Excellence for Competitiveness for SMEs <i>Chandigarh</i></p>	<p>FOCUS Enhancing business competitiveness and growth of MSMEs</p>				
	<p>8097 INR lakh Savings achieved by companies from audits, projects and consulting assignments</p>	<p>5000+ Participants skilled/upskilled through various initiatives</p>	<p>700+ Working professionals upgraded through PG Industry courses</p>	<p>1780 Companies impacted through technical services, projects and capacity development initiatives</p>	
 <p>MANUFACTURING CII-Centre of Manufacturing Excellence <i>Mumbai</i></p>	<p>FOCUS Promote competitiveness and foster Industry eminence to build India into a world-class manufacturing hub through capability building, operational excellence and industrial transformation.</p>				
	<p>4000 Professionals trained</p>	<p>1500+ Organisations impacted</p>	<p>450 MSMEs impacted</p>	<p>190+ Training programmes conducted</p>	<p>1500+ managers across 18 VLFM Batches</p>

For the period till January 2026

 <p>GREEN BUSINESS CII-Green Business Centre <i>Hyderabad</i></p>	<p>FOCUS Foster, promote and accelerate green practices and businesses</p>				
	<p>19,070+ Green and Net Zero building projects registered</p>	<p>1500+ GreenCo Manufacturing Units Rated</p>	<p>14,500+ GreenPro certified products</p>	<p>2200+ Energy audits conducted</p>	
 <p>LEADERSHIP DEVELOPMENT CII-Centre of Excellence for Leadership <i>Kolkata</i></p>	<p>FOCUS Drive business resurgence through leadership capacity building across levels</p>				
	<p>27 Targeted interventions conducted</p>	<p>431 Participating companies</p>		<p>1379 Participants trained</p>	
 <p>WATER CII-Water Institute <i>New Delhi</i></p>	<p>FOCUS Enable India's progress towards achieving water security</p>				
	<p>300+ Water neutrality assessments, hydrological and hydrogeological evaluations, applying CII's WATSCAN</p>	<p>500+ Water audits conducted and 700+ companies recognised for excellence in water management; 10 Blue Rating System pilots executed</p>		<p>40,000 Stakeholders sensitised for water use efficiency through focused events</p>	
 <p>AGRICULTURE CII-Food and Agriculture Centre of Excellence <i>New Delhi</i></p>	<p>FOCUS Improve competitiveness of agriculture and food value chains by catalysing innovation, building capacity and enhancing competitiveness</p>				
	<p>3 Value chains (apple and red chilli and dairy)</p>	<p>4400+ Participants trained in food-related programmes</p>	<p>22 Sectors provided advisory services on food safety and Cold Chain Maturity Assessments</p>		
 <p>STARTUPS CII-Centre of Excellence for Innovation, Entrepreneurship and Startups <i>Hyderabad</i></p>	<p>FOCUS Create a robust entrepreneurial ecosystem in India</p>				
	<p>5336 Industry members engaged</p>	<p>20,279 Startups engaged</p>		<p>106 Policy recommendations made</p>	
 <p>CII-Centre of Excellence on Skills <i>Pune</i></p>	<p>FOCUS Enhancing Workforce Productivity and Industry Competitiveness</p>				
	<p>16.54 lakh candidates counselled</p>	<p>7.86 lakh candidates placed</p>	<p>59 MCCs</p>	<p>11 MSTIs</p>	<p>32 E2E Career Lounges in Universities</p>
 <p>CII-Centre of Excellence for Employment & Livelihood <i>Madurai</i></p>	<p>FOCUS Create and sustain employment and livelihoods by fostering the growth and establishment of micro-enterprises</p>				
	<p>2500+ Micro-entrepreneurs engaged</p>	<p>11 States reached</p>	<p>13,000 cr INR combined turnover of enterprises supported</p>		

For the period till January 2026

The Indian logistics sector is projected to expand from USD 350 billion to USD 450 billion by 2030. As one of the top five employment-generating industries, freight logistics alone is expected to provide jobs to nearly 95 lakh people, while warehousing capacity across Grade A, B and C facilities is set to rise from 1 billion sq ft to 1.2 billion sq ft by 2027.

The CII Institute of Logistics (CII-IL), a CII Centre of Excellence established in 2004, has been driving competitiveness and transformation in the logistics and supply chain domain. In 2025, CII-IL's focus sharpened on innovation, artificial intelligence (AI) and robotics, next generation warehousing, workforce upskilling, sustainability-driven green logistics, gen-AI-enabled e-commerce and logistics kaizen & total cost management (TCM) for positioning the sector for future-ready excellence.

ACTION

ENGAGING WITH GOVERNMENT

CII-IL facilitated a session with the Department for Promotion of Industry and Internal Trade (DPIIT) officials on 'Assessment of Logistics Cost in India', providing valuable insights to understand logistics cost dynamics and identify efficiency opportunities. The Centre organised a stakeholder consultation on the Telangana Logistics Policy 2.0 & Integrated Logistics Master Plan in collaboration with the Logistics Department, Government of Telangana. The session was chaired by the Commissioner of Industries and Vice President (Logistics), Government of Telangana, focusing on gathering structured feedback, Industry perspectives, global best practices and actionable inputs from key stakeholders across the logistics ecosystem.

EDUCATION, TRAINING AND SKILLS

CII-IL strengthened logistics education through academic partnerships and capability centres, enabling students to pursue Master's and Certificate programmes. This initiative reached 19 educational institutions across India, with 1990 students enrolled, building a strong academic pipeline for the logistics sector.

Through targeted skill development and capacity-building programmes, CII-IL enhanced professional competencies across the logistics ecosystem. A total of 6520 professionals completed specialised training and certifications, contributing to greater efficiency, competitiveness and institutional resilience.

INTERNATIONALISATION

CII-IL advanced internationalisation through initiatives such as the Indo-Japan Logistics Kaizen programmes, which introduced global best practices in efficiency and continuous improvement as well as joint international certification programmes that provided globally recognised credentials. These efforts strengthened cross border collaboration, aligned Indian logistics with international standards and enhanced global competitiveness.

ADVISORY SERVICES

CII-IL delivered comprehensive advisory services including logistics consulting, supply chain maturity assessments and customised in-house programmes that enhanced efficiency and competitiveness. Forty-two organisations were supported through its supply chain maturity model framework.

CERTIFICATION

CII-IL offered certifications such as Supply Chain Professional Certification, SCM Data + AI Certification and the Warehouses Excellence Rating (WAREX). Seven lakh sq ft of warehouse space was awarded the CII WAREX certification, reflecting Industry excellence.

SECTORAL STUDIES AND PROJECTS

CII-IL undertook sectoral studies and projects that addressed logistics skill gaps, conducted regional logistics assessments and promoted green logistics initiatives. These provided actionable insights to strengthen capabilities, improved regional performance and drove sustainability across the logistics ecosystem.

TCM AND TOTAL COST MATURITY MODEL

CII-IL's focus included expanding TCM via the Total Cost Maturity Model, a structured framework that supported over 250 organisations in aligning business strategies and improving operational efficiency.

EVENTS

Knowledge-sharing platforms impacted over 1200 professionals through multiple events. Six conferences and summits were organised across India.

SCALE AWARDS

The 12th edition of the Supply Chain and Logistics Excellence (SCALE) Awards recorded participation from 285 companies with 115 awards conferred across multiple Logistics Service Providers and User Company categories. The edition placed special focus on women leadership in logistics.

NEW INITIATIVES

Collaborative Logistics Advancement Network (CLAN)

CII-CLAN is an integrated platform designed for professionals within the logistics community to connect and collaborate, aiming at establishing a dynamic network of organisations committed to logistics excellence, facilitating collaborative learning and knowledge-sharing, empowering participants to drive improvements within their organisations and promoting the adoption of standardised methodologies to enhance regional logistics performance.

Supplier Rating Model

The CII Supplier Rating Model aims to build world-class suppliers for India's global value chains, promoting value innovation, supplier diversity and a shift from inside-out to outside-in evaluation. It ensures suppliers meet global standards in product quality, timely delivery, sustainability and ethical practices.

SECTORAL FORUMS

- Warehouse National Network (WNN), is a national movement that connected stakeholders across India's warehousing Industry, focused on evolution, efficiency and empowerment, driving growth momentum and delivering tangible results in building world class warehousing enterprises
- Membership of Value Engagement (MOVE) is a knowledge-sharing platform that brought together stakeholders across the logistics and supply chain ecosystem, with emphasis on policy advocacy. With 71 Members, MOVE addressed Industry challenges and fostered professional growth
- Women Logistics Leadership (WLL) highlighted the growing role of women in logistics and supply chain sectors, amplifying the 'voice and wings' of women professionals. WLL encouraged girl students through awareness, mentoring and career guidance to build future participation
- Academic Advisory Group (AAG) worked to modernise curricula, suggest new Industry relevant programmes and integrate case studies that broaden student perspectives. It enhanced CII-IL's knowledge base through resources and global collaborations, while creating certification pathways for professionals. These built a strong foundation for future talent and workforce development.



Winners of the SCALE Awards 2025 in Hyderabad

The CII Institute of Quality (CII-IQ), CII's first Centre of Excellence, has been at the forefront of advancing India's quality and competitiveness movement for 25 years. Working across manufacturing, services and the public sector, CII-IQ enables organisations to achieve measurable business results through structured interventions in Business Excellence, Total Productive Maintenance (TPM), Lean, Six Sigma, Operational Excellence and Quality Management Systems.

Last year, CII-IQ deepened Industry engagement through focused training programmes, assessments, consulting assignments, cluster initiatives and thought leadership platforms-helping organisations translate best practices into tangible performance improvements.

BUSINESS EXCELLENCE

Business Excellence played a catalytic role in shaping modern Indian Industry. By transitioning organisations from compliance-focused quality systems to integrated, performance-centric management models, it elevated leadership maturity, strategic coherence, customer focus and operational rigour.

Beyond operational gains in productivity, cost efficiency and quality, Business Excellence drove a cultural shift-embedding continuous improvement,

innovation and evidence-based decision-making into the organisational DNA. It strengthened resilience, governance and long-term value creation, positioning Indian enterprises as globally competitive and socially responsible institutions.

Impact

- Over 100 assessors trained based on European Foundation for Quality Management (EFQM) Model
- More than 25 recognitions
- 25% - 40% cost reduction
- 20% enhancement in people satisfaction.

OPERATIONAL EXCELLENCE

The Operational Excellence (OPEX) Department supported organisations in achieving superior performance across productivity, quality, cost, delivery, safety and morale. Through structured deployment of TPM, Lean, Six Sigma and continuous improvement frameworks, CII-IQ worked closely with leadership and shopfloor teams to institutionalise robust operating systems and enhance asset reliability.

Key outcomes included measurable improvements in process capability, waste elimination, equipment effectiveness and cross-functional collaboration.



L – R: Natarajan K M, Sr. AVP – Operations, Carborundum Universal Ltd; Dr S Rajkumar, President, Rane Madras Ltd; Dr N Muthukumar, Deputy Chairman, CII TPM Club India and Managing Director, Kaynes Technology and Muthuraj R, Vice President - Operations & Plant Head of TK Plant, TVS Sundaram Clayton Ltd at Launch of CII Operational Excellence Chennai Chapter in Chennai

The focus remained on moving organisations from isolated improvement projects to integrated, culture-led excellence journeys delivering sustained business results.

Impact

- Operational Excellence Chapters launched (Bengaluru, Pune and Chennai)
- Over 150 companies directly impacted through consulting and advisory services
- Customer complaint reduction by 80%
- Product defect reduction by 77%.

LAUNCH OF OPEX CHAPTER, CHENNAI

The OPEX Chennai Chapter was launched in December, marking an important step in strengthening the regional excellence ecosystem by providing a collaborative platform for Industry leaders and practitioners to drive integrated, enterprise-wide OPEX. Building on Chennai’s strong manufacturing base, the Chapter focused on advancing productivity, quality, cost, delivery, safety, sustainability and digital maturity through structured methodologies. The initiative aims to enable peer learning, capability building and best practice-sharing, positioning Chennai as a key hub for OPEX initiatives aligned with CII-IQ’s national framework.

LAUNCH OF TRADE ENABLING STANDARDS INFORMATION PORTAL

The Trade Enabling Standards Information Portal (TESIP), developed and launched by the Centre, is a comprehensive digital platform supporting Indian industries in navigating trade-related standards and

regulatory requirements. It serves as a centralised repository of domestic, international and private standards applicable to key sectors and major export markets.

TESIP provides insights into India’s Quality Infrastructure (QI) Framework, including standardisation, metrology, conformity assessment, accreditation, testing, inspection, certification and verification systems that ensure product and service reliability.

The portal enables businesses to access sector-specific international standards and technical regulations, stay updated on Indian regulatory frameworks and understand compliance pathways across more than 20 key export-interest sectors. By offering insights into global trade networks and related bodies, TESIP supports industries in meeting critical international requirements and integrating seamlessly into regional and global value chains.

CII-IQ QUALITY RATNA AWARD

The Quality Ratna Award, instituted by CII in 2019 to commemorate three decades of the Quality Movement in India, honours leaders who have demonstrated visionary leadership, successful adoption of quality principles and significant contribution to Industry and society. The Quality Ratna Award 2025 was conferred on Padma Shri Venu Srinivasan, Past President, CII and Chairman Emeritus, TVS Motor Company, at the 33rd CII Excellence Summit in Bengaluru. The award was presented by Soumitra Bhattacharya, Chairman, CII-IQ and CEO & Director, IFQM in recognition of Venu Srinivasan’s visionary leadership, pioneering contribution to India’s Quality Movement and sustained excellence in building globally competitive enterprises.



L – R: Soumitra Bhattacharya, Chairman, CII-IQ and CEO & Director, IFQM; Venu Srinivasan, Chairman Emeritus, TVS Motor Company; Tarun Sharma, Deputy Managing Director, Export-Import Bank of India; Sanjay Garg, Director General, Bureau of Indian Standards and L. Krishnan, Managing Director, Taegutec India Pvt Ltd at the 33rd CII Excellence Summit in Bengaluru

CII CENTRE OF EXCELLENCE FOR SUSTAINABLE DEVELOPMENT

For over two decades, the CII Centre of Excellence for Sustainable Development (CII-CESD) has been a national catalyst for embedding sustainability into India's growth model. Established before sustainability gained mainstream momentum, CII-CESD built many of India's foundational frameworks on environmental governance, responsible business conduct, sustainable supply chains, circular economy pathways, climate resilience and ESG reporting. Across these years, CII-CESD has shaped the policies, partnerships and initiatives underpinning India's transition toward green growth, industrial competitiveness and environmental stewardship.

This long-standing commitment was symbolically renewed with the launch of **ॐRaa** – the CII Sustainability Mascot, unveiled during CII-CESD's 20th anniversary celebrations by Shri Bhupender Yadav, Minister of Environment, Forest & Climate Change. **ॐRaa** represents the essence of the Centre's work: inspiring responsible manufacturers, mindful consumers and sustainability-conscious citizens. It symbolises CII-CESD's evolution from a pioneering knowledge centre to a national movement-builder, carrying forward the 20 years into the next era of India's sustainable development journey.

DRIVING NATIONAL ENVIRONMENTAL POLICY REFORM

CII-CESD played a pivotal role in strengthening India's environmental regulatory ecosystem. Through sustained collaboration with the Ministry of Environment, Forest and Climate Change (MoEFCC), Central Pollution Control Board (CPCB), Bureau of Indian Standards (BIS), Department for Promotion of Industry and Internal Trade (DPIIT), NITI Aayog, regulators and subnational Governments, CII-CESD advanced several high-impact policy reforms that enhance both environmental integrity and ease of doing business. Key contributions included:

- Rationalisation of greenbelt norms, enabling more efficient land use while maintaining environmental safeguards

- Expansion of White Category exemptions, reducing compliance burdens for low-polluting industries
- Clarification of Environmental Clearance processes, improving predictability and accelerating project implementation
- Launch and functionality strengthening of the Unified Consent and Monitoring System (UCAMS) – a major step toward transparent, digital and streamlined environmental approvals
- Enhancements to India's Extended Producer Responsibility (EPR) framework, including co-design of the CPCB Unified EPR Portal and refinements improving credit utilisation and ease of compliance.

CII-CESD also provided inputs on Solid Waste Management Rules, new EPR frameworks for non-plastic materials and sector-specific challenges across diverse waste streams including plastics, e-waste, batteries, tyres, used oil, construction & demolition waste, biomedical waste and hazardous waste. These reforms support India's shift toward a credible, harmonised and future-ready environmental governance landscape.

Importantly, CII-CESD's engagement with NITI Aayog and Bureau of Indian Standards (BIS) contributed to the development of national recycling policy guidance



ॐRaa – the CII Sustainability Mascot launched at the 20th Global Sustainability Summit in New Delhi

and sustainability standards aligned with international benchmarks such as ISO/TC 323, ensuring India remains globally competitive as circularity becomes critical to international trade and responsible manufacturing norms.

ACCELERATING INDIA'S TRANSITION TO A CIRCULAR ECONOMY

Circularity remained central to CII-CESD's work, and this year saw major progress in advancing business-led circular solutions. At the 2nd CII Circular Economy Conference, the Centre showcased a new publication, 'Circular Economy Practice in India', highlighting scalable Industry initiatives that are embedding circular design, reverse logistics, recyclability and material recovery into mainstream business strategy.

Internationally, CII-CESD elevated India's position at the World Circular Economy Forum 2025 in Brazil, organising an Accelerator Session to identify pathways and barriers for circular economy adoption across the Global South. These discussions shaped global thinking on how emerging economies can embed circularity while pursuing economic growth.

The CII India Plastics Pact catalysed market transformation by promoting recyclable packaging design, reducing virgin plastic use and expanding recycled content uptake. The first CII Sustainable Plastic Packaging Awards recognised ten companies' pioneering solutions that make plastic packaging more recyclable and circular. These business-led shifts signal a maturing ecosystem where circularity drives innovation, investment and behaviour change.

STRENGTHENING ESG GOVERNANCE AND ENABLING SUSTAINABLE FINANCE

As global investors prioritised sustainability-aligned growth, CII-CESD advanced India's Environmental, Social and Governance (ESG) architecture. The CII National Mission on Sustainability (NMS) identified four national priorities: ESG governance, decarbonisation, nature-based resilience and circular economy practices. CII-CESD led efforts across all four themes.

A landmark publication, 'Assessing the Impact of ESG Standards Alignment on Sustainable Finance in India', analysed the alignment between domestic Business Responsibility and Sustainability Reporting (BRSR) requirements and International Financial Reporting Standards (IFRS) S1 & S2 across 15 sectors, offering clear insights into how Indian companies can improve disclosure quality and access sustainable finance.

To support policy refinement, the India Sustainability Task Force (ISTF) engaged senior policymakers including the Chairperson of Securities and Exchange Board of India (SEBI) and MoEFCC leadership, providing actionable recommendations to strengthen BRSR and BRSR Core frameworks. This aligns India's sustainability disclosures more closely with global investor expectations and improves the credibility of sustainability data.

CII-CESD also expanded its work with MSMEs and supply-chain companies, recognising that India's sustainability transition must be inclusive. 23 MSME partners were awarded the Eco Edge Certificate for



L - R: Chandrajit Banerjee, Director General, CII; Bhupender Yadav, Minister of Environment, Forest & Climate Change and Sanjiv Puri, Immediate Past President, CII & Chairman, CII-ITC CESD and Chairman & Managing Director, ITC Ltd at the CII 20th Global Sustainability Summit in New Delhi

excellence in sustainability integration - reflecting CESD's commitment to building capacity and strengthening ESG adoption across India's industrial base.

The roundtable on 'Delivering Sustainability at Scale: Pathways for Global Transformation' coincided with the World Economic Forum Annual Meeting 2026 in Davos in January. The session highlighted India's economic rise; its sustainability roadmap and shared how it offers strong returns on investment, with low NPAs, low inflation, rising production and rapidly improving infrastructure.

BUILDING CLIMATE RESILIENCE AND A LOW-CARBON INDUSTRIAL ECONOMY

As climate impacts intensify, CII-CESD deepened its work on climate resilience, risk assessments and decarbonisation.

Climate Risk, Adaptation & Resilience

The Centre strengthened the Physical Climate Risk Assessment Framework (PCRAF) through new pilot studies across districts and industrial sites. The Disaster Resilience Framework for Eluru, Andhra Pradesh and West Godavari districts provided actionable recommendations for improving disaster risk reduction using CII-CESD's structured assessment methodology.

Decarbonisation and Climate Finance

To accelerate India's low-carbon transition, CII-CESD submitted recommendations on the draft India Climate Finance Taxonomy, a critical step in mobilising green capital. In partnership with the Industrial Transition Accelerator (ITA) and Boston Consulting Group, CII-CESD supported the expansion of India's pipeline of bankable green projects. Phase I identified:

- Sixty high-impact projects across hard-to-abate sectors
- Representing USD 150 billion in investment potential
- With capacity to create over 2,00,000 jobs
- Abating 140–170 million tonnes of CO₂e.

These insights will inform strategic investments driving India's industrial decarbonisation. CII-CESD also contributed to global climate dialogues, including engagements with COP30 leadership, positioning Indian businesses as partners in advancing global climate solutions.

PROMOTING NATURE-POSITIVE BUSINESS ACTION

CII-CESD strengthened its work on biodiversity conservation and nature-related risk management. The conference 'Action for Biodiversity Conservation: Investing in People & Planet', organised with the International Big Cat Alliance, amplified the role of Industry in conservation. The report 'Aligning BRSR and TNFD' provided a practical roadmap for companies to integrate nature-related disclosures into corporate reporting, enhancing transparency and long-term risk management.

IMPROVING AIR QUALITY, PUBLIC HEALTH AND RURAL LIVELIHOODS

Air pollution remains one of India's most significant public health and environmental challenges. Through the Cleaner Air Better Life (CABL) initiative, CII-CESD delivered major cross-sector solutions focused on Industry, logistics, urban centres and agriculture. Key actions included:

- Promoting data-driven solutions for cleaner air in cities and industries
- Advancing financing models for zero-emission logistics
- Supporting clean construction practices
- Facilitating Industry-wide action through the India CEO Forum for Clean Air.

A highlight of this year was the expansion of the CABL Crop Residue Management Programme, which reached:

- Two lakh farmers
- Across 1004 villages in Punjab and Haryana
- Preventing stubble burning on over 90% of 11 lakh acres of paddy fields.

These interventions resulted in:

- Twenty two million kg of PM10 avoided
- Two-and-a-half million kg of black carbon reduced
- Two hundred and fifty million m³ of irrigation water saved.

CII-CESD's mission for the next decade is clear: to drive systemic, scalable, measurable impact that supports India's ambition to become a global model for sustainable, resilient and inclusive growth.

CII CENTRE OF EXCELLENCE FOR COMPETITIVENESS FOR SMEs



Centre of Excellence
for Competitiveness for SMEs

The CII Centre of Excellence for Competitiveness for SMEs (CII-CFC) has emerged as a premier institution committed to driving excellence and competitiveness across Indian Industry, especially MSMEs. The Centre serves as a catalyst to help organisations adopt world-class practices, enhance operational efficiency and achieve sustainable growth.

ADVOCACY

CII-CFC supports Industry through consulting, advisory and training & development interventions across the following verticals:

- **Manufacturing excellence consulting:** Lean implementation, Zero Defect Manufacturing and related initiatives through structured handholding and onsite visits
- **Energy audits:** Optimisation of power consumption, conducted by Bureau of Energy Efficiency-certified energy auditors
- **Corrosion assessments and audits:** Identification and mitigation of corrosion-related risks and losses
- **Continuing Education Programme:** To upskill working professionals, the Centre runs the following focused programmes:
 - Postgraduate Professional Development Programme in Corrosion Management & Technology in association with IIT Ropar
 - Postgraduate Professional Development Programme in Manufacturing Excellence & Management in association with Thapar University
 - Postgraduate Professional Development Programme in Energy Management & Climate Action with Thapar University.

By offering impact services, the Centre enables MSMEs and suppliers to:

- facilitate robust supply chain integration with Original Equipment Manufacturers (OEMs);
- reduce costs and improve profitability through operational excellence and energy savings;

- enhance scalability by adopting digital solutions, sustainability and global best practices;
- strengthen market linkages and competitiveness through supplier development and export facilitation;
- ensure long-term business growth via financial, strategic and workforce interventions;
- ensure plant and operational readiness for exports; and
- corrosion management solutions for ensuring asset longevity and reduced operational costs.

ACTION

CII-CFC's initiatives aim to strengthen cross-sectoral collaborations, showcase Indian competitiveness and engage with the international business community to benefit businesses, economies and societies globally.

18th CII NATIONAL COMPETITIVENESS & CLUSTER SUMMIT

The CII National Competitiveness & Cluster Summit fosters collaboration and facilitates partnerships to drive India's manufacturing sector towards greater competitiveness. It serves as a platform for knowledge exchange, networking and collaboration, ultimately contributing to the growth and success of Indian industries in an increasingly competitive global market.

The 18th edition of the summit witnessed

- over 1000 Kaizens participating in Kaizen competitions
- more than 270 best case studies being presented
- over 500 Industry officials joining.

The Conference on Manufacturing Transformation for Excellence, an integral part of the Summit chaired by Dr Tapan Sahoo, Executive Officer, Digital Enterprises, Information & Cyber Security, Maruti Suzuki India Ltd featured sessions focusing on automation & robotics, artificial intelligence (AI), machine learning and digitisation and supply chain optimisation.

CORTEM

Under the aegis of its Corrosion Management Division, CII organised the 2nd edition of the International Conference on Corrosion Technology & Management – CORTEM 2025 in Chennai. CORTEM 2025 was a 3-day key conference organised alongside the 5th edition of the Surface Coating Expo held at the same venue.

Key Highlights

- The winners of the 2nd CII National Corrosion Management Practices Competition & Awards were felicitated that included AMNS Hazira, CSIR-CRRI, Indian Oil Corporation – Faridabad and Mathura units, Gujarat Fluorochemicals Ltd, CSIR-National Metallurgical Laboratory, GAIL (India) Ltd, India Welds and Build-Aid DM SES Co
- More than 50 speakers including eight overseas speakers shared views at 11 sessions, that featured wide-ranging deliberations on positioning India as a global leader in corrosion management, examining opportunities and challenges for sustainable growth, strengthening policies, regulations and standards and accelerating digital transformation through Industry 4.0 and AI
- Over 300 delegates participated, including delegations from Indian Air Force and Indian Navy.

ENERGY CIRCLE COMPETITION

Aligned with the outcomes of COP29 and India’s commitment to achieve Net Zero emissions by 2070,

the 9th edition of the CII National Energy Efficiency Circle Competition underscored the critical role of energy efficiency as the ‘First Fuel’ for sustainable growth. Having showcased more than 1700 best-practice case studies across previous editions, the 9th edition saw over 185 case study entries from 127 organisations and participation from more than 500 delegates, providing a strong platform for collaboration, innovation and climate action leadership.

Impact

Key Parameters 2025	
Savings from energy audits, clusters and assignments	INR 8097 lakh+
Companies directly impacted through clusters, audits, consulting and other projects	40 +
Kaizens to showcase continuous improvement through the cluster approach till date	10 lakh +
Industry participants benefitted from virtual/physical training programmes, workshops, competitions and webinars	5000+
Indian managers trained through Partnering in Business with Germany Programme for business networking and collaborations with German companies	750+ (cumulative)



L - R: M Ponnuswami, Co-Chairman, CII National MSME Council and Founder & Chairman, Pon Pure Chemicals Group; Dr Amir Eliezer, Former Chair, AMPP, USA; Rear Admiral G K Harish, AVSM VSM (Retired), Head – Ship Building Business, Larsen & Toubro; Dr U Kamachi Mudali, Chairman, SCE & CORTEM & Chairman, CII Corrosion Management Division and Vice Chancellor, Homi Bhabha National Institute and Vijay Sharma, Director, Jindal Stainless Ltd releasing the CII Recommendations for proposed National Corrosion Policy at CORTEM in Chennai

CII CENTRE OF MANUFACTURING EXCELLENCE

Aligned with India's ambition to become a globally competitive manufacturing powerhouse, the CII Centre of Manufacturing Excellence (CII-CME) enables capability building, operational excellence and industrial transformation. Through a structured portfolio of technical training programmes, learning missions, safety initiatives, awards and youth engagement platforms, CII-CME supports organisations across sectors in enhancing productivity, innovation, sustainability and global competitiveness toward Viksit Bharat@2047.

TECHNICAL TRAINING & CAPABILITY DEVELOPMENT

CII-CME conducted over 190 training programmes through both open and customised in-company formats. These programmes were delivered by a strong pool of experienced faculty and Industry practitioners and covered critical focus areas including manufacturing and operations, Industry 4.0, advanced manufacturing and analytics, occupational health and safety, project and supply chain management, international trade & finance and human resources (HR), sales and other soft skills.

The initiatives collectively reached to more than 1500 organisations, 4000 professionals and 450 MSMEs, enabling participants to strengthen technical competencies, adopt digital and smart manufacturing practices, improve shop-floor productivity, enhance safety performance and build leadership and behavioural capabilities for sustainable business performance.

INTERNATIONAL & DOMESTIC LEARNING MISSIONS

CII-CME's learning missions provided immersive exposure to global and domestic best practices.

The Learning Mission to Japan on Smart Manufacturing and the World Expo offered participants firsthand insights into advanced production systems, automation, robotics, digital manufacturing and sustainability-driven innovation through curated visits to leading manufacturing facilities, research institutions and innovation

ecosystems. The mission enabled benchmarking with global leaders and provided strategic perspectives on Japan's manufacturing excellence, quality culture and continuous improvement ethos.

The Domestic Learning Mission on Manufacturing Excellence and Smart Manufacturing in Pune, Maharashtra, focused on peer learning and practical exposure within the Indian context. Participants benchmarked progressive Indian organisations, gained insights into technology adoption, lean practices, quality systems and operational excellence frameworks and identified scalable best practices relevant to their own enterprises.

OCCUPATIONAL HEALTH & SAFETY (OHS)

Strengthening safety leadership and systems remains a core focus area for CII-CME. The Centre anchors the National Task Force on Industrial Safety which has participation across sectors from both top management to safety leaders.

The 10th National Conference on Occupational Health & Safety held in Mumbai, brought together more than 200 safety professionals, senior leaders, policymakers and experts to deliberate on strengthening occupational safety and health systems, integrating technology and behavioural interventions and aligning safety performance with India's long-term development vision.



L-R: Ganesh Wagh, Former Head, Safety, Health & Environment, Mahindra & Mahindra Ltd; Anil G Verma, Chairman, CII National Task Force on Industrial Safety and Executive Director & CEO, Godrej Enterprise Group and Sanjay Khanna, Director (Refineries) with Additional Charge of Chairman & Managing Director, Bharat Petroleum Corporation Ltd at the launch of 'Accident Reporting Guidelines - All States & UTs' at the 10th Edition of the Annual Conference on Occupational Health & Safety in Mumbai

The 7th edition of the Competition on Best Practices in Occupational Health & Safety, covered engineering, manufacturing, oil, gas, chemicals, construction, infrastructure and utilities sectors and received participation from 100 companies, reflecting strong Industry engagement. A robust three-level evaluation process-comprising detailed submission review, online presentations and physical site assessments-ensured objectivity and rigour. The competition recognised exemplary initiatives and reinforced the importance of proactive risk management, structured emergency planning and preparedness in building resilient organisations and safer workplaces.

AWARDS & RECOGNITION FOR MANUFACTURING EXCELLENCE

CII's National Awards for Excellence in Manufacturing remain India's most prestigious recognition, celebrating organisations that demonstrate outstanding performance and leadership across all dimensions of manufacturing excellence. The awards are based on a comprehensive evaluation framework covering seven key parameters: technology, collaboration, production, market dynamics, sustainability, policy and behavioural aspects—providing a 360° view of organisational capabilities and Industry best practices.

The 4th edition of the awards witnessed participation from 77 organisations spanning diverse sectors, reflecting commitment to innovation, operational efficiency, sustainability and global competitiveness. Organisations were assessed on their ability to integrate advanced technologies, optimise production processes, foster collaboration across the value chain, respond effectively to market dynamics, implement sustainable practices, adhere to policies and promote a culture of continuous improvement and excellence among their workforces.

The awards served as a benchmark for manufacturing excellence, encouraging organisations to adopt best practices, drive innovation and elevate their global competitiveness.

YOUTH ENGAGEMENT & MANUFACTURING ADVOCACY

CII-CME hosted the 6th edition of ANVESH, India's premier manufacturing quiz, nurturing awareness, interest and engagement among young professionals and students in the manufacturing sector. The initiative creates a platform where participants can explore manufacturing concepts, emerging technologies, Industry trends and operational excellence practices, fostering a 'manufacturing-friendly' mindset among the next generation of Industry leaders.

The 2025 edition witnessed participation from over 200 young professionals and students representing leading manufacturing companies, startups and academic institutions across India.

The quiz covered a wide spectrum of topics, including manufacturing processes, quality systems, continuous improvement methodologies, design philosophies, Industry best practices and regulatory frameworks, encouraging participants to deepen their understanding of real-world manufacturing challenges and innovations.

Structured in a multi-stage format, including preliminary rounds, semi-final buzzer rounds and a high-intensity grand finale, the quiz tested both conceptual knowledge and problem-solving agility. ANVESH 2025 not only celebrated excellence and innovation but also reinforced the importance of knowledge-driven competitiveness, critical thinking and collaborative learning in shaping India's manufacturing ecosystem.



Deepak Shetty, Chair, CII National Committee on Manufacturing Excellence and CEO & MD, JCB India; Jamshyd Godrej, Chairman, CII Centre of Manufacturing Excellence and Chairman & Managing Director, Godrej & Boyce Manufacturing Company Ltd; Swati Salgaocar, Past Chairperson, CII Western Region and President, V M Salgaocar & Brother Pvt Ltd and R Dinesh, Past President, CII and Executive Chairman, TVS Supply Chain Solutions and R Mukundan, President Designate, CII and MD & CEO, Tata Chemicals Ltd felicitating winners of the 4th Edition of the CII National Awards for Excellence in Manufacturing (large category) at the CII National Awards for Excellence in Manufacturing, held in Mumbai

CII GREEN BUSINESS CENTRE

The CII Green Business Centre (CII-GBC) is CII's developmental institute on green practices and businesses, aimed at offering world-class advisory services on conservation of natural resources. CII-GBC provides services on energy management, green buildings, green companies, green product certification, cleantech startup acceleration, green mobility and green cooling. Together, all the services facilitate a reduction of over 55 million tons of CO₂ per year.

ENERGY TRANSITION SERVICES

CII-GBC houses India's largest energy efficiency team, facilitating industries to achieve world-class energy efficiency standards. The team collaborates with Industry, Government and national & global organisations to drive impactful actions toward Net Zero emissions.

Key accomplishments:

- Conducted more than 2200 energy audits across 25 countries
- Trained over 1,00,000 professionals in energy efficiency management
- Developed more than 100 energy efficiency manuals and publications
- Facilitated over 400 innovative technologies driving emissions reduction
- Facilitated renewable energy in excess of 1 GW across the country
- Certified 104 vendors through the CII Rooftop Solar Vendor Rating Programme (VRP)
- Recognised more than 180 plants through the CII Performance Excellence Awards for Solar, Wind and Hybrid Plants.

The Energy Efficiency Summit, India's largest conference on energy efficiency, marked its 24th anniversary this year. Featuring sector-focused conferences on thermal power and pulp & paper, it hosted the National Award for Excellence in Energy Management and witnessed international

participation, including 19 startups from Australia, highlighting global collaboration and innovation in energy efficiency solutions.

IGBC GREEN AND NET ZERO BUILDING MOVEMENT

In alignment with its vision to facilitate India's leadership in Net Zero and sustainable development, the Indian Green Building Council (IGBC) has been driving climate-responsive, energy-and resource-efficient practices through certification, membership and capacity-building initiatives. As IGBC marked its Silver Jubilee this year, it strengthened its contributions to national goals of Net Zero emissions by 2070.

IGBC's milestones achieved:

- Approximately 15.75 billion sq ft green building footprint with more than 19,070 IGBC registered projects
- Thirty-two regional chapters, 260 founding Members and over 2600 organisational Members
- Impact from approximately 36 lakh residential dwelling units, over 4990 residential projects, 10,915 commercial projects, 920 industrial buildings, 1260 transit infrastructure projects, 188 built environment projects and 245 Net Zero projects.

Asia's largest green building conference and expo, the Green Building Congress, witnessed the launch of IGBC Green Hotels Rating System along with product launches by 21 exhibitors. These initiatives highlighted market readiness for adoption of green building products, materials and technologies, reinforcing the integration of innovation and standards with India's green building and Net Zero ecosystem.

GREENPRO ECOLABEL

The GreenPro Ecolabel empowers end users to choose environmentally friendly products and materials, minimising the ecological impact of construction activities and the built environment.

As of 2025, GreenPro has certified over 14,500 products from more than 750 companies across 50 categories for ecolabelling standards.

Key achievements:

- Signed a memorandum of understanding (MoU) with the Singapore Environment Council to enable mutual recognition and strengthen sustainable procurement in the APAC region
- Recognised John Deere for its leadership and innovation in advancing sustainability across its supply chain
- Ecolabelling India's first GreenPro-certified two-wheeler, manufactured by TVS Motor Company
- Signed MoUs with Green Mark – Republic of Uzbekistan and the Thailand Ecolabelling Institute. These partnerships aim to facilitate green trade, enable alignment of sustainability standards and promote mutual recognition of ecolabels, strengthening cross-border cooperation in sustainable consumption and production.

GREENCO COUNCIL

The GreenCo Council is an Industry-led body overseeing India's premier environmental performance rating system and certifications for the Industry. Through leadership engagement and capacity building, it drives advancements in climate action, energy efficiency, water stewardship, circular economy principles and green supply chains, positioning Indian Industry as a global sustainability leader.

GreenCo milestones:

- Rating over 1050 industrial units, delivering measurable reductions in emissions, resource use and operating costs
- The first 600 GreenCo-rated industrial units mitigated 5.7 million tonnes of GHG emissions, conserved 194 million kL of water and saved INR 5136 crore annually
- Marked significant expansion, with GreenCo initiating internationalisation through a feasibility study in Southeast Asia
- Launched Zero Liquid Discharge Certification Guidelines
- Certified 760 practitioners through 13 training programmes
- Convened 32 forum meetings and events showcasing advanced green technologies



L - R: Dr Suchitra K Ella, Vice President, CII and Co-Founder & Managing Director, Bharat Biotech International Limited; Duddilla Sridhar Babu, Minister for Information Technology, Electronics & Communications, Industries & Commerce and Legislative Affairs, Government of Telangana and Jamshyd Godrej, Chairman & Managing Director, Godrej & Boyce Manufacturing Company Ltd at the GreenCo Summit in Hyderabad

- Advanced institutional engagement via an MoU with the Andhra Pradesh Pollution Control Board, integrating GreenCo metrics into regulatory frameworks
- Expanded digital accessibility with 'Greenie', an AI-powered advisory chatbot
- Flagship platforms, including the GreenCo Summit, the Waste and Resource Management Summit and the Indian Green Champions League, mobilised thousands of stakeholders.

These initiatives accelerated pathways toward Net Zero, circular economy adoption and enhanced ESG performance nationwide.

GREEN ENTREPRENEURSHIP COUNCIL

The Green Entrepreneurship Council (GEC) fosters an ecosystem of innovators, implementers and mentors to drive clean tech innovation and accelerate its market adoption. By 2025, GEC made a significant impact in promoting collaboration and innovation within the cleantech and sustainability sectors.

Key achievements:

- Over 50 cleantech startup cohort Members
- Introduced the startups to more than 15 sectors
- Facilitated 570 B2B interactions
- Generated over 700 B2B interests from Industry stakeholders
- Countries engaged - Australia, Bangladesh, Sweden, Ethiopia and Japan.

CII CENTRE OF EXCELLENCE FOR LEADERSHIP

Amid global uncertainties and emerging opportunities, the CII Centre of Excellence (CoE) for Leadership focused on building leadership capacities through innovative 'people' and 'process' transformations. Interventions included training programmes, flagship conferences, masterclasses and targeted interventions, fostering new skills and driving business excellence.

NEW INITIATIVES

CII National Leadership Summit

The maiden edition of the CII National Leadership Summit emerged as the apex leadership platform of the Centre, bringing together senior leaders and policymakers to examine leadership in an era of disruption and change. The Summit focused on building leadership capabilities that balance purpose with performance, agility with resilience and innovation with responsibility. Through high-impact keynotes and curated dialogues, it explored leadership imperatives across strategy, technology, transformation and culture.

Animal Wellbeing Summit

The maiden National Animal Wellbeing Summit convened policymakers, regulators, Industry leaders, researchers and innovators to strengthen India's animal health ecosystem. Discussions focused on modernising regulatory and policy frameworks, promoting indigenous research & development, accelerating digital adoption and enhancing global competitiveness in line with national priorities such as Atmanirbhar Bharat and rural economic development. Deliberations highlighted the critical role of animal wellbeing in food security, public health and rural livelihoods. Key themes included upgrading disease surveillance, improving access to quality veterinary products & services and tapping emerging opportunities in companion animal health, alternate medicine integration and export-driven manufacturing.

NextGen Finance Leadership Development Programme

The NextGen Finance Leadership Development Programme was designed as a strategic capability-building initiative to enhance leadership effectiveness of finance professionals in a complex and dynamic business environment. Through expert-led sessions, case discussions and experiential learning, participants strengthened their understanding of strategic finance, risk management and value creation, emerging better equipped to navigate volatility and contribute meaningfully to business strategy.

CAPACITY BUILDING INTERVENTIONS

Certified Leadership Development Programme for 'First Time Managers'

Acknowledging the pivotal role that emerging talent plays in organisational success, the Centre delivered three editions of its flagship, long-duration, evaluation-based certification programme. The programme was designed to nurture future-ready leaders and adopted a multi-touchpoint learning design. The initiative integrated innovative methodologies including online simulations, e-learning modules and videocasts, enabling sustained engagement, applied learning and long-term impact.

12th & 13th Young Leadership Development Digital Programme

In a period marked by business uncertainty, organisations continued to place strong emphasis on leveraging and developing internal talent. In response, the Centre delivered successive editions of its flagship Young Leadership Development Digital Programme (YLDP). The programme's sustained relevance and impact were reflected in continued organisational participation, underscoring its effectiveness in preparing emerging leaders to take on higher responsibilities and future leadership roles.

CII Certified Online Programme on Strategising in Fiercely Competitive Markets

Recognising the critical role played by mid-level managers in organisational performance, the programme was curated to strengthen the strategic management capabilities of middle and senior leaders. It equipped participants with practical tools and perspectives to navigate market complexity and make informed, forward-looking decisions that create sustainable competitive advantage.

Leadership in the Age of AI

Recognising the growing impact of artificial intelligence (AI) and Generative AI on leadership and organisational decision-making, the CoE conducted two batches of its flagship 'Leadership in the Age of AI' programme. Designed for senior and mid-level leaders, the live virtual programme focused on building future-ready leadership capabilities by enabling participants to align AI with strategy, navigate change effectively and lead responsibly in an AI-integrated business environment.

Certified Programme on Current & Emerging Technologies for Managers

To help managers navigate the fast-changing technological landscape, the Centre conducted batch II of the CII Certified Programme on Current & Emerging Technologies for Managers (CII-CETM).

The programme covered the 'Essential Six' technologies: AI and machine learning (ML), internet of things (IoT) and the Metaverse, cloud services, robotic process automation (RPA), augmented & virtual reality and blockchain. Designed to empower managers with actionable insights, it focused on leveraging these technologies to drive innovation, enhance efficiency and create competitive advantages.

Leadership Programme on Generative AI

The Centre organised the 2nd Cohort – 'Leadership Programme on Generative AI and Knowledge Graphs for Business Growth' which explored how Generative AI, enhanced by retrieval-augmented generation (RAG) and knowledge graphs, can drive innovation, improve decision-making and boost operational efficiency. Participants included business leaders and professionals keen to leverage these transformative technologies.

OutThink Masterclass Series

The Centre organised an OutThink Session on 'Driving Business Growth through Strategic Product Leadership'. The session brought together Industry leaders and experts to share practical perspectives on product strategy, innovation, data driven decision-making and building resilient product teams. With participation from senior practitioners across sectors, the programme enabled rich peer learning and strategic dialogue.



L-R: R Mukundan, President Designate, CII & Chairman, CII Leadership Summit and Managing Director & CEO, Tata Chemicals Ltd; Sudhanshu Vats, Managing Director, Pidilite Industries and Neelkanth Mishra, Chief Economist, Axis Bank at The National Leadership Summit 2025 in Mumbai

The CII Water Institute addresses emerging and complex water challenges through science-led, technology-driven solutions. Leveraging advanced digital analytics, tools and frameworks, the Centre supports informed decision-making and advances the national agenda for a water-secure future.

CII MISSION ON WATER

The CII Mission on Water, with the overarching goal of achieving water neutrality by 2030, catalysed Industry-led collective action to promote the adoption of water-neutral practices across sectors. Guided by the principles of sustainability and ecosystem preservation, the Mission focused on bridging water demand-supply gaps by enabling the creation of Water Neutral Companies under the Water Neutrality Framework of NITI Aayog.

Over 90 plants and campuses were certified as 'Aspiring Water Neutral' as per NITI Aayog's Guidelines, while two facilities were certified as 'Water Positive' taking the cumulative total to 110 plant locations. These companies serve as lighthouse examples, demonstrating scalable and replicable solutions for water security.

The Mission also advanced awareness and capacity building through a series of focused engagements, including webinars, training initiatives and thematic sessions at various capacity building programmes - both at regional and national levels.

INTERNATIONAL ENGAGEMENTS

CII Water Institute actively participated in strategic international engagements and global water stewardship dialogues. The Institute contributed to discussions on Corporate Water Stewardship at the Stockholm World Water Week 2025 and participated at the India-Belgium Collaboration on Water and Waste Management Solutions, which explored opportunities for partnership with Belgian companies in the sector.

The India-Australia Water Accelerator Programme, implemented in partnership with the Australian Trade and Investment Commission (Austrade), hosted an Australian water-sector delegation in Mumbai and Chennai, enabling dialogue, technology exchange and partnership development.

ADVISORY SERVICES

CII's water audits over the years have resulted in potential water savings of 400 billion litres, guiding Indian industries towards improved water use efficiency. In 2025, the Institute undertook 70 water audits across India, with significant water-saving potential (30-40%) possible through low-to-medium cost strategies.

The Centre also built competitiveness in the Industry through CII's performance-cum-system-based certification and ranking-CII Blue Rating System.



Recipients of the Water Neutrality Certification at Water Innovation Summit 2025 in New Delhi



Recipients of the 19th CII National Awards for Excellence in Water Management

Following the assessment, plants were rated based on water management in operations, watershed level community engagement, supply chains and leadership strategies.

Hydrological, Hydrogeological and WATSCAN Studies for Indian Industries

CII's WATSCAN tool, a digital water resource assessment tool, has been pivotal in undertaking hydrological assessments, offering insights on water resources. About 4.5 lakh sq km of India's geographical area has been mapped by WATSCAN so far. WATSCAN was applied to projects run by a leading Industry Member in their Nimapada unit in Odisha and Bengaluru unit in Karnataka, where it facilitated watershed assessments, identification of recharge opportunities, evaluation of lake rejuvenation potential, understanding of hydrological behaviour and water security challenges. These insights enabled effective strategic planning, prioritisation of interventions, capacity enhancement and development of sustainable water conservation and groundwater recharge initiatives.

CII Water Institute also conducted two detailed hydrogeological studies supporting sustainable water management across the airports and distilleries sectors in India. Notable projects included aquifer analysis for various industries, groundwater monitoring for plants in Alwar and a Water Sustainability Study and Water Neutrality Assessment for leading public infrastructure entities.

KNOWLEDGE SHARING

Water Innovation Summit

The 11th Water Innovation Summit provided a platform to discuss opportunities, partnerships and collaborations for enhancing water security.

Deliberations at this flagship annual event underscored the urgency of adopting sustainable practices, strengthening resilience to emerging water risks and the power of collective action in driving long-term water security.

Israel was the Focus Country at the Summit, where Indian companies engaged in B2B meetings with an Israeli delegation.

CII National Awards for Excellence in Water Management

The 19th CII National Awards for Excellence in Water Management recognised 25 companies across sectors for their water management practices across three categories – 'Within the Fence' (within the company), 'Beyond the Fence' (at the watershed level) and 'Innovative Water Saving Product'.

WaterTech Summit

Deliberations at the CII Water-Tech Summit focused on digital innovation, AI-enabled automation and cross-disciplinary approaches alongside cost-effective and environmentally sustainable strategies for water reuse, resource recovery and advanced systems for measuring and monitoring water resources. Discussions also echoed strong emphasis on collaboration among Government, Industry and technology partners.

National Conference on Pulp and Paper

The 10th edition of the CII Pulp and Paper Summit emphasised the importance of sustainability, innovation and future readiness in the pulp and paper Industry. The Summit highlighted the need for long-term resilience through sustainable water management practices, effective policy integration and climate-conscious operations.

CII FOOD AND AGRICULTURE CENTRE OF EXCELLENCE

The CII Food and Agriculture Centre of Excellence (CII-FACE) strengthens India's agri-food value chain from farm to fork through innovation, capacity building and productivity enhancement. Working with farmers, Industry and Government, CII-FACE helps to improve market access, food safety and farmers' incomes while reducing post-harvest losses. Through data-driven assessments, sectoral research and high-impact public-private partnerships, the Centre of Excellence (CoE) delivers scalable solutions that advance food security, nutrition, sustainability and inclusive growth.

ACTION

DAIRY INVESTMENT ACCELERATOR PROJECT

Through the Dairy Investment Accelerator project (DIA), CII-FACE is advancing inclusive and sustainable transformation in India's dairy sector by combining farmer-centric innovation, capacity building and investment facilitation, with a strong focus on women-led smallholder farmers. DIA scales proven technology solutions such as solar-powered hydroponic fodder systems, silage baling and AI-enabled artificial insemination to address fodder insecurity, improve milk yields, reduce costs and lower environmental impacts. This initiative in Madhya Pradesh trained over 3000 women farmers and facilitated nearly INR 1000 crore in dairy investments in Uttar Pradesh, offering a scalable model for sectoral transformation. It was instrumental in increasing milk yields by 1-2 litres per cow per day in Bihar.

LARGE-SCALE FOOD FORTIFICATION

CII-FACE contributed to Large-Scale Food Fortification (LSFF) by strengthening quality systems, mobilising private-sector participation and building technical capacity across the value chain. Through ecosystem assessments on double fortified salt, technical exposure visits, Industry engagement on premix supply and state-level capacity-building workshops, CII-FACE addressed key challenges related to quality

compliance, testing credibility and scale-up, reinforcing the quality, credibility and scalability of food fortification in India.

BUILDING RESILIENT VALUE CHAINS: APPLE AND CHILLI

Under the Farmer Producer Organisation (FPO) Business Support Unit, two value chain development initiatives were implemented with FPOs in selected districts in Himachal Pradesh and Karnataka, focusing on apples and red chilli, respectively. Launched in 2023-24, the programmes strengthen FPO institutions, improve post-harvest and on-farm practices, enabling digital and climate-smart interventions and enhancing market linkages. These programmes supported scalable, quality-focused value chains aimed at improving farmers' incomes and long-term resilience.

Impact

- 12 FPOs engaged across three states and more than 40 villages
- More than 3000 farmers reached across horticulture and spice value chains
- Over 9000 acres covered through improved agronomy and digital tools
- Targeted capacity building on post-harvest management, value addition and Integrated Pest Management (IPM)
- Adoption of climate-smart practices, bio-input and real-time advisories
- Stronger institutional capacity and market readiness of FPOs.

TRAINING AND CAPACITY BUILDING

Food Safety and Quality Workshops

Assessor trainings for CII Food Safety Awards, FSSAI's Food Safety Training and Certification (FoSTaC) and interactive workshops on 'Enhancing Analytical Skills of Food Lab Personnel' were extensively conducted Pan India, to strengthen capacity of food business operators. More than 500 participants attended these workshops.

Agri-Carbon Market Masterclass

CII-FACE launched an Agri-Carbon Market Masterclass series that strengthened stakeholder's understanding and capacity of agri-carbon markets. The first masterclass, held in New Delhi in November, comprised six modules covering the fundamentals of agri-carbon markets, project-level greenhouse gas accounting, engagement with carbon registries, risk management in voluntary carbon markets, ensuring credit quality and integrity and financing mechanisms for carbon project development and implementation.

BUILDING A CULTURE OF EXCELLENCE

CII Food Safety Awards

The 15th edition of the CII Food Safety Awards was organised in New Delhi, recognising excellence in food safety across small, medium and large food businesses. The Awards promote internationally benchmarked food safety practices, build capacity across the food value chain and provide a framework for continual improvement. The initiative strengthened food safety performance across 22 food sectors, with applications increasing 14-fold and the pool of trained assessors expanding more than 25-fold over the last 15 years.

CII Food Safety and Quality Kaizen Competition

The 7th edition of the CII Food Safety and Quality Kaizen Competition, organised in partnership with Food Safety System Certification (FSSC) and in collaboration with Japan Union of Scientists and

Engineers (JUSE), was held in New Delhi. It showcased grassroots innovations from across the food sector and attracted nearly 100 participants. Over the years, the competition has generated 289 improvement ideas across 10 food sectors, setting benchmarks for MSMEs and large enterprises while fostering cross-learning. This edition reinforced the competition's role as a catalyst for innovation, operational excellence and continuous improvement across India's food sector.

CII FPO Excellence Awards

The 3rd edition of the CII FPO Excellence Awards was held alongside the CII FPO Summit in New Delhi. The Awards showcased achievements of outstanding FPOs across 4 distinct categories - market linkages, women leadership, technology deployment & value addition and branding.

CII Cold Chain Awards

The 9th CII Cold Chain Awards, held in Mumbai, recognised organisations and initiatives demonstrating excellence in innovation, sustainability, operational efficiency and service quality across the cold-chain value chain. The Awards celebrated Industry leadership and best practices that are shaping a resilient, technology- driven and future-ready cold chain ecosystem. This year, alongside regular categories such as Integrated Supply Chain Solutions, IQF Technology and Frozen Food Cold Chain, new categories were introduced to acknowledge emerging innovations in last-mile delivery, controlled atmosphere technology, automated cold storage and collaborative partnerships.



Awardees receiving the 15th CII Food Safety Awards in New Delhi

CII CENTRE OF EXCELLENCE FOR INNOVATION, ENTREPRENEURSHIP AND STARTUPS

CII Centre of Excellence for Innovation, Entrepreneurship and Startups (CII-CIES) is a national catalyst for innovation that shapes meaningful engagement in India's startup ecosystem. Through structured programmes, partnerships and policy engagement, CII-CIES strengthens innovation pathways toward enterprise adoption and scale.

Since the Centre's launch in 2020, it has enabled startups to scale while helping corporates co-create solutions that address sectoral challenges and unlock sustainable economic value nationwide.

ADVOCACY

CII-CIES continued its policy advocacy efforts by submitting more than 100 recommendations to central ministries and State Governments to create a more enabling environment for innovation, growth and competitiveness.

CII-CIES submitted GST rationalisation recommendations including relief for Research & Development (R&D) and prototyping, incubation services, Government project procurement in strategic sectors like defence and environment.

The Centre proposed key reforms to further strengthen India's startup ecosystem, with a focus on tax and compliance simplification, patent incentives, streamlined exit processes and enhanced access to capital.

Targeted recommendations were submitted to the Securities and Exchange Board of India (SEBI) on enabling founders to receive Employee Stock Ownership Plans (ESOPs), providing flexibility in promoter shareholding post the Initial Public Offering (IPO), taxing ESOPs at liquidity instead of at exercise and creating a multi-tiered capital market to support startups while protecting investor interests.

The Centre also developed an Action Plan to support and scale startups in agritech, biotech and semiconductors that outlined a comprehensive

strategy to build globally competitive startup ecosystems in these sectors under the NITI Aayog FTH Startup Workstream. The initiative focused on key enablers such as policy reforms, funding access, infrastructure development, talent creation, R&D and international collaborations.

The CII Unicorn Forum strengthened its policy influence by enabling structured founder-led engagement 'Founder's Huddle' to surface priority issues across key sectors and translate them into focused, outcome-oriented policy dialogue aligned with Industry and national priorities.

Corporates across diverse sectors from automobile and healthcare to consumer products and jewellery were engaged through the Market Access initiative across 100 focus areas, supported by innovative startups. This resulted in 1500 applications from startups, of which 240 were shortlisted to pitch directly to corporates. Collectively, these engagements accelerated meaningful Industry-startup collaborations, enabling innovation adoption, pilot opportunities and long-term partnerships.

The CII-CIES Startup Affiliation Programme is designed to certify growth stage startups and provide them a platform to connect with corporates and key ecosystem enablers. The affiliation serves as a credible endorsement, reflecting rigorous vetting against Industry benchmarks, enhancing startup visibility. Many affiliated startups received the opportunity to pitch their products and services to corporates and investors through the monthly 360-degree pitching series. For founders, this translated into stronger positioning and increased readiness for enterprise and investor engagement.

CII-CIES delivered high-impact capacity building masterclasses across key ecosystem segments, reaching more than 450 leaders while creating sustained stakeholder relationships. The Family Office Masterclass series themed 'Why Investing in Startups Should Be Part of Your Portfolio' was conducted



✓ *R S Reddy, Chairman, CII Telangana and Managing Director, Rachamalla Forgings Pvt Ltd; Shyam Srinivasan, Senior Advisor and Operating Partner, TVS Capital Funds & Former Managing Director & CEO, Federal Bank; Kris Gopalakrishnan, Past President, CII & Chairman, CII CIES and Co-Founder, Infosys & Chairman, Axilor Ventures and Chandrajit Banerjee, Director General, CII, amongst other participants at the CIES Masterclass for Family Businesses and Family Offices on 'Why Investing in Startups Should Be Part of Your Portfolio' in Hyderabad*

across Aurangabad, Madurai, Hyderabad and Kolkata, engaging over 100 family offices. These sessions focused on alternative investments, startup due diligence beyond financial metrics and portfolio construction for patient capital.

The 'Art of Storytelling' Masterclass trained startup founders in purpose-driven pitch development using the 4C Framework (Customer, Context, Challenge, Change). The Corporate Venture Capital (CVC) Masterclass engaged CVC heads with strategic frameworks for dual-objective mandates (financial returns and strategic alignment). By deepening understanding of startup potential and alternative investment approaches, the sessions enhanced the ability of stakeholders to unlock innovation and channel capital into high-impact startups.

The flagship ICONN Summit served as a multi-stakeholder platform bringing together corporates, startups, investors and ecosystem enablers to advance innovation-led collaboration. The summit featured three thematic tracks - Sustainability, Manufacturing and Financial Inclusion - along with an expo showcasing solutions from startups. Key knowledge outputs included three reports and compendiums on hardware and DeepTech innovation, financial inclusion and women-led innovation. The programme also offered high-impact masterclasses focused on future-ready product innovation and responsible use of emerging technologies, equipping participants with strategic insights, practical perspectives and collaboration opportunities.

Aligning with the ICONN Summit, CII-CIES successfully concluded the 6th edition of the CII Startuppreneur Awards, recognising and celebrating groundbreaking innovations and entrepreneurial excellence shaping the future of Indian Industry. This year, from over 700 applications received nationwide, 12 outstanding startups were recognised across the categories of Best Women-Led Innovation, Best Social Impact Startup, Excellence in Product/Technology Innovation by a Startup and Best Emerging Innovation.

ICONN NINJA India Programme is a strategic initiative jointly led by CII-CIES and the Japan International Cooperation Agency (JICA) under the Supporting Indian Startups for Global Business Expansion (SGBBE) project. The programme deepens Indo-Japan startup collaboration by facilitating structured engagements between high-potential Indian startups and leading Japanese corporates. This year, three cohorts brought together nine Japanese corporations and 30 startups selected from 1500 applications, creating tangible opportunities for cross-border partnerships.

CII-CIES organised four international startup delegations to Japan, Sweden, UAE and Singapore. The delegations enabled B2B meetings and interactions with Government leaders, investors, corporates and ecosystem enablers across global platforms including SusHiTech, Osaka Expo, GITEX, Vitalis and SWITCH. These missions significantly strengthened India's global innovation footprint, facilitating market access, partnerships and investment linkages. The engagements also translated into concrete market expansion opportunities, helping startups establish a presence and strengthen operations in international markets.

CII CENTRE OF EXCELLENCE ON SKILLS

The CII Centre of Excellence (CoE) on Skills bridges the skills gap and cultivates a future-ready workforce by aligning the skilling and placement initiatives to the dynamic Industry requirements, thereby delivering measurable social impact at scale.

In line with this strategy, CII strengthened its policy engagement with the States and the Central Government, focusing on creating a vibrant skilling ecosystem in the country. Through the year, CII scaled up Industry-Academia collaboration through CII Multi Skill Training Institutes (MSTIs), CII Model Career Centres (MCCs), Education 2 Employment (E2E) Career Lounges, certification programmes and international pathway programmes.

ADVOCACY

To strengthen policy coherence, deepen Industry alignment and enhance India's skilling ecosystem, the CII National Committee on Skill Development and Livelihood engaged with key stakeholders to build a robust policy advocacy agenda.

Several position papers identifying priority reform areas were prepared and submitted to the Government.

Recommendations included development of a Universal Labour Information Management System (ULIMS); creation of an integrated dashboard, linking State Skill Development Missions with the Ministry of Skill Development & Entrepreneurship (MSDE); adoption of a cluster-based approach through Integrated Skill Development Centres (ISDCs); facilitating skilling and upskilling of the micro, small and medium enterprise (MSME) workforce; policy incentives to promote quality skilling and employment; development of a framework for international skill mapping and skill gap studies; and strengthening IndiaSkills and WorldSkills initiatives.

Dedicated sessions were held with Shri Jayant Chaudhary, Minister of State (I/C), MSDE and Smt Debashree Mukherjee, Secretary, MSDE, focusing on strengthening Industry-aligned skilling pathways to



L-R: Suresh Prabhu, Former Union Minister; Dr Arvind Virmani, Member, NITI Aayog; Aditya Ghosh, Chairman, CII National Committee on Skill Development & Livelihood and Co-Founder, Akasa Airlines & Founder-Homage and Chairman, Social Enterprise Centre of SEWA at the CII Conference on Jobs & Future of Work: Critical Growth Enablers in New Delhi

meet domestic and global workforce requirements; institutionalising Industry participation in curriculum design; enhancing trainer exposure to Industry practices; expanding apprenticeships and placement linkages; modernising industrial training institute (ITI) infrastructure to deliver job-ready outcomes; and accelerating the rollout of the Pradhan Mantri Skilling and Employability Transformation (PM-SETU) through upgraded ITIs.

ACTION

STRENGTHENING INDUSTRY-ALIGNED SKILLING AND EMPLOYMENT ECOSYSTEM

CII MCCs, operating as Industry-led employment exchanges, provide aptitude-based career counselling, soft skills training and placement support to youth. Currently, 59 MCCs operate in 23 states, having counselled over 19.14 lakh candidates and placed more than 12.86 lakh candidates across key sectors.

Under the guidance of Shri N Chandrababu Naidu, Chief Minister of Andhra Pradesh, four MCCs were launched in Vijayawada, Tirupati, Visakhapatnam and Sri City. An MCC was also established by the CoE in Churachandpur district, Manipur.

CII initiated the E2E Career Lounges to enable a seamless transition from education to employment for university students. Currently, 31 E2E Career Lounges are operational across universities in India, with plans to scale up to 100.

CII MSTIs strengthened their presence, starting operations at two new centres - Ghitorni in Delhi and Sambalpur in Odisha. These MSTIs are multi-corporate, multi-skilling models, designed to deliver vocational training across specialised trades in high-growth sectors. The CII Skill Centre App was launched to expand access to skilling opportunities. Eight MSTIs operate in Maharashtra, Madhya Pradesh, Himachal Pradesh, Rajasthan and West Bengal, with 20 new MSTIs planned.

INTERNATIONAL PATHWAYS

The CoE facilitated international workforce mobility, placing candidates in Japan, Finland and Australia in electronics, automotive, healthcare, hospitality, shipbuilding, construction and electricals. In Japan, over 600 Indian candidates have been deployed till date.

To expand global opportunities, CII signed an MoU with City & Guilds, the United Kingdom (UK), to address skill shortage in the UK. This was followed by a Letter of Intent with Deakin University, Australia, to launch the Global Job Readiness Programme - bringing world-class employability training to Indian learners. The International Mobility Initiative is now expanded to Germany, South Korea, France, the Middle East and other Scandinavian nations.

INDUSTRY-ACADEMIA COLLABORATION

India's first international diploma programme - the Vocational Education and Training (VET) by École hôtelière de Lausanne (EHL), the Swiss Professional Diploma in Hospitality, was delivered in partnership with EHL Hospitality Business School, Switzerland. The programme was accredited by National Council for Vocational Education and Training, establishing a benchmark for global-local integration in skill certification.

The launch of CII-IGNOU Career Edge Academy will deliver Industry-Academia integrated, degree-aligned, credit-linked skilling programmes in high-growth sectors like hospitality, healthcare, information technology, finance and cybersecurity in online and blended formats.

The CoE partnered with the International Centre for Industrial Transformation, to accelerate India's digital manufacturing transformation through the globally recognised Smart Industry Readiness Index, equipping Industry with globally benchmarked frameworks, training, assessments, certification and sustainable Industry 4.0 roadmaps.

The CoE also enabled Industry alignment for the All India Council for Technical Education (AICTE)-Industry Fellowship Programme, facilitating Academia engagement with Industry to gain practical exposure and transfer learning to Academia through curriculum alignment, enhanced teaching outcomes and strengthened Industry-Academia linkages.

CII, in collaboration with NITI Aayog, also organised the Conference on Jobs and Future of Work that underscored the need for India's employment and skilling strategy.

CII CENTRE OF EXCELLENCE ON EMPLOYMENT AND LIVELIHOOD

The CII Centre of Excellence on Employment & Livelihood (CII-CEL) empowers micro and small entrepreneurs across India to grow, thrive and scale their businesses. CII-CEL aims to transform India's micro entrepreneurial landscape, with a vision to support and uplift one lakh micro entrepreneurs across the country.

The Centre enables growth by providing continuous handholding, capacity building engagements, business interventions and mentorship for business owners. It also facilitates market linkages to help entrepreneurs expand their reach and scale sustainably.

MICRO BUSINESS EXCELLENCE INITIATIVE

To provide guidance and business engagements to entrepreneurs and business owners of the micro and small enterprises, CII-CEL constituted state and district level Entrepreneurs Development Forums (EDFs) nationwide.

Entrepreneurs from Tamil Nadu, Karnataka, Andhra Pradesh, Maharashtra, Telangana, Kerala, Odisha, Nagaland, Mizoram, Assam, Arunachal Pradesh, Sikkim and Ladakh are currently being supported through the Centre's growth engagements and EDFs.



L-R: Sohanjeet Randhawa, Director-Strategy & Sustainability, Volvo Group India Pvt Ltd; Dharmendra Pradhan, Minister of Education, Government of India; Rabi Narayan Naik, Minister of Rural Development, Panchayati Raj and Drinking Water, Government of Odisha and Chandrajit Banerjee, Director General, CII at the Launch of Micro & Small Business Excellence Project and the Sambalpur Entrepreneurs Development Forum in Odisha



Launch of Micro & Small Business Excellence Project in Mizoram and the Mizoram Entrepreneurs Development Forum in Itanagar by Pu Lalduhoma, Chief Minister of Mizoram

During the year, CII-CEL impacted over 2600 micro and small entrepreneurs in 38 districts across 12 states and one UT. These enterprises employ over 43,000 people and generate a combined turnover of more than INR 13,000 crore.

MICRO AND SMALL BUSINESS EXCELLENCE PROJECT

CII-CEL launched its landmark initiative, the Micro and Small Business Excellence Project and the Mizoram EDF, inaugurated by Shri Pu Lalduhoma, Chief Minister of Mizoram.

The Centre also launched the Project in Odisha and the Sambalpur EDF in Sambalpur, Odisha. The initiative was formally inaugurated by Shri Dharmendra Pradhan, Minister of Education. The Centre's project in Arunachal Pradesh was inaugurated by Lt Gen Kaiwalya Trivikram Parnaik (Retd), Governor of Arunachal Pradesh.

OUTREACH

Through a Parliamentarians' session hosted in Delhi in August, 28 Members of Parliament from 11 states participated. R Dinesh, Immediate Past President, CII and Chairman, CII-CEL and Executive Chairman, TVS



✓ *R Dinesh, Immediate Past President, CII & Chairman, CII-CEL and Executive Chairman, TVS Supply Chain Solutions Ltd introducing the CII-CEL initiative to the parliamentarians during the special interaction in New Delhi*

Supply Chain Solutions Limited presented CII's commitments to nurture and scale micro and small businesses across India, showcasing a model of livelihood improvement.

INCLUSIVE ENTREPRENEURSHIP

CII-CEL, in partnership with the CII Foundation and the India Business & Disability Network, organised a special growth programme for entrepreneurs with disabilities in Tamil Nadu (Coimbatore and Chennai). Over 130 entrepreneurs are being supported with business strategy, financial management, artificial intelligence (AI)-driven marketing and digital tools, fostering inclusion and growth.

CII-CEL STATE & DISTRICT PARTNERSHIPS

CII-CEL signed a cooperative MoU with the Andhra Pradesh MSME Corporation, with the signing taking place in the presence of the Chief Minister of Andhra Pradesh. Another MoU was signed with the District Administration of Chamarajanagar to implement the

Micro and Small Business Excellence initiative in and around the district.

Under these MoUs, the State and District Departments will jointly work with the CII-CEL initiative in supporting over 1200 micro and small business owners.

ENTREPRENEURS DEVELOPMENT FORUM ENGAGEMENTS

The CII-CEL Chennai EDF Meet provided forum Members with first-hand exposure to world-class manufacturing practices. The initiative facilitated peer learning and benchmarking of best practices, while reinforcing CII-CEL's objective of enhancing competitiveness, operational efficiency and growth readiness among micro and small entrepreneurs.

Entrepreneurs supported by CII-CEL were mentored by CII Business leaders from region, state and zones. Over the year, CII-CEL partnered with leading corporates to foster inclusive economic growth, empower entrepreneurs at the grassroots and build a resilient, future-ready India.



✓ *Dharmendra Pradhan interacting with Members of the Entrepreneurs Development at the CII-CEL Market Connect Engagement in Odisha*



✓ *Kinjarapu Rammohan Naidu, Minister of Civil Aviation with micro-entrepreneurs during the CII-CEL Market Connect Engagement in Visakhapatnam, Andhra Pradesh*

COMPETITIVENESS DEVELOPMENT SERVICES

CII's Competitiveness Development Services (CDS) division anchors national-level initiatives that strengthen the global readiness of Indian Industry by advancing innovation, capability enhancement and the adoption of world-class practices. Within this wider mandate, CDS steers coordinated transformation programmes that blend leadership development with manufacturing excellence. The CDS division also aims to foster continuous learning, advance small and medium enterprises (SMEs) and nurture projects ensuring inclusive growth through manufacturing.

VISIONARY LEADERS FOR MANUFACTURING (VLFM) PROGRAMME

CII's Visionary Leaders for Manufacturing (VLFM) programme is a nation-building initiative to create future-ready leaders who leverage their VLFM learnings in their company's ecosystem as 'Champions for Societal Manufacturing', through breakthrough thinking, envisioning considerable growth and global exposure with an experiential continuous learning mindset.

The VLFM programme, established under a joint technical cooperation agreement between the Government of India and Japan in December 2006, in

its 18th batch last year, has trained over 1500 senior managers in manufacturing, driving breakthroughs across more than 300 organisations. The impact includes over 450 documented success stories.

Launch of VLFM Batch 18

Batch 18 of the VLFM programme was inaugurated by dignitaries from Industry, representatives from Japan International Cooperation Agency (JICA) and senior faculty, marking the beginning of another impactful journey of leadership and transformation.

This batch represents one of the most diverse and vibrant groups of Industry learners and senior experts in the programme, bringing together participation from a wide range of sectors such as auto original equipment manufacturers (OEMs), auto components, air conditioning, heavy engineering, automation, chemicals, construction, oil and gas, jewellery, fast-moving consumer goods (FMCG), appliances, aerospace, logistics, textiles and several emerging sectors.

With 106 participants, Batch 18 stands as the largest batch in the history of the VLFM programme, reflecting its expanding relevance across India's manufacturing landscape. Participants come from key functional roles including operations and manufacturing, research & development, design, supply chain and procurement, quality assurance,



VLFM Batch-18 Inauguration in Mumbai

business excellence and digitalisation, engineering and maintenance, human resources, environment, health and safety, marketing & data and artificial intelligence (AI). This multidimensional profile brings together deep technical expertise and cross functional perspectives, strengthening collaborative learning throughout the programme.

Having successfully completed Module 5, Batch 18 is now preparing for the Japan Learning Visit in 2026, where participants will experience world class manufacturing systems, cultural discipline and breakthrough thinking.

VLFM Global Learning Visit to Japan

Each VLFM batch undertakes a Japan Learning Visit, one of the most powerful experiential components of the programme. The purpose is to learn from Japan's globally admired manufacturing systems, social discipline, design philosophy and leadership culture. Participants observe Japan through an Outside-In perspective, enabling them to return with fresh ideas, deeper reflection and clarity on what India can become. As part of this journey, every participant works on a Self Initiated Research (SIR) project that generates structured insights aimed at societal and industrial benefit.

VLFM participants of Batch 17, during the Japan Learning Visit, explored how discipline, culture and technology came together to create sustainable excellence. They observed unmanned factories where robots assemble other robots, inclusive manufacturing systems designed for specially abled individuals, and futuristic exhibitions showcasing humanoids, embodied AI and next generation automation. They also engaged with Japan's cultural heritage to understand how social values influence national behaviour, productivity and quality consciousness.

This immersive learning experience encouraged participants to reflect deeply on leadership, systems thinking and their own behavioural patterns. The Japan module also strengthened cultural and economic ties between India and Japan while enhancing global leadership skills through direct observation, structured reflection and exposure to advanced manufacturing and societal systems.

16th VLFM Learning Convention and Graduation Ceremony

The Graduation Ceremony for Batch 16 was held in Mumbai. The ceremony felicitated 76 participants for

successfully completing their one year programme. The ceremony honoured 26 faculty members, who are esteemed Industry experts.

The CII Centre of Manufacturing Excellence hosted CXOs, presidents, directors, chief human resources officers (CHROs), plant heads, senior managers and heads of department (HODs) from nominating companies, giving them a first hand experience of the VLFM ecosystem during the VLFM Learning Convention and Graduation Ceremony.

The ceremony was enriched by an interactive question and answer session between the audience and the panellists, adding depth and value to the learning experience.

Visionary Small and Medium Enterprise Programme

Under the VLFM umbrella, CII also runs the Visionary Small and Medium Enterprise (VSME) programme. Launched in 2010, the VSME programme is a strategic initiative under VLFM programme. It focuses on transforming Indian SMEs, particularly those that serve as vendors of OEMs and Tier 1 companies, into globally competitive manufacturing units.

The VSME programme has delivered outstanding improvements across the supply chain, supporting over 30 OEMs and about 300 Tier 2 and Tier 3 suppliers so far.

The successful execution of VSME initiatives across diverse manufacturing operations demonstrates how focused process improvement and strategic alignment can generate substantial business benefits. These outcomes not only showcase higher productivity and stronger financial performance but also establish a strong benchmark for operational excellence within the SME ecosystem.



Felicitating of VSME Champions by Jamshyd Godrej, Chairman, CII Centre of Manufacturing Excellence and Chairman & Managing Director, Godrej & Boyce Manufacturing Company Ltd in Mumbai

FAMILY BUSINESS NETWORK

The CII Family Business Network (FBN) India Chapter continues to advance its mission of strengthening the family business ecosystem in India. With a focus on continuity, responsible ownership and long-term value creation, the Chapter actively curates initiatives that support family enterprises across generations.

ACTION

In collaboration with The Family Business Consulting Group, a Learning Journey to Saudi Arabia was organised for 15 family business leaders from India. Held across Riyadh and Jeddah, the programme provided firsthand exposure to the Kingdom's rapidly transforming economic landscape, enabling meaningful interactions with leading family enterprises and insights into governance, diversity and cross-border growth opportunities.

CII-FBN India hosted the FBN Now Gen International Forum and Learning Journeys, bringing together current-generation leaders from family enterprises across the world. The programme featured the main

forum in Delhi, followed by curated learning journeys to Bengaluru, Kochi and Jaipur, offering firsthand exposure to leadership practices and diverse regional business ecosystems.

The 6th NxG Annual Summit brought together over 85 next-generation leaders and family business experts for two vibrant days in Bengaluru. The event explored how family businesses can evolve while preserving their core values. Discussions covered leadership, technology, governance and culture, offering fresh perspectives on navigating change across generations.

The 24th CII-FBN India Annual Convention brought together family business leaders from across the country for two days of reflection, dialogue and deep engagement on a theme that sits at the heart of every enduring enterprise-stewardship. Held in Kochi, the convention explored balancing legacy and innovation in an increasingly volatile, fast-changing world.

The closed-door session at Davos convened global family business leaders for a candid dialogue on circular leadership, innovation and growth.



L - R: R Dinesh, Past President, CII & FBN Board Member and Chairman, TVS Supply Chain Solutions Ltd; Alfonso Libano, Chair, FBN Board and Vice President of the Board, COBEGA and Alexis du Roy de Blicquy, CEO, FBN International at the Roundtable on Circular Leadership, Innovation and Growth in Davos, Switzerland

MICRO, SMALL & MEDIUM ENTERPRISES

The CII National Micro, Small and Medium Enterprises (MSME) Council undertook sustained, evidence-based advocacy with Ministry of MSME, Finance, Cabinet Secretariat, Department for Promotion of Industry and Internal Trade, Reserve Bank of India (RBI), NITI Aayog and Parliamentary Committees.

ADVOCACY

Key CII recommendations accepted:

- Periodic revision of the MSME definition at fixed intervals (every 3–5 years)
- Enhancement of corpus of the Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE)
- Priority support for micro enterprises through affordable credit, capacity building, mentorship, market access and infrastructure
- Leveraging Digital Public Infrastructure to enable cash-flow-based lending.

The Council presented a comprehensive MSME reform agenda to the Cabinet Secretariat and NITI Aayog's High-Level Committee and Working Group on Deregulation, covering regulatory simplification, public procurement, access to finance and technology

adoption. Key recommendations included decriminalising minor compliance lapses, enabling self-certification and digital dispute resolution, amending the MSMED Act 2006, rationalising Quality Control Orders and labour compliances.

CII also advocated for strengthening the Government e-Marketplace (GeM)'s deviation and appeal mechanisms. In consultation with RBI and financial regulators, CII recommended measures to sustain MSME credit, including regulatory forbearance, concessional working capital, enhanced utilisation of CGTMSE, extended non-performing assets (NPA) recognition timelines and targeted liquidity support for export-oriented sectors.

To address trade disruptions from US tariff measures, CII advocated targeted support, including an Emergency Export Shock Window for MSMEs, multi-year interest subvention, assured Remission of Duties and Taxes on Exported Products (RoDTEP) continuity and stronger export credit and risk-cover mechanisms. Following Mexico's tariff escalation from January 2026, CII proposed diplomatic engagement for transitional relief on existing contracts and sector-specific exemptions.



L-R: Vikram Gandotra, Chairman, Working Group on Technology, CII Affiliated Council and Director, Industry & Policy, Siemens Ltd; Shreekant Somany, CMD, Somany Ceramics Ltd; M Ponnuswami, Co-Chairman, CII National MSME Council and CMD, Pon Pure Chemical India Pvt Ltd; Dr Rajneesh, Additional Secretary & Development Commissioner, Ministry of MSME; Sunil Chordia, Chairman, CII National MSME Council and CMD, Rajratan Global Wire Ltd and Dilip Sawhney, Chairman, CII National Committee on Smart Manufacturing & MD, Rockwell Automation during CII MSME Growth Summit in New Delhi

ACTION

CII strengthened MSME policy advocacy through leadership platforms with the MSME Leadership and Growth Summits, releasing the Digital Saksham Impact Report and Driving Competitiveness policy agenda, highlighting digital adoption, finance, ease of doing business, skills, exports, sustainability and smart manufacturing for cost-effective Industry 4.0. The CII Global MSME Business Summit further advanced dialogue on integrating Indian MSMEs into resilient global value chains with policymakers and stakeholders.

CII's MSME Clinics enabled structured Government engagement for awareness and issue resolution, while cluster-level cost and competitiveness workshops with the Ministry of MSME informed targeted national interventions. MSME competitiveness and global integration were reinforced at the 30th Partnership

Summit and the CII Annual Business Summit, highlighting vendor development, technology upgradation and Industry integration as key enablers for MSME scale-up and global value chain integration.

CII, in collaboration with Indian School of Business (ISB), is undertaking a study to assess sector-specific challenges and opportunities that will generate data-driven policy recommendations and identify key drivers to strengthen MSME competitiveness and resilience.

CII also partnered with the Department of Financial Services and Mastercard to train 400 MSMEs across states in digital and cybersecurity practices, strengthening risk management, secure finance and global readiness.



L - R: Shruti Khanijow, Partner, Shardul Amarchand Mangaldas & Co; S Sudhakar, CMD, Turbo Engineers Ltd; Sunil Chordia, Chairman, CII National MSME Council and CMD, Rajratan Global Wire Ltd; Kondapalli Srinivas, Minister, MSME, SERP, NRI Empowerments & Relations, Government of Andhra Pradesh; M Ponnuswami, Co-Chairman, CII National MSME Council and CMD, Pon Pure Chemical India Pvt Ltd; Prof (Dr) James Nedumpara, Professor and Head, Centre for Trade and Investment Law (CTIL), IIFT and India Chair, WTO Chairs Programme; Rishi Kumar Bagla, Chairman, CII Western Region and CMD, BG Electricals and Electronics India Ltd at the CII Global MSME Business Summit in New Delhi

PUBLIC SECTOR ENTERPRISES

Public Sector Enterprises (PSEs), contributing nearly 13–14% to India’s GDP, remain pivotal to the country’s next phase of economic transformation. As India advances rapidly towards a USD 10 trillion economy, growth will be driven by digitalisation, capital expenditure, innovation and supportive policy frameworks. In this journey, PSEs are expected to act with urgency and collective purpose to expand their economic footprint and align with national priorities.

Over the past year, the CII-PSE Council—the apex forum of CEOs and CMDs of Central Public Sector Enterprises—worked consistently to reinforce the critical role of PSEs and to articulate a robust growth framework that enables them to be future-ready and globally competitive while advancing India’s development objectives.

ACTION

A key policy engagement during the year was the interaction facilitated by CII between the Secretary, Department of Public Enterprises and Chief Executives of Central PSEs. This dialogue enabled discussion on strengthening the PSE growth framework, improving operational efficiency and aligning enterprise strategies with national development priorities.

Recognising the increasing importance of efficient dispute resolution in improving ease of doing business (EoDB) for PSEs, CII organised an interactive session on ‘Adopting a Transformative Vision for Mediation’. The session focused on the implications of the new Mediation Law and explored mediation and negotiation as effective alternative dispute resolution (ADR) mechanisms. Policy discussions emphasised reducing litigation burdens, improving contract enforcement and building institutional capacity through structured training of legal professionals to create a pipeline of future mediators within the PSE ecosystem.

The Council also advanced policy discourse on responsible business conduct and sustainability through a dedicated workshop organised in

collaboration with the CII Centre of Excellence on Sustainable Development (CII-CESD) and RITES, a Navratna PSE. The workshop deliberated on Environmental, Social and Governance (ESG) integration within business operations and value chains, biodiversity, climate change, circularity and compliance with Business Responsibility and Sustainability Reporting (BRSR).

CII organised a seminar on ‘Legal & Regulatory Framework for India’s Energy Sector’ that focused on leveraging legal expertise, risk mitigation strategies and regulatory clarity to enhance EoDB, ensure compliance and support sustainable investment in India’s energy economy.

Publications

The Council undertook a research report with support from National Foundation for Corporate Governance (NFCG) to examine the role of PSEs in facilitating EoDB for MSMEs, with a focus on procurement practices, institutional engagement, state-level policy variations, cluster-based integration and sector-specific experiences.

‘PSE Insights’, a quarterly magazine offering key perspectives and actionable insights into the development agenda of PSEs, was published periodically during the year. This publication highlights the significant role of PSEs in driving India’s economic growth and reiterates CII’s commitment to supporting their advancement.



Arun Kumar Singh, Chairman, CII PSE Council and Chairman & CEO, ONGC and K Moses Chalaj, Secretary, Department of Public Enterprises at an Interactive Session with Chief Executives of CPSEs in New Delhi

HUMAN RESOURCE DEVELOPMENT

During the year, organisations moved beyond experimenting with Generative AI to embedding it into Human Resources (HR) and workforce strategies at scale. CII supported members in leveraging artificial intelligence (AI) for practical business impact, guiding the integration of technology into decision-making, talent development and innovation, while helping prepare leaders and workforces for a rapidly evolving digital economy.

The CII Committee on Leadership and HR led initiatives to help organisations adapt to technological shifts. By focusing on innovation, continuous learning and skill enhancement, the committee supported businesses in transforming HR functions and preparing a future-ready workforce.

ACTION

15th CII HR Conclave

The 15th CII HR Conclave brought together HR leaders, business heads and thought leaders to explore the forces reshaping organisations amid technological disruption and evolving workforce expectations. Discussions reinforced HR's role as a strategic enabler of India's growth, with leadership shifting toward adaptive, purpose-driven models defined by mindset and impact rather than hierarchy.



Puneet Chhatwal, Managing Director & CEO, The Indian Hotels Company Ltd at the HR Conclave in Mumbai

The conclave highlighted bold workforce strategies, including rural and grassroots talent development and emphasised AI and human-machine collaboration as catalysts for change. Equally central was human experience, with wellbeing, resilience, trust and belonging recognised as key drivers of sustainable performance. Overall, the conclave positioned HR as a shaper of the future of work and leadership.

Key Outcomes

- HR established as a strategic driver linking business, technology and culture
- Shift to capability-led, purpose-driven leadership
- Emphasis on AI-enabled work redesign and human-machine collaboration.

THE CII HR EXCELLENCE MODEL

The CII HR Excellence Model provides a proven framework to measure and advance organisational HR maturity across six key areas: leadership; learning and development; HR strategy; people engagement; inclusion and wellbeing; and HR processes and results. The 16th CII National HR Excellence Award recognised organisations demonstrating outstanding HR performance, with the model helping them benchmark their HR processes and practices and identify areas for improvement.



Suresh Narayanan, Former Chairman & Managing Director, Nestle India Ltd

INDUSTRIAL RELATIONS AND LABOUR

CII worked with the Ministry of Labour and Employment (MoLE) and key stakeholders to support transition to the new framework through Industry engagement that addressed implementation challenges and helped strengthen compliance preparedness, particularly among micros, small and medium enterprises (MSMEs), to facilitate smoother implementation of labour codes.

CII also collaborated with national and international organisations like International Labour Organisation (ILO), International Organisation of Employers (IOE) and Responsible Business Alliance (RBA) on Responsible Business Conduct (RBC), supporting the Industry in aligning workplace practices with global frameworks.

Collectively, these initiatives supported the effective rollout of the Labour Codes, contributing to improved ease of doing business (EoDB) and strengthened workers' welfare.

ADVOCACY

CII played a proactive role in supporting labour reforms by:

- Submitting detailed recommendations to the MoLE on Labour Codes to enhance clarity and operational feasibility across sectors, particularly for MSMEs
- Advocating procedural clarity to promote employment generation under the Pradhan Mantri Viksit Bharat Rozgar Yojana
- Engaging with Employees' Provident Fund Organisation for the launch and implementation of Employment Linked Incentive Scheme
- Advancing policy dialogue on Responsible Business Conduct (RBC) with the ILO on responsible workplace practices and labour standards
- Recommending working women's hostels and creche facilities to improve safety and mobility for women workers.

ACTION

CII, in partnership with the MoLE, convened a regional dialogue on social justice under the Global Coalition for Social Justice, in the presence of Gilbert F Houngbo, Director-General, ILO, advancing discussions on equitable growth, social protection and labour market inclusion.

To strengthen Responsible Business Conduct (RBC), CII, along with Employers Federation of India and ILO conducted capacity-building workshops in Chennai, Delhi and Pune for the manufacturing sector.

Labour and employment priorities were further advanced through high-impact platforms, including the Conference on the Future of Jobs and the 'Learning to Earning: Bridging the Employability Gap' session at the CII Annual Business Summit 2025 with Dr Mansukh Mandaviya, Minister of Labour & Employment and Youth Affairs and Sports.

The CII National Awards for Excellence in Employee Relations and in Diversity, Equity and Inclusion recognised organisations demonstrating leadership in progressive workplace practices. At IndiaEdge 2025, inaugurated by Dr Mansukh Mandaviya, Industry leaders emphasised labour reforms, modernisation and skilling to advance a Viksit Bharat through productivity-led growth.

Internationally, CII participated at the 113th Session of the International Labour Conference in Geneva and led an Industry-trade union delegation to Japan, strengthening bilateral cooperation. CII also conducted an interaction with Dr Mansukh Mandaviya on National Career Service with employers in Doha, Qatar.



Dr Mansukh Mandaviya, Minister of Labour & Employment and Youth Affairs and Sports at India Edge in New Delhi

MARKETING LEADERSHIP

CII's National Committee on Marketing Leadership, along with the newly constituted India Business Marketing Forum, comprised Chief Marketing Officers (CMOs) and senior marketing leaders representing leading national brands. Together, they drove a range of initiatives aimed at advancing marketing excellence and strengthening leadership capability across the CII Membership.

ADVOCACY

The activities of both these bodies focused on strengthening marketers' capabilities through targeted interventions, while laying the groundwork for enabling marketing leaders to confidently navigate evolving challenges and emerging market complexities.

ACTION

CII organised the 9th edition of the Marketing Leadership Summit, which brought together India's leading marketing practitioners and thought leaders to deliberate on the evolving mandate of CMOs and the strategic imperatives of resilience, relevance and reinvention in a rapidly changing business environment.

In a significant step towards strengthening the B2B marketing ecosystem, CII constituted the Indian Business Marketing Forum (IBMF) - a one-of-a-kind platform dedicated to business marketing in India. Chaired by Madhav Singhania, Joint Managing Director & CEO, JK Cement Limited, the Forum brought together 25 eminent business marketing professionals.

CII also organised the maiden Business Marketing Summit, which provided a strategic platform for industry leaders to exchange insights, share real-world best practices and explore how business marketing can act as a catalyst for growth, innovation and competitiveness in an evolving Indian marketplace.

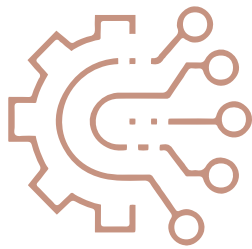
To build future-ready marketing leadership, CII organised the Certified Next-Gen Marketing Leadership Programme to enable marketers to master strategic and digital-first marketing approaches, build agile and growth-oriented marketing organisations and develop leadership capabilities aligned with emerging challenges. Supported by rigorous assessments and continuous progress monitoring, the programme witnessed strong participation from CII's Membership.



L-R: Nidhi Yadav, Brand and Marketing Head, Senior Director, India Boston Consulting Group; Bhadresh Pathak, Executive Vice President and Business Head L&T-SuFiN; Dipankar Mukherjee, Chief Marketing and Sales Officer, mjunction and Ankur Periwal, Managing Director, KPT Piping System at The Business Marketing Summit 2025, in New Delhi



SECTORSCAPE



- ▶ Agriculture, Food Processing, Fisheries, Animal Husbandry & Dairying
- ▶ Manufacturing
- ▶ Infrastructure
- ▶ Defence and Aerospace
- ▶ Energy
- ▶ Fast Moving Consumer Goods
- ▶ Services
- ▶ Indian Digital Gaming Society
- ▶ Design
- ▶ Health and Lifesciences
- ▶ Education

AGRICULTURE, FOOD PROCESSING, FISHERIES, ANIMAL HUSBANDRY & DAIRYING

The CII National Council on Agriculture advocated strengthening Farmer Producer Organisations (FPOs), improving agri-food procurement, export efficiency and promoting sustainable value chains.

ADVOCACY

CII Food and Agriculture Centre of Excellence's (CII-FACE) pre-budget deliberations proposed reforms across the agri value chain, including stronger FPOs through priority-sector credit, Kisan Credit Card interest subvention, a dedicated support fund and easier mandi licensing. To reduce market distortions, recommendations covered rationalisation of Minimum Support Price, stable export policies, phasing out stock limits and better inter-ministerial coordination. The agenda also backed private-led agri R&D, seed exports, fertiliser reforms and Product Linked Incentive support for agrochemicals.

ACTION

The CII FPO Summit highlighted the role of FPOs in strengthening India's agricultural first mile. With over 150 stakeholders, discussions focused on capacity building, governance, market readiness, digital and precision technologies, partnerships and sustained policy support to improve farmer incomes and enhance FPO competitiveness.

The Agri-Carbon Dialogue brought together policymakers, Industry, researchers, startups and international organisations to discuss opportunities carbon markets present in advancing climate action in agriculture. Key themes included value chain integration, Monitoring, Reporting, and Verification (MRV) systems, sustainable finance, digital technologies and trends in voluntary carbon markets.



L - R: Rajesh Srivastav, Chairman, Prowess Advisors; Dr Sudhanshu, Secretary, APEDA; Salil Singhal, Chairman Emeritus, PI Industries; Devesh Chaturvedi, Secretary, Ministry of Agriculture and Farmers Welfare; Sanjay Sacheti, Co-Chairman, CII National Council on Agriculture and Country Head, Olam Agro, and K R Ramalingam, General Manager, NABARD at the FPO Summit in New Delhi

FOOD PROCESSING

The CII National Committee on Food Processing Industries works towards advancing regulatory reforms, export competitiveness and sustainability, aligning with CII's broader initiatives across agriculture, nutrition, environment, FMCGs and MSMEs.

ADVOCACY

GST POLICY ADVOCACY

CII-FACE undertook targeted policy advocacy for GST rationalisation in the food processing sector by submitting chapter-wise, evidence-based recommendations to the GST Council and the Ministry of Food Processing Industries. This supported the development of a simpler, more predictable and sector-aligned tax framework, helping reduce compliance complexity, ease working-capital constraints and improve investor confidence.

POLICY RECOMMENDATIONS: CII INDIA EDGE 2025

At CII India Edge 2025, policy recommendations were presented to the Secretary, Ministry of Food Processing Industries (MoFPI), that included a Model Food Processing Policy to create a uniform national framework, the establishment of a Citrus Development

Board to strengthen processing and export of citrus products, the creation of a dedicated agro-processing financial institution to support MSMEs and the expansion of food processing clusters through a national zero-waste value-addition programme.

STREAMLINING FOOD REGULATIONS: KEY FSSAI INITIATIVES

Food Safety and Standards Authority of India (FSSAI) approved regulatory reforms to improve ease of doing business while safeguarding food safety. These include revised registration and licensing thresholds, exemption of eligible street vendors, automatic registration, introduction of a perpetual licensing regime and adoption of a risk-based inspection system. Compliance was further simplified through rationalised record-keeping norms, retention of First-in-First-out (FIFO) as a recommended best practice, integration with the Department for Promotion of Industry and Internal Trade's National Single Window System and extension of the labelling compliance timeline from 180 to 365 days.

ACTION

Following GST Council reforms announced in September, CII-FACE, in partnership with MoFPI, organised a CEO Roundtable on GST 2.0 in New Delhi,



L-R: Jayen Mehta, MD, Gujarat Co-operative Milk Marketing Federation Ltd; Chirag Paswan, Minister of Food Processing Industries; Piruz Khambatta, Chairman, CII National Committee on Taxation and Chairman & MD, Rasna International and AP Das Joshi, Secretary, Ministry of Food Processing Industries at the Interactive Session on Next Gen GST Reforms in New Delhi

chaired by Shri Chirag Paswan, Minister, MoFPI. The session brought together around 40 CEOs from leading food processing companies to discuss tax rationalisation, sector-specific implications and implementation challenges.

An interactive session on 'Enabling Investments, Employment & Growth' was held in Patna in October, with over 100 participants from food processing, agri-enterprises, MSMEs and investors chaired by Shri Chirag Paswan, Minister, MoFPI. Deliberations covered GST rationalisation, investment and jobs and Bihar's growing role in food processing, including initiatives like the proposed Makhana Board and National Institute of Food Technology Entrepreneurship and Management (NIFTEM), strengthening Industry-Government collaboration for inclusive growth.

STATE CONNECT is a joint initiative with FSSAI and State Food and Drug Administration (FDAs) to strengthen food safety systems and improve State Food Safety Index performance. It brings together Central and State regulators, Food Business Operators (FBOs), SMEs, Hotel, Restaurant and Catering sectors (HoReCa) and other stakeholders to address sectoral challenges, align with global trade practices and promote collaboration. During the year, three State Connect sessions were held in Uttar Pradesh, Maharashtra and Delhi.

FISHERIES, ANIMAL HUSBANDRY AND DAIRYING

The animal husbandry, dairying and fisheries sectors are critical to India's rural livelihoods, food security, and employment, particularly for marginal farmers and women. The CII National Committee on Animal Husbandry & Dairying advanced strategic initiatives and policy advocacy to enhance productivity, sustainability and smallholder support.

ADVOCACY

Recommendations to Department of Animal Husbandry & Dairying (DAHD) called for modernising veterinary education by aligning Bachelor of Veterinary Science and Animal Husbandry (BVSc & AH) curricula with the World Organisation for Animal Health (WOAH) core framework, integrating One Health, epidemiology, food safety and public health. Proposals included species-specific specialisation, stronger clinical and Industry exposure, faculty upskilling through a National Veterinary Teaching & Learning Academy, upgraded labs and digital platforms and targeted research support on anti-microbial resistance (AMR), vaccines, climate resilience and digital extension.

ACTION

CII-FACE, in partnership with Indian Federation of Animal Health Companies (INFAH), launched the AMR Stewardship Drive as a four-session national outreach programme.

The initiative focused on responsible antimicrobial use, biosecurity, improving point of care diagnostics and AMR surveillance. The Drive strengthened multi-stakeholder partnerships, youth engagement and reinforced a coordinated One Health approach to address antimicrobial resistance in dairy, poultry and fisheries sector.

CII-FACE led a business delegation to Maldives to strengthen cooperation in agriculture and food processing. Engagements with senior ministers, officials and a India-Maldives Business Meet explored partnerships across agribusiness, animal husbandry, poultry, fisheries, floriculture and coconut value chains. Field visits to key agriculture centres highlighted opportunities for Industry collaboration, technology exchange and capacity building, reinforcing India-Maldives cooperation.

MANUFACTURING

Manufacturing is at the core of India's long-term growth and strategic autonomy and is a central pillar of the Government's Viksit Bharat@2047 vision, driving productivity-led competitiveness, resilient global value chain integration, creation of global 'Made in India' champions, large-scale skilled employment and inclusive development across states, with the potential to raise manufacturing's contribution to over 25% of GDP and position India among the world's leading hubs for advanced manufacturing.

The CII Council on Manufacturing Excellence advanced a focused agenda on competitiveness, innovation, sustainability and global integration to support India's emergence as a global manufacturing hub. Special focus was placed on emerging, high-potential sectors such as leather, footwear, furniture and tyres to support the wider manufacturing ecosystem.

ADVOCACY

- Working with NITI Aayog's High-Level Committee on Non-Financial Regulatory Reforms (HLC-NFRR), CII flagged Bureau of Indian Standards (BIS) compliance burdens on footwear MSMEs and proposed production-linked fees, 'One Unit-One BIS', annual audits, graded penalties and simplified procedures, potentially reducing costs by 15–20%
- CII recommended Production Linked Incentive (PLI) schemes with lower investment thresholds for employment-intensive sectors such as leather, footwear and furniture.

ACTION

In partnership with NITI Aayog, CII anchored the advanced manufacturing agenda through the joint release of 'Reimagining Manufacturing: India's Roadmap to Global Leadership in Advanced Manufacturing', outlining a sector-focused strategy to deploy frontier technologies for sustained manufacturing growth. This was complemented by a research study on the impact assessment of 14 PLI sectors, alongside recommendations for 11 sectors for the next phase of PLI, supporting a more targeted and effective industrial policy framework.

CII also advanced policy learning through international outreach, facilitating a smart manufacturing delegation to the USA and a business delegation on Manufacturing Excellence to Germany, focused on advanced technologies, sustainability and supply-chain resilience.

CII launched the inaugural edition of the National Best Practices Award on Future Ready Manufacturing. These awards recognised the efforts by Industry and measured the outcomes achieved in adopting future-ready technologies and technology solutions in their manufacturing processes, thus encouraging organisations to accelerate continuous improvement in manufacturing.



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

CHEMICALS AND PETROCHEMICALS

The CII National Committee on Chemicals and Petrochemicals worked on competitiveness, sustainability and long-term growth, with policy advocacy aimed at strengthening domestic manufacturing, expanding exports and addressing regulatory and trade barriers.

ADVOCACY

- CII highlighted high compliance costs and weak testing capacity, recommending a Remission of Duties and Taxes on Exported Products (RoDTEP) increase for chemicals to 2–3%, full digitalisation of approvals, trackable grievance redressal, third-party inspections and self-declaration-based licence renewals
- In consultations chaired by the Joint Secretary (Chemicals), CII advocated phased, globally aligned rollout of upcoming Quality Control Orders (QCOs) with clear timelines and prior assessment of testing capacity to avoid supply disruptions, especially for MSMEs.

ACTION

CII organised the 7th Indian Chemicals and Petrochemicals Conference (ICPC), focused on positioning India as a globally competitive chemicals hub and released the report ‘People Powering Progress: Building India’s Chemical Workforce for a USD 1 Trillion Industry by 2040’. The report outlines a comprehensive roadmap, identifying skills as a critical enabler of innovation, safety and sustainable growth.

CONSUMER ELECTRONICS AND DURABLES

The CII National Committee on Consumer Electronics and Durables worked on strengthening domestic demand, deepening the component and raw material base, rationalising and streamlining Quality Control Orders, improving export competitiveness, accelerating digital adoption and promoting sustainability.

ADVOCACY

- CII highlighted near-term shortages in domestic inner grooved copper tubes (IGT) availability and sought a one-year, time-bound extension of the existing import clarification to bridge the gap despite planned capacity additions
- CII flagged that nearly 50 million room Air Conditioners (ACs) were over 10 years old and recommended a structured framework to replace inefficient units with higher-rated Bureau of Energy Efficiency (BEE) models.

ACTION

CII organised closed-door consultations with the Government to address critical issues such as reducing import dependency, shaping the next phase of incentives under PLI 2.0 and advancing proposals for dedicated electronics export parks. In addition, CII closely engaged with BEE to advance energy efficiency initiatives across the sector.



Chandrajit Banerjee, Director General, CII; Debjani Ghosh, Distinguished Fellow, NITI Aayog; B V R Subrahmanyam, Former CEO, NITI Aayog; Devendra Fadnavis, Chief Minister of Maharashtra; Late Ajit Pawar, then Deputy Chief Minister of Maharashtra, amongst dignitaries unveiling NITI Aayog Frontier Tech Hub’s roadmap ‘Reimagining Manufacturing: India’s Roadmap to Global Leadership in Advanced Manufacturing’ in Pune

ELECTRONICS

The CII National Committee on Electronics Manufacturing focused on strengthening domestic value chains, promoting product and intellectual property (IP) ownership and enabling startups and MSMEs to position India as a trusted global manufacturing and innovation hub.

ADVOCACY

- CII advocated moving beyond assembly-led manufacturing to indigenous product design and ownership, stronger component manufacturing and capital equipment ecosystems
- CII focused on improving market access and procurement, while addressing standards, testing, logistics, free trade agreements (FTAs) and timely incentives to boost export competitiveness
- CII provided inputs to ensure clear, non-overlapping regulations, protect consumer data and safety and to adopt evidence-based compliance.

ACTION

CII advanced stakeholder-led policy consensus building by leveraging the 8th CII Electronics Summit as a strategic platform to drive advocacy on advanced manufacturing, design-led product development, startup-driven innovation and export-led growth. Deliberations across thematic sessions consolidated Industry perspectives on value-chain deepening, design ownership and export readiness, which were subsequently reflected in CII's policy representations to the Government.

GEMS AND JEWELLERY

The CII Task Force on Gems and Jewellery is committed to strengthening India's leadership by driving innovation, promoting sustainability and embedding consumer confidence at the heart of its growth journey.

ADVOCACY

- CII advocated for the introduction of bullion hallmarking to ensure purity and quality of raw materials for manufacturers and retailers across the gems and jewellery value chain; stronger consumer protection and quality assurance measures in the rapidly growing silver jewellery segment

- Diamond nomenclature standards for clarity and consistency, standardised lab-grown diamonds and studded jewellery certifications were advocated to ensure authenticity, clarity and consumer awareness.

ACTION

CII organised the Conference on Gems and Jewellery, which served as a platform for Industry–Government dialogue on hallmarking reforms, transparency, consumer protection, sustainability and the adoption of emerging technologies.

MINING

The CII National Committee on Mining worked towards positioning the sector as a global leader by promoting private participation in critical and rare minerals, supporting import substitution for clean energy transition and advocating for policy reforms aligned with the National Critical Mineral Mission.

ADVOCACY

- CII suggested linking iron ore average sale price (ASP) under Mineral Concession Rules (MCR) with international prices/indices to align with global practices
- CII recommended intermediary timelines in the Mineral (Auction) Rules, 2015 to speed up operationalisation of auctioned blocks
- CII proposed amendments to enable viable recovery of associated critical minerals and inclusion of contiguous areas in leases for scientific mining of deep-seated minerals.



A leading manufacturing company being felicitated by Suman Bery, Vice Chairman, NITI Aayog. Also present is Rajiv Memani, President CII and Regional Managing Partner of EY Africa India region, Chair – EY Growth Markets Council at the Annual Business Session in New Delhi

ACTION

CII organised the India Mining Summit as an Industry-led dialogue highlighting the strategic role of critical minerals in India's clean energy and manufacturing sectors and calling for policy incentives, streamlined regulations, advanced mining and processing technologies, public-private partnerships and R&D in exploration, recycling and recovery.

SEMICONDUCTORS

The CII Task Force on Semiconductors focused on strengthening domestic demand, enabling end-to-end value chains, addressing raw material and infrastructure bottlenecks and improving cost and ease of doing business.

ADVOCACY

- CII advocated leveraging anchor sectors - electric vehicles, 5G, data centres, defence, space and Internet of Things (IoT) to convert India's electronics market into sustained semiconductor demand, while strengthening design, system integration, product ownership and cost competitiveness across fabs and ATMP/OSAT (Assembly, Testing, Marking and Packaging/ Outsourced Semiconductor Assembly and Test)
- CII focused on building end-to-end semiconductor supply chains through customs and Harmonised System of Nomenclature (HSN) reforms, Manufacturing and Other Operations in Warehouse Regulations (MOOWR) extension, domestic capabilities in materials, gases, chemicals, equipment, stronger infrastructure, testing, certification and skilling around semiconductor hubs.

ACTION

CII advanced semiconductor policy advocacy through stakeholder-led Industry-Government dialogues to build consensus on demand-side interventions, raw material strategies and ecosystem gaps. Based on consultations with Industry, startups and academia, CII submitted recommendations covering demand-creation levers, design-PLI support, R&D incentives, semiconductor Special Economic Zones (SEZs), customs and GST reforms and targeted support for ATMP/OSAT and MSMEs.

SMART MANUFACTURING

CII National Committee on Smart Manufacturing actively collaborated with key stakeholders to encourage widespread adoption of smart manufacturing practices, with particular emphasis on empowering MSMEs.

ADVOCACY

- CII advocated making advanced manufacturing a core focus under the National Manufacturing Mission to accelerate adoption of cutting-edge practices and improve productivity, quality and energy efficiency
- CII recommended developing mega clusters with plug-and-play infrastructure, testing and validation labs, R&D facilities and common utilities to lower entry barriers and enable rapid capacity creation.

ACTION

CII organised the Smart Manufacturing Summit, focusing on key themes such as MSME digital enablement, Industry-led skilling and scaling technology adoption. Complementing policy dialogue, CII strengthened on-ground capabilities through capacity-building programmes, covering over 200 professionals.

STEEL

The CII National Committee on Steel focused on enhancing sector competitiveness by addressing raw material availability, increasing steel intensity across key user sectors and advancing sustainable steel production to build a self-reliant steel Industry.

ADVOCACY

- Before NITI Aayog's HLC-NFRR, CII flagged delays in forest clearance (FC) transfers due to post-compliance approvals and pending compensatory afforestation notifications, advocating faster FC transfers and timely state action to avoid project and capacity delays
- CII recommended expediting iron ore auctions in Jharkhand and Odisha, rationalising royalty payments and allowing third-party conversion to improve availability and reduce costs for the steel sector.



L-R: Jayant Acharya, Co-Chairman, CII National Committee on Steel and Joint Managing Director & CEO, JSW Steel Ltd; Sandeep Poundrik, Secretary, Ministry of Steel; Koushik Chatterjee, Co-Chairman, CII National Committee on Steel and ED & CFO, Tata Steel Ltd at the CII Steel Summit in New Delhi

ACTION

CII submitted a granular report to the Government recommending measures to make beneficiation economically viable, ensure raw material security for non-captive and secondary producers and provide carbon price assurance to enable large-scale green investments. CII also organised the Steel Summit as a platform to advance consensus on specialty steel development, quality standards, skilling, smart manufacturing and supportive frameworks for green procurement, carbon markets and transition finance to build a sustainable and globally competitive steel ecosystem aligned with Viksit Bharat.

TEXTILES & APPAREL

The CII National Committee on Textiles and Apparel focused on market access, raw material competitiveness, sustainable infrastructure and ease of doing business reforms to drive Industry growth.

ADVOCACY

- CII recommended removing the 11% cotton duty and eliminating QCOs on key polyester and viscose inputs to align domestic prices with global levels and address raw material gaps
- CII sought a uniform 5% GST on apparel across price points and fibres; this was partially accepted with garments up to INR 2500, brought under 5% GST
- CII advocated a 55–60 hour work week, nationwide fixed-term contracts and rationalised overtime wages at 1.5 times to unlock scale, productivity and global competitiveness in garmenting.

ACTION

CII organised TEXCON'25 which served as a platform for value-chain collaboration and dialogue on global supply chain integration, man-made fibre (MMF) ecosystem development and competitiveness through innovation, AI, speed and sustainability.



L-R: Giriraj Singh, Minister of Textiles; Kulj Lalbhai, Chairman, CII National Committee on Textiles & Apparels and Vice Chairman, Arvind Ltd; Neelam Shami Rao, Secretary, Ministry of Textiles; Rohit Kansal, then Additional Secretary, Ministry of Textiles at a high-level industry interaction with the Ministry of Textiles in New Delhi

ASSOCIATIONS' COUNCIL (ASCON)

The CII Associations' Council (ASCON) brings together 106 national sectoral associations representing over 75,000 companies, serving as a unifying platform to strengthen collaboration among Industry bodies and amplify the collective voice of Indian Industry. ASCON enables coordinated policy advocacy, cross-sector dialogue and inclusive growth, contributing to a more competitive and resilient economy.

ADVOCACY

CII-ASCON played a central role in strengthening coordinated Industry advocacy by aggregating sectoral inputs from national and sectoral associations and translating them into structured, evidence-based policy representations. ASCON facilitated focused deliberations with senior Industry leaders and policymakers on key issues impacting competitiveness and long-term growth.

A key outcome was the consolidation of ASCON's annual agenda through four dedicated Working Groups on competitiveness, technology, finance & taxation and sustainability, which functioned as action-oriented think tanks. These Working Groups aggregated Industry feedback on GST, direct tax and compliance-related challenges; advanced recommendations to improve access to finance-particularly for MSMEs; examined mechanisms to enhance utilisation of R&D funding and financial incentives; and advocated the adoption of energy efficiency measures, ESG frameworks and sustainable manufacturing practices. The consolidated inputs were submitted as coordinated policy representations to relevant Ministries and regulatory authorities, enhancing the credibility, coherence and impact of Industry advocacy within the CII framework.



L-R: Dr Alok Kumar Srivastava, Director General, National Test House, Department of Consumer Affairs, Ministry of Consumer Affairs, Food & Public Distribution; R Mukundan, President Designate, CII and Managing Director & CEO of Tata Chemicals Ltd; Rajesh Agrawal, Special Secretary, Department of Commerce, Ministry of Commerce and Industry at the First Meeting of CII Associations Council in New Delhi



R Mukundan and Rajat Kumar Saini, CEO & MD, NICDC at the Second Meeting of CII Associations Council in Gurugram

INFRASTRUCTURE

The CII Infrastructure Council and its specialised committees and Task Forces played a pivotal role in advancing India's infrastructure transformation in alignment with the national vision of Viksit Bharat@2047. The Council drove critical structural reforms across the infrastructure value chain, including GST rationalisation for business infrastructure, revitalisation of the Public-Private Partnership (PPP) framework and institutionalisation of digital and single-window approval mechanisms to reduce friction, cost and time across the project lifecycle.

These reforms were facilitated through sustained engagements with senior policymakers and regulators, including Shri Nitin Gadkari, Minister of Road Transport and Highways (MoRTH); Shri Ashwini Vaishnaw, Minister of Railways, Communications & Electronics & Information Technology; Shri Kinjarapu Ram Mohan Naidu, Minister of Civil Aviation; Shri V Somanna, Minister of State for Ministry of Railways and Shri Shantanu Thakur, Minister of State for Ministry of Ports, Shipping and Waterways ensuring alignment between Industry priorities and national policy objectives.

Through five sectoral knowledge publications and several high-level dialogues, CII engaged over 1200 leaders and featured insights from over 300 policymakers and domain experts, laying a resilient foundation for long-term economic transformation in India's infrastructure ecosystem. A new Task Force on Elevators and Escalators & Building Technology was also constituted to promote the development of a safe, accessible and future-ready ecosystem with a focus on technology adoption, regulatory strengthening of sustainable and inclusive urban infrastructure.

AVIATION, AEROSPACE AND ADVANCED AIR MOBILITY

India's aviation and aerospace ecosystem is undergoing a structural transformation as new technologies, innovative platforms and global integration reshape the future of air travel, mobility and aerospace manufacturing.

ADVOCACY

- CII engaged with the Ministry of Civil Aviation (MoCA) to build a competitive aerospace and Maintenance, Repair and Overhaul (MRO) ecosystem through specific policy recommendations including development of aerospace clusters, fiscal and tax incentives, promotion of Original Equipment Manufacturer (OEM) partnerships, skill development, certification reforms to enhance indigenisation, MSME participation and global competitiveness
- CII advocated for advanced air mobility to MoCA, focusing on electric vertical take-off and landing (eVTOL) certification, advanced air mobility pilots, drone integration, infrastructure and air traffic frameworks, manufacturing, skilling, financing and global regulatory alignment for scalable adoption.



L-R: Dr Suchitra K Ella, Vice President, CII and Co-Founder & Managing Director, Bharat Biotech International Ltd; Kinjarapu Rammohan Naidu, Minister of Civil Aviation; Samir Kumar Sinha, Secretary, Ministry of Civil Aviation at the 2nd CII International Conference and Exhibition on Aerospace Manufacturing in Visakhapatnam

ACTION

CII advanced sectoral outcomes through two flagship initiatives organised with MoCA:

- The 2nd International Conference and Exhibition on Aerospace Manufacturing, held in collaboration with the Society of Indian Defence Manufacturers, enabled focused dialogue on strengthening aerospace manufacturing and MRO, highlighting Andhra Pradesh's aerospace ecosystem and policy priorities across skilling, research & development (R&D), certification infrastructure, advanced manufacturing and global supply chain integration. Addressing the conference, Shri Kinjarapu Ram Mohan Naidu underscored India's transition from an aircraft buyer to a global aerospace and MRO hub
- The International Conference and Exhibition on Air Mobility, organised as part of Bharat Mobility Global Expo, advanced India's future air mobility agenda through discussions on regulatory readiness, infrastructure planning, financing, skilling and manufacturing for drones and eVTOLs, reinforcing pathways for safe, sustainable and globally competitive air mobility solutions.

RAILWAYS

India's railway sector is undergoing a profound transformation, emerging as a cornerstone of sustainable economic growth, technological innovation and inclusive connectivity.

ADVOCACY

CII advanced India's railway transformation through sustained advocacy and strategic engagement with the Ministry of Railways, channelled via the Railway Council (formerly CII Rail Transportation and Equipment Division) and its six dedicated working groups. Key policy interventions focused on the development of high-speed rail corridors, achieving Net Zero emissions by 2030, digitalisation, safety enhancements such as Kavach, multimodal integration, financing reforms and strengthening Industry-Academia partnerships for skill development and R&D.

ACTION

- CII organised the 3rd edition of the Rail Connect Conference, which addressed multimodal integration, investment opportunities and policy reforms. CII also convened a high-level roundtable on



Ashwini Vaishnaw, Minister of Railways, Information & Broadcasting and Electronics & Information Technology at the CII International Rail Conference in New Delhi

high-speed rail corridors, advancing evidence-based recommendations on corridor prioritisation, indigenisation, financing models and multimodal integration

- CII strengthened global cooperation through the CII International Rail Conference (IRC), organised alongside the 16th edition of the International Railway Equipment Exhibition. The conference witnessed the launch of the CII-ATO report 'On the Right Track? A State of Play for Railways in Asia and the Pacific, with a Spotlight on India' by Shri Ashwini Vaishnaw and the CII Compendium on 'Technological Success Stories in Indian Railways' by Shri Satish Kumar, Chairman of Railway Board respectively, alongside the signing of an MoU with Gati Shakti Vishwavidyalaya. Bilateral cooperation was reinforced through the Indo-German Industry Roundtable on Urban Rail with Gesellschaft für Internationale Zusammenarbeit (GIZ). CII also facilitated the Indian Railways delegation to EXCON 2025.

URBAN DEVELOPMENT AND SMART CITIES

India's urban development and smart cities ecosystem is at a pivotal juncture, where emerging technologies, integrated planning and sustainable infrastructure are reshaping the future of urban mobility, governance and livable city spaces.

ADVOCACY

Aligned with Viksit Bharat@2047, CII championed the strengthening of urban governance, investment frameworks and sustainable city development through innovative urban financing and the Urban Challenge Fund in consultation with the Government.

ACTION

The report 'Urban India and the Road to Viksit Bharat', launched during the Conference on Exploring Urban Dynamics: Outlook 2030, outlined a forward-looking framework for sustainable, inclusive and future-ready urban development.

At the conference, Smt D Thara, Additional Secretary, Ministry of Housing and Urban Affairs (MoHUA) highlighted the need for deeper alignment on priority urban reform themes.

REAL ESTATE AND HOUSING

The real estate and housing landscape in India is evolving rapidly, shaped by policy reforms, technological adoption and inclusive development approaches that are redefining urban living and housing solutions.

ADVOCACY

CII submitted recommendations to the Government on Real Estate Investment Trusts/ Infrastructure Investment Trusts (REITs/InvITs), land pooling and a broader real estate policy, with a focus on sustainable and Net Zero buildings, emerging technologies, investment-friendly reforms, workplace transformation and future-ready urban infrastructure.

ACTION

- A report on 'Indian Real Estate 2030: Technology, Sustainability, and Growth' was launched during the 5th edition of the Real Estate & Building Technology (REBT) Conference, which informed forward-looking policy discussions on sustainable construction, emerging technologies, green buildings and inclusive urban development
- An interactive session with Shri Srinivas Katikithala, Secretary, MoHUA, brought together senior Industry leaders to deliberate on policy interventions, regulatory frameworks and strategies for advancing India's urban development and real estate sector
- A report titled 'Commercial Real Estate: Potential is Built, Opportunity is Now' was launched during the Conference on Evolving Landscape of Indian Real Estate, shaping policy discussions on investment opportunities, regulatory reforms, technology adoption, evolving workplace models and sustainable, future-ready growth of India's commercial real estate sector.



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

ROADS AND HIGHWAYS

The CII National Committee on Roads and Highways continued to focus on the 3S framework - Safety, Sustainability and Smart Roads. Members deliberated on concrete steps to improve road safety, ensure fairer contracts with shared risk, reduce disputes and leverage technology with the overarching objective of improving the quality of roads and highways and making them safer, smarter and more sustainable.

ADVOCACY

CII recommended safety enhancement, defining Smart Roads, improving Detailed Project Reports (DPRs) and revitalising PPPs and GST application in the roads sector. To build consensus on a nationally relevant evolving definition of Smart Roads, top policymakers and Industry leaders from various sectors including Shri Nitin Gadkari and Shri V Umashankar, Secretary, MoRTH inaugurated the CII initiative on Smart Roads at the Conference on Future of Smart Roads.

ACTION

- The Conference on the Future of Smart Roads was organised where Shri Nitin Gadkari shared his thoughts on maintaining accountability and transparency during construction of world-class highways
- CII initiated state-level road safety deliberations, with special emphasis on two-wheeler safety, including a discussion in Gujarat on 'Raising the Bar of Safety for Two-Wheeler and Bike Taxis in Gujarat' as a part of its dialogue on 'How to Building Last Mile Connectivity'.

DEFENCE AND AEROSPACE

DEFENCE AND AEROSPACE

India's defence and aerospace sector has transitioned from import dependence to an innovation-led manufacturing ecosystem under Atmanirbhar Bharat. In FY25, defence production reached a record INR 1.54 lakh crore, supported by over 16,000 MSMEs and 788 industrial licences issued to 462 companies. Indigenous defence production stood at INR 1,27,434 crore in FY24, marking a 174% increase from FY15. Defence exports hit a record INR 23,622 crore in FY25, reaching over 100 countries.

Aligned with this national momentum, CII, through its dedicated defence arm, Society of Indian Defence Manufacturers (SIDM), played a catalytic role by leading over 100 high-impact initiatives. These engagements connected the Armed Forces, Industry, MSMEs, startups, Academia and global partners to advance self-reliance, operational readiness and India's emergence as a credible defence manufacturing and export hub.

ADVOCACY

CII focused on improving ease of doing business, accelerating procurement and enhancing export-readiness. Key contributions included structured inputs to the review of Defence Acquisition Procedure (DAP) 2020, addressing simplified procurement categories, faster timelines, incentives for indigenous design and development, balanced Intellectual Property (IP) frameworks and support for critical technologies and exports.

CII also advocated for the transition of trial procedures from No Cost No Commitment (NCNC) to Full Cost No Commitment (FCNC), rationalisation of Quality Assurance (QA) processes, ease of payment and surety norms and streamlining of export licensing. Additional inputs covered recognition of India-designed semiconductors manufactured abroad, improved financing and testing access for MSMEs and recommendations on the proposed Military Airworthiness Bill.



L-R: Rajinder Singh Bhatia, Immediate Past President, SIDM and Chairman, Defence Business, Kalyani Group; Rajnath Singh, Raksha Mantri; Rajesh Kumar Singh, Secretary, Ministry of Defence and SP Shukla, Past President, SIDM at the SIDM Annual Session & Champion Awards in New Delhi



L-R: Lt Gen Yashpal Singh Ahlawat, AVSM, YSM, SM, GOC, 17 Corps, Indian Army; Air Marshal Surat Singh, AVSM, VM, VSM, Air Officer Commanding-in-Chief, Eastern Air Command, Indian Air Force; Alka Tiwari, Chief Secretary Government of Jharkhand; Hemant Soren, Chief Minister, Jharkhand; Santosh Kumar Gangwar, Governor, Jharkhand; Sanjay Seth, Raksha Rajya Mantri; General Anil Chauhan, PVSM, UYSM, AVSM, SM, VSM, Chief of Defence Staff; Lt Gen Ram Chander Tiwari, PVSM, UYSM, AVSM, SM, GOC-in-C Eastern Command & Col of the Kumaon & Naga Regts and Kumaon Scouts, Indian Army and Rajinder Singh Bhatia at EAST TECH in Ranchi

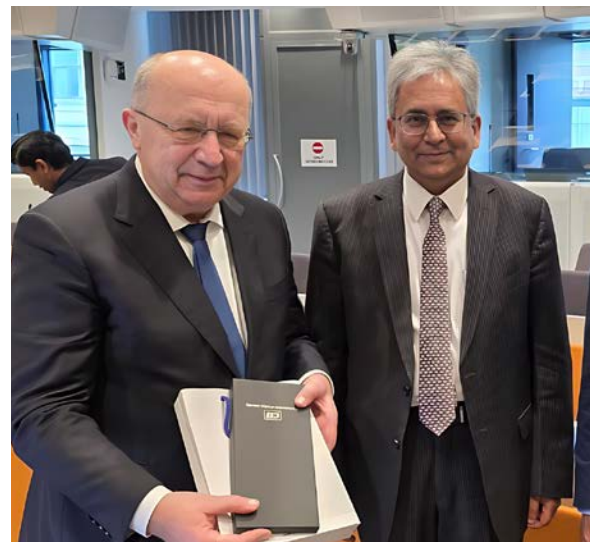
ACTION

CII's policy and ecosystem interventions translated into clear outcomes. A key milestone was the East Tech Symposium in Ranchi, jointly organised with HQ Eastern Command that featured over 175 exhibitors, 400 delegates and participation from Armed Forces procurement directorates. Strengthening MSME integration and advanced dual-use innovation, the event facilitated more than 300 B2G meetings, aligning Industry capabilities with operational needs.

During 'Operation Sindoor', CII enabled rapid Industry mobilisation through capability demonstrations, urgent vendor interactions and direct engagement with Service Headquarters, resulting in expedited induction of indigenous Unmanned Aerial Systems (UAS), ammunition and critical spares. This was reinforced by the establishment of an SIDM Extension Office at the Indian Army HQ in New Delhi and in-principle acceptance of the proposal for a National Mission on Military Unmanned Systems.

Internationally, CII led over 40 outreach initiatives to enhance market access and defence supply-chain integration. A major milestone was leading an Indian Defence Industry delegation to Brussels in December,

supported by the Ministry of External Affairs (MEA) and the Embassy of India. The visit positioned India as a trusted long-term defence industrial partner for Europe and advanced collaboration in co-development, co-production and joint IP creation within emerging European defence value chains.



L-R: Andrius Kubilius, Commissioner for Defence Industry & Space (DEFIS), European Commission and Saurabh Kumar, Ambassador of India to the EU, Belgium & Luxembourg at Indian Defence Industry Delegation Visit to Brussels, Belgium

ENERGY

BIOENERGY

Aligned with its Net Zero 2070 commitment, India's bioenergy sector is poised for a four- to six-fold growth by 2030, driven by its ethanol blending success (20% target achieved ahead of schedule) and ambitious goals for advanced biofuels that include 5% Compressed Biogas (CBG) blending by 2028-29, 2% bio-jet fuel for international flights by 2028, 5% biodiesel by 2030 and 7% biomass co-firing by 2026.

ADVOCACY

The CII National Bioenergy Committee focused on developing a supporting ecosystem for emerging feedstocks such as algae, energy crops and waste-based sources, currently in early R&D or pilot stages. It also called for strengthening physical and digital infrastructure to support the collection, preprocessing and transportation of diverse feedstocks. Alongside, it advocated promoting market awareness and user incentives to increase uptake of biofuels.

ACTION

Complementing its policy advocacy efforts, CII hosted the 13th edition of the Bioenergy Summit, celebrating India's ethanol blending milestone. The summit aligned Government, Industry and global partners on feedstock diversification, advanced biofuels adoption and waste-to-energy models. It reinforced India's leadership in ethanol blending, CBG expansion and sustainable aviation fuel, while strengthening policy frameworks, regional initiatives and international cooperation.

ENERGY TRANSITION AND GREEN HYDROGEN

The CII National Council on Energy Transition and Hydrogen brought together key stakeholders across sectors to strategise and understand specific needs for decarbonisation. The Council also focused on creating a robust green hydrogen ecosystem by aligning the energy transition needs, particularly in carbon-intensive and hard-to-abate sectors.

ADVOCACY

CII made key recommendations on green hydrogen, including advocating for its inclusion in the Harmonised List of Infrastructure to enable easier access to long-term finance.

Following Solar Energy Corporation of India's memorandum of understanding (MoU) with H2Global to establish a joint India-European Union (EU) tender framework for green hydrogen, CII submitted detailed inputs on the draft MoU, emphasising the need for commercial clarity, appropriate risk-sharing and bankable contract structures.

Further, a CII technical paper highlighted that existing carbon intensity thresholds for green ammonia and green methanol are extremely stringent and need to be aligned with technology-readiness and global benchmarks.

ACTION

The International Business Conclave on Green Hydrogen focused on providing demand side enablers. As a multi-stakeholder platform bringing together Government representatives, Industry leaders and other stakeholders, it enumerated actionable pathways for India's green hydrogen transition.

Alongside, CII convened the India-Netherlands Business Roundtable on the sidelines of India Energy Week. The roundtable focused on strengthening cooperation in energy transition including energy infrastructure, energy efficiency, green hydrogen, renewable energy and alternative fuels. It facilitated dialogue on co-developing policy frameworks, technologies and financing pathways, while exploring bilateral trade and investment opportunities.

Continuing with international focus, CII organised a business delegation to the World Hydrogen Summit in Rotterdam. The delegation facilitated India's strategic



L-R: Manu Srivastava, Additional Chief Secretary, New and Renewable Energy Department, Government of Madhya Pradesh; Shripad Yesso Naik, Minister of State for Power and New & Renewable Energy and Santosh Kumar Sarangi, Secretary, Ministry of New & Renewable Energy at the Business Conclave on Green Hydrogen in New Delhi

positioning in the global hydrogen ecosystem with high-level interactions with ministries, Government agencies, multilateral institutions and Industry leaders. Engagements included the Kingdom of the Netherlands, Belgium, Germany and representatives of the EU.

HYDROCARBONS

The Government of India has set an ambitious target to increase the share of natural gas in the energy mix from 6.7% to 15% by 2030. This transition is anchored in expanding City Gas Distribution (CGD) networks, streamlining licensing policies and promoting domestic exploration and production of hydrocarbons.

ADVOCACY

The CII National Hydrocarbon Committee advocated for the inclusion of natural gas and all petroleum products under the GST framework and a unified CGD code across states to streamline regulations.

In line with CII recommendations on ease of doing business, the Government enacted the Oilfields (Regulation and Development) Amendment Act, 2025 to modernise India's oil and gas regulatory framework, attract investments in the sector and promote the efficient and sustainable development of oilfields. The Petroleum and Natural Gas Regulatory Board (PNGRB) also simplified its tariff structure from three to two unified tariff zones.

ACTION

CII organised a new initiative, the Seminar on Building Infrastructure for Gas-based Economy, that discussed investment mobilisation, Liquefied Natural Gas (LNG) terminal utilisation and strategies for expanding pipeline infrastructure, reinforcing the role of natural gas in creating clean and inclusive energy access.

MOBILITY

CII launched a National Coalition on Future Mobility in June to adopt an integrated and holistic approach to addressing the future of mobility in India. The Coalition, which comprises senior Members from CII, Society of Indian Automobile Manufacturers (SIAM), Automotive Component Manufacturers Association of India (ACMA) and National Association of Software and Service Companies (NASSCOM), aims to streamline infrastructure development, promote innovation and bring sustainable, convenient, affordable and timely mobility solutions for all.

ADVOCACY

CII advocated for alternative powertrains while also promoting higher ethanol blending and expanding use of blended gas. It also worked towards broadening application of biofuels—methanol, ethanol and biodiesel. Among other focus areas was the promotion of battery Electric Vehicles (EVs), hybrid EVs, plug-in hybrids and deployment of fuel-cell EVs.

ACTION

Under the umbrella of Bharat Mobility, CII anchored a one-day conference featuring discussions on sustainable infrastructure development and evolution of future-ready mobility products. These discussions highlighted India's growing potential as a global mobility hub, with emphasis on innovation, manufacturing localisation, exports and the contribution of MSMEs in strengthening the mobility value chain.

NUCLEAR POWER

Nuclear power is a critical pillar of India's clean energy transition and long-term energy security. Aligned with the Government of India's renewed thrust to scale nuclear capacity to 100 GW by 2047, CII sharpened its strategic focus on the sector. Globally, nuclear energy serves as a reliable baseload source, with leading economies deriving a significant share of electricity

from nuclear power. In contrast, India's nuclear contribution remains modest at around 3% of total electricity generation, highlighting the imperative to accelerate deployment in support of the country's Net Zero commitment by 2070 and a diversified, resilient energy mix.

ADVOCACY

With installed capacity of just over 8 GW and a sizeable pipeline under construction and approval, the CII National Committee on Nuclear Power focused on enabling rapid scale-up through policy and regulatory reforms, financing and investment frameworks, private sector participation, localisation of supply chains, workforce skilling and the integration of large reactors alongside emerging technologies such as Small Modular Reactors and Bharat Small Reactors.

ACTION

CII deepened international engagement through participation in World Atomic Week, Moscow and by leading a delegation to the World Nuclear Exhibition, Paris, strengthening global partnerships and Industry capability.

RENEWABLE ENERGY & POWER

India's renewable energy sector is evolving into an integrated and resilient ecosystem, supported by energy storage, grid stability and emerging low-carbon technologies. Accelerated reforms emphasising reliability, affordability and sustainability were initiated in the power sector. Government initiatives focused on strengthening Distribution Companies (DISCOMs), reducing losses, upgrading infrastructure and enabling greater integration of renewable energy, digital systems and smart grid technologies.

ADVOCACY

The CII National Committee on Renewable Energy and the CII Renewable Energy Manufacturing Council made representations to the Government including temporary suspension of anti-dumping duties on solar glass to reduce input costs and support solar module manufacturing and automatic extension of General Network Access operationalisation to avoid penal transmission charges when Power Purchase Agreement signing is delayed.

Simultaneously, the CII National Committee on Power made key representations on addressing procedural challenges in the verification of captive generating plants operating across multiple states and issues related to flexible operation norms for coal-based thermal power plants. The representations focused on easing regulatory compliance, ensuring technical feasibility, improving data authentication and digital processes and strengthening the smart metering ecosystem through skill development, infrastructure readiness, financing support and cybersecurity safeguards.

ACTION

Strengthening policies is central to scaling clean energy technologies and enabling public-private partnerships for resilient supply chains and innovative green finance. During the 6th edition of the International Energy Conference & Exhibition (IECE), CII highlighted key issues through the launch of three reports: CII-EY's 'Eigenvectors of Net Zero Transition Pathways to Viksit Bharat 2047', an Industry paper on India's transmission sector and 'Manufacturing for India and the World'.

An exclusive CEO roundtable with Shri Manohar Lal, Minister of Power and Housing & Urban Affairs, enabled dialogue with Industry leaders on the evolving energy landscape, policy frameworks and avenues for collaboration in advancing sustainable growth.



Manohar Lal, Minister of Power and Housing & Urban Affairs at the CEOs roundtable at the 6th International Energy Conference & Exhibition in New Delhi



L-R: Praveer Sinha, Chairman, CII National Committee on Power and Managing Director, Tata Power; Dr Muaviyath Mohamed, Minister of State, Environment and Tourism, Government of Maldives; Pralhad Joshi, Minister for New & Renewable Energy and Consumer Affairs, Food and Public Distribution; Sanjiv Puri, Immediate Past President, CII and Chairman & Managing Director, ITC Ltd; Girish Tanti, Chairman, CII National Committee on Renewable Energy and CII Renewable Energy Manufacturing Council and Vice Chairman, Suzlon and Somesh Kumar, Partner and Leader, Power & Utilities, EY India unveiling the CII-EY report "Eigenvectors of Net Zero Energy Transition: Pathways to Viksit Bharat 2047" at the 6th International Energy Conference & Exhibition in New Delhi

CEOs also interacted with sixteen Members of Parliament from seven parties and representing nine states to discuss equitable power access, consumer tariff protection, balanced energy transition and local job creation. Industry leaders highlighted the need for DISCOM reforms, clarity on carbon markets and green hydrogen incentives, long-term renewable energy contracts and expanded transmission infrastructure.

The 3rd CII Conference on Smart Metering addressed sectoral challenges, shared best practices and developed actionable recommendations to enable a more sustainable and efficient power distribution and transmission system in the country. A theme paper 'Protecting the Future of Energy: Cybersecurity and Privacy in Smart Metering Infrastructure' focused on data monetisation and protection from challenges in the digital space.

ENERGY SECURITY

CII Energy Security Department works towards institutionalising a mechanism for a regular interface between the Government, Industry, Academia, civil society and media on issues related to India's energy security. Issues related to oil and gas, critical minerals, cross-border integration of renewable energy and cross-border power trading were addressed during the year.

ADVOCACY

CII, along with the Economic Research Institute of ASEAN and East Asia, Jakarta undertook a study on Cross Border Energy Trade and Integration of Renewable Energy which explored different models of global energy trade between regions and their benefits and challenges with a special focus on India's North East region. The study provided analytical perspectives on drivers, constraints, opportunities and barriers, as well as measures to address institutional, financial, policy and governance issues to minimise the total costs of energy security and maximise the social-economic benefits for people in these regions.

ACTION

CII in collaboration with the Ministry of External Affairs and Ministry of Mines organised its 15th Energy Security Conference that facilitated discussion on specific strategies for ensuring India's energy security and to secure a sustainable and low-carbon future.

The 10th edition of South Asia (BIN) Power Summit organised with the Ministry of Power and Ministry of External Affairs, discussed and deliberated enhancing energy cooperation through cross border power trade, creating sustainability through grid integration, promoting power exchanges, promoting hydropower and pump storage and accelerating investment in the power sector.

FAST MOVING CONSUMER GOODS

The fast-moving consumer goods (FMCG) sector navigated a year marked by evolving consumer expectations, regulatory shifts and supply chain transformation. The CII National Committee on FMCG steered Industry priorities, strengthened dialogue between policymakers and Industry leaders and shaped forward-looking reforms. Through structured consultations and targeted submissions, the Committee worked to ensure that regulatory environments support sustained sectoral growth, enhance affordability for consumers and drive competitiveness.

ADVOCACY

CII intensified policy engagement to ensure FMCG sector's priorities were systematically reflected in the Government's reform agenda. Extensive consultations with Member companies culminated in recommendations to support rapid, high impact regulatory interventions. A major thrust area was GST rationalisation, where CII submitted a detailed proposal advocating lower GST rates for mass consumption categories, correction of inverted duty structures and greater rate parity to enhance affordability and formalisation. The representation also highlighted the need for stable, long-term GST frameworks, efficient refund mechanisms and streamlined compliance to reduce working capital pressures.

Recommendations also included sustainable packaging timelines, risk based regulatory treatment for low hazard categories and simplification of processes spanning multiple regulatory agencies. These submissions aimed to strengthen consumer access, spur manufacturing competitiveness and enable a smoother transition as India undertakes wide ranging tax and regulatory reforms.

ACTION

The Committee deepened Member engagement through high impact knowledge platforms to navigate emerging market shifts and evolving economic conditions. A Strategy Session on Raw Material Inflation brought together leaders to decode global

and domestic trends shaping cost structures across the FMCG value chain. Speakers offered evidence-based outlook on edible oil and crude price movements, highlighting implications for pricing, continuity planning and input cost risk management. They further provided an in-depth analysis of India's agri economy, examining volatility in key commodities and their downstream effects on FMCG manufacturing and supply chains.

The Committee's flagship annual conference - CII National FMCG Summit, held in Mumbai, convened business leaders, analysts and strategists to explore the sector's evolving growth trajectory. Speakers underscored how GST 2.0 and recent fiscal reforms are reshaping consumption patterns and formalisation, while calling for stronger research & development (R&D), sharper value propositions and innovation attuned to India's diverse consumer segments. Panel discussions examined the fragmentation of the 'new Indian consumer', balancing affordability and aspiration and the growing interplay between traditional, digital-first and regional brands. The Summit explored shifts in rural demand, the role of technology in deepening market penetration and enduring principles of building brands and talent in a transforming ecosystem. These engagements equipped Members with strategic insights and actionable perspectives to navigate India's next phase of FMCG growth.



▽
Sudhir Sitapati, Chairman - CII National Committee on FMCG and Managing Director and CEO, Godrej Consumer Products at the CII National FMCG Summit held in Mumbai

SERVICES

FINANCIAL SERVICES

India's financial sector demonstrated remarkable resilience to global shocks with stronger balance sheets, declining non-performing assets (NPAs), improved capital adequacy and rapid digital adoption reflecting sustained reforms, regulatory strengthening and targeted Government interventions. CII continued to work closely with Industry, regulators and Government to foster innovation, inclusion and long-term growth across the financial ecosystem.

NBFCs AND HFCs

CII worked to strengthen non-banking financial companies (NBFCs) and housing finance companies (HFCs), recognising their role in expanding credit access to underserved segments and support financial stability and growth.

ADVOCACY

Advocacy focused on positioning NBFCs as systemically important institutions through calibrated regulatory parity with banks; creating liquidity and refinancing backstops for well governed entities; harmonising tax and capital norms; expanding access to Debts Recovery Tribunals (DRTs) and securitisation and reconstruction of financial assets and enforcement of security interest (SARFAESI) for faster recoveries; strengthening fraud prevention via shared registries; enabling funding diversification through deeper corporate bond markets; eased expected credit loss (ECB) norms; and greater participation by pension funds.

ACTION

A roundtable with Shri M Nagaraju, Secretary, Department of Financial Services (DFS), Ministry of Finance facilitated dialogue on policy initiatives and sectoral growth with acknowledgment of the importance of deepening corporate bond markets for NBFC resilience.



Nirmala Sitharaman, Minister of Finance and Corporate Affairs at the CII Inaugural Summit on GCCs in New Delhi

INSURANCE AND PENSIONS

CII advocated measures to strengthen the insurance sector to enhance investment, expand access, improve regulatory efficiency and promote sustainable growth.

ADVOCACY

Advocacy included fast tracking 100% foreign direct investment (FDI) in insurance through amendments to the Insurance Act, addressing distribution challenges, improving inter-regulatory coordination, strengthening sectoral talent pipelines, resolving adverse taxation issues and introducing an Insurance Risk Score for standardised premium pricing. The Insurance Act enabling 100% FDI was passed in November.

ACTION

Committee deliberations emphasised strengthening digital distribution, improving claims transparency, enhancing regulatory coordination across Insurance Regulatory and Development Authority of India (IRDAI), Reserve Bank of India (RBI) and DFS and building talent capacity.

FINTECH AND FINANCIAL INCLUSION

FinTech has transformed financial services by expanding access, reducing costs and enabling real-time delivery. CII worked towards advancing technology and inclusion for underserved and unbanked populations.

ADVOCACY

Recommendations included consolidating fragmented regulatory guidelines into unified master directions; adopting technology driven oversight such as video audits; upgrading rural financial institutions for Unified Payments Interface (UPI) integration; implementing scale-based regulation for FinTechs; shifting to demand-driven regulatory sandboxes; and adopting uniform, risk-based Know Your Customer (KYC) frameworks.

ACTION

The Financial Inclusion and FinTech Summit released a report on sectoral reforms, with regulators indicating ongoing deliberations on KYC norms and sandboxes.

PRIVATE EQUITY AND VENTURE CAPITAL

CII worked to enhance inter-regulatory coordination in private equity (PE) and venture capital (VC), boost domestic institutional investment and address regulatory and tax challenges, supported by working groups finalising key recommendations.

ACTION

High-level engagements with Shri Tuhin Kanta Pandey, Chairman, Securities and Exchange Board of India (SEBI) and Shri M Nagaraju provided platforms for discussing regulatory priorities. Continued international outreach included planned interactions with global PE and VC stakeholders.

FINANCIAL MARKETS

CII worked towards strengthening the policy and regulatory environment for India's financial markets to enhance capital allocation, liquidity and risk management.

ADVOCACY

Policy recommendations included permitting parking of unutilised initial public offering (IPO) proceeds in low risk mutual funds; allowing Infrastructure Investment Trusts (InvITs) and Real Estate Investment Trusts (REITs) to invest surplus funds in liquid mutual funds; providing flexibility in post-allotment security creation for non-convertible debentures (NCDs); strengthening listing and delisting frameworks; reducing minimum public offer size for very large issuers; and modernising Employee Stock Ownership

Plan (ESOP) rules to allow grants to founder promoters with appropriate governance safeguards. Several recommendations, including reduced public offer size norms and ESOP reforms, were implemented by SEBI.

ACTION

Several domestic and international investor interactions were conducted to facilitate these recommendations during the year.

BANKING

CII focused on strengthening India's financial ecosystem to support inclusive growth, improve credit access and enable the transition towards more sustainable and resilient financial systems.

ADVOCACY

Advocacy priorities included integrating climate finance and environmental, social and governance (ESG) criteria into banking practices; expanding MSME financing through digital and UPI-linked solutions; scaling up credit guarantee coverage; addressing delayed MSME payments via Trade Receivables Discounting System (TReDS) and other mechanisms; and promoting innovative financing such as sustainability-linked loans.

ACTION

Committee meetings and the Financing Summit enabled extensive dialogue with senior policymakers and regulators on banking reforms and future priorities.

GLOBAL CAPABILITY CENTRES

The agenda of the newly-constituted Task Force included advancing dialogue on Global Capability Centres (GCCs), given their importance as innovation and service hubs for global financial institutions.

ADVOCACY

Advocacy emphasised a national framework for GCCs, including digital economic zones, a national GCC council, single window clearances, stronger Industry–Academia linkages, advanced talent development and broader regional inclusion beyond Tier 1 cities, complemented by State-level frameworks enabling flexibility for localised policy design.

ACTION

Task Force meetings and GCC summits presented the national framework and strengthened Centre–State collaboration to position India as a global financial services and innovation hub.

MEDIA AND ENTERTAINMENT

The CII National Council for Media and Entertainment works to position India as a globally competitive creative hub by aligning policy reforms, technology adoption, infrastructure, skilling and global outreach. The focus is on strengthening the creative economy across film, television, Over-the-Top (OTT) service, Animation-Visual Effects-Gaming-Comics (AVGC), music, radio and digital media, while enabling investment, innovation and international collaboration.

ADVOCACY

Policy advocacy centred on building a future-ready media and entertainment ecosystem, with emphasis on regulatory reforms, ease of doing business, investment facilitation, skilling, infrastructure development and global market access. CII strongly advocated the adoption of a National Media and Entertainment Policy, noting that convergence, artificial intelligence-led transformation and platform evolution demand a unified national roadmap aligned to future business models and emerging technologies. Key advocacy included:

- Preserving self-regulation for OTT platforms and enabling market-led broadcasting reforms
- Establishing a National e-Sports and Gaming Development Authority
- Strengthening anti-piracy enforcement and Intellectual Property protection
- Building next-generation production infrastructure and expanding screen density
- Launching a dedicated media, gaming and AVGC-Extended Reality (XR) export and international distribution framework
- Implementing globally aligned skilling and education-to-employment pathways
- Introducing a Production Linked Incentive (PLI) scheme for gaming, media and AVGC-XR.

ACTION

The 12th CII Big Picture Summit served as the principal advocacy and Industry convergence platform, facilitating high-level policy dialogue, structured B2B engagements and consensus-building on the future of the creative economy.

Dedicated investor-investee meetings and the WAVES Bazaar strengthened business matchmaking, enabled market access for creative startups and reinforced pathways for innovation-led entrepreneurship.

India's international presence was strengthened through the CII Bharat Pavilion at the Cannes Film Festival, facilitating co-production discussions, global partnerships and promotion of select Indian states film locations.



L-R: Rajan Navani, Co-Chair, CII National Council on Media & Entertainment and Chairman & Managing Director, Jetline Group of Companies; Sanjay Jaju, then Secretary, Ministry of Information and Broadcasting; Gaurav Banerjee, Chair, CII National Council on Media & Entertainment and MD & CEO, Sony Pictures Networks India; Gunjan Soni, Co-Chair, CII National Council on Media & Entertainment and Country Managing Director, YouTube India and Ravi Rajamani Managing Director, Global Head of AI Blackbelts, Google, California, United States at the CII Big Picture Summit in Mumbai

LUXURY RETAIL

The newly formed CII National Committee on Luxury Retail brings together leading players across fashion, retail, furniture, food and allied segments to strengthen India's global luxury positioning. The committee focuses on showcasing India's heritage, craftsmanship and design excellence, while promoting international collaboration, progressive policies, skilling and creative entrepreneurship across the value chain.

ACTION

CII led a luxury retail delegation to Dubai alongside Dubai Design Week to benchmark global best practices. The delegation engaged with key policy and trade bodies, including the Dubai Chamber of Commerce, Ministry of Foreign Trade and Dubai Economic Development Corporation to understand frameworks supporting luxury and creative industries.

Industry interactions with leading businesses provided insights on experiential retail, brand storytelling, digital integration, sustainable design, trade facilitation, ease of doing business and collaborative opportunities.



▽
Aashti Bhartia, Chairperson, CII National Committee on Luxury Retail and Managing Director, Ogaan with Salem Al Shamsi, Executive Vice President – International Relation Sector, Dubai Chamber of Commerce during the CII Luxury Delegation to Dubai

TOURISM AND HOSPITALITY

Tourism and hospitality continue to be key drivers of economic growth, employment and development. The CII National Committee on Tourism and Hospitality focuses on reviving inbound tourism, strengthening domestic travel and enabling structured Government–Industry engagement to address policy, regulatory and structural bottlenecks.

ADVOCACY

Through stakeholder consultations between Government and Industry, the committee pursued a comprehensive reform agenda to position tourism as a high-impact growth engine through coordinated policy reforms, destination-led development and sustained global branding. Key advocacy included:

- Grant and operationalisation of Industry status across states and nationwide infrastructure status for tourism and hospitality to unlock affordable, long-term financing
- Sustained investment in global tourism marketing, including revival and modernisation of the Incredible India campaign
- GST rationalisation to enhance price competitiveness and formalisation of the sector
- Ease of doing business through streamlining licences and approvals
- Emphasised accelerated development of 50 flagship destinations through mission-mode planning and professional destination management
- Expansion of aviation and transport connectivity to emerging tourism clusters
- Revival of inbound tourism through globally competitive visa and e-visa regimes
- Institutionalised skilling and structured career pathways across tourism and hospitality.

INDIAN DIGITAL GAMING SOCIETY

The Indian Digital Gaming Society (IDGS) strengthened India's digital gaming and e-Sports ecosystem while supporting the country's ambition to emerge as a global hub for innovation, talent and digital entertainment. Through policy engagement, Industry collaborations and knowledge-driven initiatives, IDGS worked with Governments, Academia and global partners to foster a responsible and future-ready gaming ecosystem.

ADVOCACY

IDGS engaged with State Governments and policymakers to develop a progressive policy and regulatory framework for the gaming and animation, visual effects, gaming, comics and extended reality (AVGC-XR) sectors. The Society participated in consultations with the Government of Haryana to contribute recommendations for the State's AVGC-XR and gaming policy, focusing on enabling Industry growth, strengthening talent development and encouraging investment in emerging digital sectors.

IDGS also engaged with Shri Priyank Kharge, Minister for Information Technology & Biotechnology, Government of Karnataka, highlighting the need for policy support, Industry collaboration and initiatives focused on skilling and infrastructure development in the State's gaming and immersive technology ecosystem.



✓ *Rajan Navani, President IDGS and Chairman & Managing Director, Jetline Group of Companies and Sean (Hyunil) Sohn, Vice President IDGS & CEO Krafton India at India Gaming Show in New Delhi*

ACTION

IDGS participated in key Industry platforms and promoted collaboration, innovation and skill development. At WAVES 2025, the Society contributed to innovation showcases, panel discussions and exhibitions that brought together educators, developers and technology leaders.

A key initiative was the expansion of GameForge, an IDGS-led Academia-Industry platform designed to bridge the gap between education and Industry requirements in gaming and esports. The initiative focused on identifying emerging skill sets and career pathways while introducing students to opportunities in game development, esports management, broadcasting, analytics and digital content creation, impacting over 10,000 students.

To support Industry awareness and compliance, IDGS organised a legal webinar on the Digital Personal Data Protection (DPDP) Act and discussed the future of gaming at the IGS 2025. The Society also supported a post-budget discussion analysing key announcements from the Union Budget and their implications for the gaming and AVGC-XR ecosystem.

Global engagement was strengthened through a cross-border webinar connecting Indian participants with Korean Industry Members to explore collaboration opportunities in gaming, esports and creative technologies.

The Society engaged with the gaming community by participating in Gamicon, the WCG India LAN Event and the Big Picture Summit – Global Investor Meet, facilitating dialogue with developers, investors, esports players and technology leaders.

To promote grassroots innovation, IDGS supported the Game Jam in Jaipur, where students and developers collaborated to design and prototype games, encouraging creativity and hands-on learning. IDGS participated in international engagements during the visit of the President of Finland and contributed to discussions at the AI Summit on the impact of artificial intelligence (AI) on video games, e-Sports, cloud gaming and data centres.

DESIGN

CII strengthened India's design ecosystem through strategic initiatives, policy frameworks and recognition programmes that foster innovation and celebrate design excellence. Efforts focused on nurturing a sustainable, inclusive and globally competitive design Industry, recognising its vital role in driving economic growth and social development.

ADVOCACY

One such effort was the National Design Policy Communiqué, developed through extensive consultations involving Industry leaders, Academics, policymakers through regional roundtables. Inputs were consolidated and the Communiqué was launched at the CII Design Summit for submission to relevant Government bodies to guide and strengthen India's national design policy framework.

CII drove design-focused policy advocacy through three strategic whitepapers - 'AI in Design', 'Design for a Sustainable Future' and 'Bengaluru Vision 2030'. These provided actionable insights to build a future-ready creative economy, promote sustainable design practices, foster innovation and position Bengaluru and India as global leaders in design, innovation and Industry-Academia collaboration.



Dr Udayant Malhoutra, Chairman, CII National Committee on Design and CEO & Managing Director, Dynamic Technologies Ltd at the 25th Global Design Summit & Exposition in Bengaluru

ACTION

The CII India Design initiatives reinforced India's position as a global design hub, combining international engagement, domestic learning and policy advocacy. The India Design Mission to South Korea strengthened cross-border collaboration, enabling MoUs with leading Korean design institutions, securing participation in the CII India Design Summit and generating insights on design innovation, sustainability and user experience.

The 25th CII Global Design Summit and Exposition positioned design as a strategic driver of innovation, competitiveness and sustainable growth. The Summit featured global dialogues, curated Industry visits, international MoUs, design exhibitions and awards, highlighting the integration of design with technology, business strategy and India's global industrial transformation.

Recognition of excellence was central to the Summit. The CII Design Excellence Awards honoured over 100 organisations and individuals for embedding design into business strategies, while the i-Design Programme 4.0 felicitated over 30 professionals for building structured capabilities, leadership and organisational maturity. Complementing these, the CII India Design Tag benchmarked products against rigorous standards, promoting superior design quality, market credibility and enhancing India's global reputation as a design-led economy.

Three regional roundtables in Bengaluru, Pune and Delhi engaged over 150 leaders from Industry and Academia to shape a robust National Design Policy. Discussions focused on micro, small and medium enterprises (MSMEs), inclusive design education, Industry-Academia integration, artisan empowerment and entrepreneurship. Domestic Industry visits to manufacturing facilities provided more than 135 delegates with firsthand learning on design integration, innovation processes and manufacturing excellence, ensuring practical insights and cross-Industry knowledge sharing.

HEALTH AND LIFE SCIENCES

HEALTHCARE

India's healthcare ecosystem is undergoing a pivotal transition as the country advances towards Viksit Bharat@2047. In 2025, CII's healthcare engagement focused on strengthening healthcare delivery while enabling care models that enhance longevity and quality of life. Key priorities included responsible digital health adoption, better alignment between providers and payers and deeper international collaboration to build a resilient, future-ready healthcare ecosystem.

HEALTHCARE PROVIDERS

CII's engagement with healthcare providers addressed skill gaps, strengthening patient experience and supported sustainable hospital operating models aligned with national health priorities.

ACTION

The 22nd CII Annual Health Summit served as a flagship platform to advance dialogue on the future of healthcare delivery, innovation and collaboration.



Dr Naresh Trehan, Chairman, CII Steering Group on Health and Healthcare Council and CMD, Medanta – The Medicity and Piyush Goyal, Minister for Commerce and Industry at the 22nd Health Summit in New Delhi

Discussions focused on innovative financing approaches and the role of multi-sectoral partnerships in building resilience.

A strong international dimension marked the Summit, with emphasis on cross-border collaboration with Japan to enable technology transfer, skill exchange and capacity building. A memorandum of understanding (MoU) between CII, the Economic Research Institute for ASEAN and East Asia (ERIA) and Medical Excellence Japan (MEJ) reinforced institutional commitment to deepening international healthcare cooperation. The Summit also addressed priorities around Medical Value Travel, data protection under the Digital Personal Data Protection Act and the need for a human-centred approach to artificial intelligence (AI).

DIGITAL HEALTH

The key focus was on positioning technology as a system enabler to strengthen prevention, early detection, continuity of care and workforce capacity, with emphasis on responsible adoption of digital health and AI.

ACTION

CII, in partnership with NITI Aayog, convened the CII Huddle on Frontier Technologies in Health to examine how emerging technologies can enable healthcare transformation aligned with Viksit Bharat@2047.

Deliberations highlighted AI-augmented telemedicine, consent-based digital health records, voice-enabled and vernacular AI tools, along with gamification and incentive frameworks as key enablers of improved health literacy, early detection and continuity of care.

Further, the 4th CII Digital Health Summit reinforced the shift towards scaled, outcome-oriented adoption of digital health solutions.

HEALTH INSURANCE

The focus was on strengthening transparency and efficiency while positioning the health insurance ecosystem as an enabler of access and continuity of care and addressing systemic challenges for patients, providers and insurers.

ACTION

CII undertook a series of focused engagements with the Chairman, Insurance Regulatory and Development Authority of India (IRDAI). Key structural challenges were addressed with emphasis on co-designed codes of conduct, adoption of the National Health Claims Exchange, standardisation of claims and empanelment processes and the need for a credible framework to assess medical inflation, reinforcing a consensus-driven reform pathway.

AYURVEDA

CII focused on strengthening the ayurveda sector as a credible, evidence-led and innovation-driven system of care with both domestic relevance and global potential.

ACTION

A closed-door Industry policy and strategy dialogue was organised to shape a shared vision for ayurveda from 2025 to 2035. As a key outcome, CII, in partnership with the Indian Council for Research on International Economic Relations (ICRIER), is developing the Ayurveda Industry Vision 2035 report, drawing inputs from Industry, practitioners and Government to provide a clear roadmap for growth, governance and global positioning.

PUBLIC HEALTH

CII's public health initiatives focused on prevention-led approaches, low-cost innovations, women and children's health, tuberculosis (TB) screening for Industry members and a deeper private sector engagement beyond Corporate Social Responsibility. The CII Centre for Health, launched during the Annual General Meeting 2025, was positioned to drive coordinated stakeholder action and long-term public health priorities.

ADVOCACY

CII, in partnership with the Women's Collective Forum and leading academic institutions including Indian School of Business (ISB), Faculty of Management Studies (FMS), the Institute for Social and Economic Change (ISEC) and Population Council Institute, co-developed four national white papers on women's and child health which assessed progress over the past decade and outlined policy recommendations on maternal health, child and adolescent health, family planning and innovations in women's health.

ACTION

- The 6th CII Public Health Summit reinforced the shift towards a prevention-first public health agenda. Nine low-cost public health innovations were showcased, receiving feedback on integration into existing health systems.
- An interaction with Members of Parliament focused on implementing policy recommendations on women and children's health through constituency-level partnerships
- The first meeting of the CII Centre for Health Steering Group identified priority areas for scalable public health action
- Under the CII TB-Free Workplaces Initiative, four screening camps covered 344 employees, enabling early detection and treatment linkage.

MEDICAL TECHNOLOGY

CII's MedTech engagement worked towards strengthening India's medical device ecosystem through regulatory clarity, innovation enablement and global competitiveness, while ensuring patient safety and quality standards.

ACTION

CII, in collaboration with the Central Drugs Standard Control Organisation (CDSCO), organised a first-of-its-kind series of regulatory workshops across Delhi, Ahmedabad and Bengaluru, bringing together regulators and over 150 MedTech companies to address key regulatory challenges.

The 17th CII Global MedTech Summit advanced discussions on regulatory harmonisation, workforce readiness, innovation acceleration, global collaboration and strategies to boost medical device exports. The Summit also marked the release of the CII-BCG report on 'Positioning India for Global MedTech Leadership'.

SENIOR CARE

CII's senior care engagement addressed emerging challenges linked to India's ageing population, with emphasis on dignity, independence, mental wellbeing and quality of life in later years.

ACTION

The first CII Senior Care Conclave led structured dialogues on policy gaps in regulation, care delivery and digital inclusion. CII submitted detailed inputs to NITI Aayog outlining action areas across health and wellness, housing, technology use, financial awareness and private sector participation, supported by background papers on digital inclusion and private sector engagement in senior care.

PHARMA & LIFE SCIENCES

CII's engagement in Pharma and Life Sciences focused on positioning India as a global Contract Research, Development and Manufacturing Organisation (CRDMO) hub, advancing sustainable and innovation-led growth and strengthening global partnerships.

ACTION

CII convened Industry roundtables on the CRDMO ecosystem and international partnerships, including an India-Africa collaboration to exchange best practices and investment strategies. The 7th CII Pharma & Life Sciences Summit advanced dialogue on sustainability, innovation, talent and regulatory frameworks, alongside the release of CII knowledge reports on CRDMO leadership and sustainability in Pharma and Life Sciences.



L - R: Dr Naresh Trehan; Dr Jitendra Singh, Minister of State (I/C) of Science and Technology and Earth Sciences and Minister of State, Prime Minister's Office; Personnel, Public Grievances and Pensions, Space and Atomic Energy; Dr Vinod K Paul, Member, NITI Aayog and Ms Neena Gupta, Ambassador, CII Committee on Senior Care and Actor at the CII Senior Care Conclave in New Delhi

EDUCATION

CII advanced a cohesive education agenda spanning school and higher education, aligned with the future of workforce development and Education 5.0. The focus was on improving quality of education and research, strengthening faculty capacity, promoting responsible integration of artificial intelligence (AI) and technology, deepening Industry engagement and supporting National Education Policy (NEP) 2020-aligned reforms to build a globally competitive, Industry-ready talent pipeline.

With quality education emerging as a top priority for the Government, CII addressed future-ready education reforms, focusing on:

- Improving quality of research and teaching through faculty development, Industry engagement and creation of conducive research and innovation ecosystems
- Advancing Industry-aligned pedagogy to bridge the Industry-readiness gap and strengthen employability outcomes
- Promoting AI and technology integration, particularly in higher education, with emphasis on ethical adoption, academic integrity and enhanced learning outcomes
- Strengthening STEM education, experiential learning and vocational exposure to foster scientific temper, critical thinking and job-oriented skills
- Supporting effective implementation of NEP 2020 and contributing to the vision of Viksit Bharat@2047, including interdisciplinary learning, holistic assessment and flexible learning pathways.

ACTION

CII advanced its advocacy agenda through the following flagship initiatives:

- The 15th Global Higher Education Summit and the 9th National School Education Summit addressed faculty development, research quality, Industry-aligned pedagogy, AI in education, future STEM pathways, educator capacity building and workforce readiness, generating actionable policy insights



L-R: Dr Naushad Forbes, Past President, CII & Chairman, CII National Higher Education, R&D, Technology and Innovation Council and Co-Chairman, Forbes Marshall; Prof Anil Sahasrabudhe, Chairman, National Educational Technology Forum; Dr V Anantha Nageswaran, Chief Economic Adviser to Government of India and Dr Nandini Rangaswamy, Co-Chairperson, CII National Higher Education Council and Chairperson, GRG Institutions launching the report 'Exploratory Study on CSR in Education: Assessing Impact and Trends in the Indian Context' at the 15th Global Higher Education Summit in New Delhi

- Strengthening international benchmarking, the CII School Leaders Global Learning & Partnership Mission to Switzerland enabled 17 school leaders to visit five international schools and colleges to participate in the Global Learning Conference, generating insights aligned with NEP-driven school transformation. The CII Higher Education Global Partnership Mission to the United Kingdom, led by Dr Naushad Forbes, Chairman, CII National Higher Education Council and Co-Chairman, Forbes Marshall, comprised 23 delegates and included visits to six institutions, strengthening India-UK collaboration in higher education and innovation
- The CII-Anusandhan National Research Foundation Prime Minister's Fellowship for Doctoral Research strengthened Industry-funded doctoral research, supporting 90 fellows during the year, with 53 new fellows selected, reinforcing the research-innovation-Industry linkage.

SUPPORTING INITIATIVES AND ENGAGEMENTS

Additional initiatives included national-level case study competitions for school principals and higher education students, engaging over 50 educators, 170 students and 80 academic institutions; the launch of the CII Schools' Forum; PARAKH-NCERT Holistic Progress Card workshop series (three workshops engaging 150 educators); and the publication of 'Exploratory Study on CSR in Education: Assessing Impact and Trends in the Indian Context' that examines education-focused CSR in India and offers evidence-based recommendations to strengthen scale, sustainability, collaboration and long-term systemic impact.



L-R: Shivika Goenka, Co-Chair, CII Schools' Forum and Founder, RP Goenka International School, Kolkata; Chandrajit Banerjee, Director General, CII; Meenakkshi Singh, Chair CII Schools' Forum and Pro-Vice Chairperson, Delhi Public School, Sushant Lok, Gurugram and Prof R Meghanathan, Jury Chair and Professor & Head, Department of Education in Languages, NCERT launching the CII Schools' Forum Brochure at the 9th CII National School Education Summit in New Delhi

CII IN THE MEDIA

BusinessLine
Sat, 15 Nov 2025, daily - Business Line - Hyderabad;
Size: 313 sq. cm., Circulation: 27100, Page: 19

India a friendly country, does not dictate terms to anyone: V-P
MUTUAL BENEFIT. "We all must grow together, not at the cost of others"

Trust of India
Vice-President C. P. Radhakrishnan on Friday said India does not dictate terms to anyone nor would like to be dictated by anyone.

He also said India is always "very friendly with all the countries and it wants to meet every country equally."

"We never want to dictate terms to anyone, like that we never want to... (be dictated) by anyone. We want to complement each other, we want to grow together. That is the common policy of India. India is growing today and at the same time India is friendly with everyone. Yes, we all must grow together, not at the cost of others, but by protecting the interests of each other," he said.

The Vice-President was speaking at CII Partnership Summit here.

LOOKING UPBEAT. Vice-President C. P. Radhakrishnan on Friday said India is looking upbeating into the future. Ease of doing business is supporting India as the Centre is bringing reforms in all the sectors including labour law, tax systems and infrastructure. "I am sure this is the right time for you to invest in the fastest growing economy of the world. You have come at the right time," he said.

INVESTMENT CLIMATE Talking about the investment climate in India, he said, "The investment climate in India is looking upbeating into the future. Ease of doing business is supporting India as the Centre is bringing reforms in all the sectors including labour law, tax systems and infrastructure. "I am sure this is the right time for you to invest in the fastest growing economy of the world. You have come at the right time," he said.

THE FINANCIAL EXPRESS
Copyright © 2025 The Financial Express
Fri, 30 May 25, Financial Express - Delhi; Size: 661 sq. cm.; Circulation: 83000, Page: 1

RAJNATH, DEFENCE CHIEFS AT CII SUMMIT

ANNUAL BUSINESS SUMMIT '25

Defence Minister Rajnath Singh (centre) with chiefs of the armed forces, CII president Sangeeta Paul (fourth from left), and others during the CII annual general meeting and business forum, in New Delhi on Thursday

BusinessLine
Wed 29 Oct 2025, daily - Business Line - Chennai;
Size: 363 sq. cm., Circulation: 7000, Page 8
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Gadkari pushes for mandatory performance audits of highways

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

Minister Nitin Gadkari has called for mandatory performance audits of highways across the country. He said the move is part of a series of reforms to improve the quality and efficiency of the highway sector.

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Hindustan Times
Tue, 15 Jul 2025, daily - Hindustan Times - Delhi; Size: 64.24 sq. cm., Circulation: 68416, Page: 16

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

India's GCCs may add up to \$200 billion to the economy by 2030, Finance Minister Nirmala Sitharaman said on Monday.

She said the GCCs are a key driver of India's economic growth and will create millions of jobs. She said the GCCs are a key driver of India's economic growth and will create millions of jobs.

THE ECONOMIC TIMES
Sat, 26 Dec 2025, daily - Economic Times - Delhi;
Size: 434 sq. cm., Circulation: 20000, Page: 7

Centre set to procure 14,000 GPUs more for AI Mission, says Ashwini Vaishnaw

The Centre is set to procure 14,000 more GPUs for its AI Mission, says Ashwini Vaishnaw, Minister of State for Electronics and Information Technology.

He said the move is part of the government's strategy to boost its AI capabilities and attract global investment. He said the move is part of the government's strategy to boost its AI capabilities and attract global investment.

BusinessLine
Fri, 30 May 25, Business Line - Hyderabad; Size: 206 sq. cm., Circulation: 27100, Page: 1

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THE ECONOMIC TIMES
Sat, 11 Jul 2025, daily - Economic Times - Delhi;
Size: 434 sq. cm., Circulation: 20000, Page: 7

CII President Bats for Fresh Mfg Reforms, Sovereign Wealth Fund

CII President Rajiv Memani has called for fresh manufacturing reforms and the creation of a sovereign wealth fund to boost India's economic growth.

He said the reforms are essential for India to remain competitive in the global market. He said the reforms are essential for India to remain competitive in the global market.

THE ECONOMIC TIMES
Sat, 26 Dec 2025, daily - Economic Times - Delhi;
Size: 434 sq. cm., Circulation: 20000, Page: 7

GST Cut on Renewables to Save ₹1.5 Cr by 2030: Joshi

A GST cut on renewable energy equipment will save ₹1.5 crore by 2030, says Anand Joshi, CII Secretary for Energy.

He said the move will encourage investment in the renewable energy sector and reduce the cost of power generation. He said the move will encourage investment in the renewable energy sector and reduce the cost of power generation.

The Telegraph
Mon, 12 Jan 2026, daily - Telegraph - Kolkata;
Size: 29 sq. cm., Circulation: 29000, Page 8
Copyright © 2025 The Telegraph. All rights reserved.

PSU selloff to unlock value: CII

CII has suggested an accelerated four-point strategy to unlock value from the divestment of public sector enterprises, calling for a demand-driven approach in selecting units for privatisation and following a predictable roadmap.

It said the government should focus on high-value assets and ensure a smooth transition for employees. It said the government should focus on high-value assets and ensure a smooth transition for employees.

Hindustan Times
Mon, 07 Jul 2025, daily - Hindustan Times - Delhi; Size: 191.24 sq. cm., Circulation: 101007, Page 1

Consistent growth of 7-8% is within reach: CII president

CII President Rajiv Memani said consistent growth of 7-8% is within reach for India, provided the government continues with its reform agenda.

He said the reforms are essential for India to remain competitive in the global market. He said the reforms are essential for India to remain competitive in the global market.

The Financial Express
Sat, 15 Nov 2025, daily - Financial Express - Hyderabad;
Size: 736 sq. cm., Circulation: 20000, Page 8
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More countries now want to sign FTAs with India: Goyal

India's trade-based diplomacy paving dividends, External Affairs Minister S. Jaishankar said on Monday.

He said the move is part of India's strategy to boost its trade and economic growth. He said the move is part of India's strategy to boost its trade and economic growth.

The Daily Guardian
Sat, 01 Nov 2025, daily - Daily Guardian - Delhi;
Size: 79 sq. cm., Circulation: 9, Page 7
Copyright © 2025 Daily Guardian. All rights reserved.

BUDGET 2026: CII PITCHES TRUST-BASED TAX REFORMS

CII has pitched trust-based tax reforms for Budget 2026, focusing on ease of doing business, decriminalisation, and procedural reforms.

It said the reforms are essential for India to remain competitive in the global market. It said the reforms are essential for India to remain competitive in the global market.

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The Financial Express
Sat, 15 Nov 2025, daily - Financial Express - Hyderabad;
Size: 736 sq. cm., Circulation: 20000, Page 8
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More countries now want to sign FTAs with India: Goyal

India's trade-based diplomacy paving dividends, External Affairs Minister S. Jaishankar said on Monday.

He said the move is part of India's strategy to boost its trade and economic growth. He said the move is part of India's strategy to boost its trade and economic growth.

The Daily Guardian
Sat, 01 Nov 2025, daily - Daily Guardian - Delhi;
Size: 79 sq. cm., Circulation: 9, Page 7
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BUDGET 2026: CII PITCHES TRUST-BASED TAX REFORMS

CII has pitched trust-based tax reforms for Budget 2026, focusing on ease of doing business, decriminalisation, and procedural reforms.

It said the reforms are essential for India to remain competitive in the global market. It said the reforms are essential for India to remain competitive in the global market.

BusinessLine
Sat, 15 Nov 2025, daily - Business Line - Hyderabad;
Size: 313 sq. cm., Circulation: 27100, Page: 19

CII calls for 'dispute-preventive' tax system

CII has called for a dispute-preventive tax system to reduce litigation and improve the investment climate in India.

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Four labour codes: A new social compact for a competitive India

The four labour codes will create a new social compact for a competitive India, says CII Secretary for Labour and Employment.

He said the codes are essential for India to remain competitive in the global market. He said the codes are essential for India to remain competitive in the global market.

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

Relying on a few nations for manufacturing and supply chains is risky, says CII President Rajiv Memani.

He said the move is part of India's strategy to boost its trade and economic growth. He said the move is part of India's strategy to boost its trade and economic growth.

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CII IN THE MEDIA

NDTV Profit @NDTVProfitIndia · Sep 9
 CII Director General Chandrajit Banerjee asks @nstharaman what difficulties she faced in finalising #GST 2.0.

She says, "To be fair to state FMs..."

@finminindia @RahulKanwal @FollowCII
 @CB_CII #NDTVGSTConclave #NDTVProfitGSTConclave

Watch LIVE: bit.ly/4gPuQn



NDTV @ndtv
GST 2.0: The Business of Reform

On the panel with NDTV's @VishnuNDTV at #NDTVGSTConclave: Raj Memani, President, CII, Chandrajit Banerjee, Director General, CII, Pir Khambatta, CMD, Rasna Group and, Dr Naresh Trehan, Chairman & Managing Director, Medanta - The Medicity



Press Trust of India @PTI_News · Aug 30
 VIDEO | Mumbai: CII president-designate R Mukundan on India's economy growing faster-than-expected at 7.8 per cent in the June quarter says, "Firstly, this reflects the robust nature of the Indian economy, that even in challenging times, it continues to grow. We have always



CNBC-TV18 @CNBCTV18News · Sep 24
 CNBC-TV18 CEO Sentimeter | Here Is What India Inc Expects...

- FY26 GDP Growth In The Range Of 6.8-7%
- RBI To Cut Rates Further
- Rupee To Remain In The Rs 89-99/\$ Range

@ShereenBhan @CNBCTV18News @FollowCII @rajivmemani #RMukundan @MuthooJohn @muthooindia #CEOSentimeter



NDTV Profit @NDTVProfitIndia · Aug 30
 The numbers have come as a big surprise, says CII President Rajiv Memani, about India's #GDP numbers. @rajivmemani @FollowCII

For the latest news and updates, visit: ndtvprofit.com

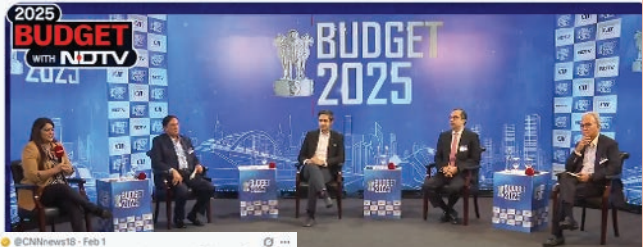


ANI @ANI · Feb 1
 #WATCH | Delhi: On Union Budget 2025, Vice President of the Confederation of Indian Industry (CII), Suchitra Ella says, "... This ... probably the first budget that I have heard and witnessed over the 1 years where the very first opening remarks and policies that came I



NDTV @ndtv · Feb 1
 #BudgetWithNDTV | Will Budget 2025 be game changer for housing sector

NDTV's @sakshibajaj19 talks to experts at CII



News18 @CII-News18 · Feb 1
 #BudgetWithNews18- This budget accelerates growth: Director General, CII - Chandrajit Banerjee



Press Trust of India @PTI_News · Feb 1
 VIDEO | Union Budget 2025: President-designate of CII Rajiv Memani says, "We were anticipating, there would be some relief, most of the people thought that it will go up to 9-10 lakh, but no one anticipated such a big relief. So thanks to the FM for doing this. This will be a big



ET NOW @ETNOWlive · Feb 1
 #BudgetWithETNOW | Is there a clear shift of the Govt from Infra-growth to consumption-led growth?

Rajiv Memani, President Designate, CII and R Mukundan, Vice Pres decode the key highlights of the Budget

@sheryla @SishtiSharma @rajivmemani @FollowCII



Republic @republic · Feb 1
 #BudgetWithArbab | At the building blocks level, continuity is clear. In this Budget, strong focus on macroeconomic discipline, lot of manufacturing across sectors... Rajiv Memani, President, CII (@rajivmemani) on Union #StabilityBudget 2025



NDTV @ndtv · Feb 1
 #BudgetWithNDTV | Will Budget 2025 be game changer for housing sector

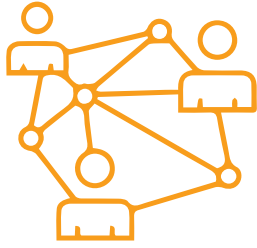


Press Trust of India @PTI_News · Feb 1
 VIDEO | CII Director General Chandrajit Banerjee welcomes the Budget, saying, "Momentum in public capex sustained, fillip to skilling."





**CONNECTING
WITH SOCIETY**



- ▶ India@100
- ▶ Affirmative Action
- ▶ Rural Development and Migrant Workforce
- ▶ CII Foundation
- ▶ Development Initiatives
- ▶ Sports
- ▶ Youth Power
 - Young Indians
 - Bharatiya Yuva Shakti Trust
- ▶ CII Centre for Women Leadership

INDIA@100

India@100 is a people-centric, long-term vision guiding India's journey towards an inclusively developed and globally competitive nation by 2047. The vision serves as a compass for aligning the long-term mission of CII, anchoring its work firmly in the larger purpose of nation-building. Leveraging the collaborative legacy of India@75, India@100 reflects a shift from milestone-based development to sustained nation-building driven by convergence of Industry, Government, civil society, Academia and citizens, guided by the principle of Nation First.

The India@100 Foundation serves as a platform for translating this vision into immediate, short-term and long-term action. It facilitates convergence for fostering partnerships, leadership, volunteering and scalable high impact initiatives.

ADVOCACY

The 'National Vision Document on India@100: The People's Agenda' was developed as a strategic framework to carry forward the momentum of long-term nation-building in a focused manner under sectoral thematic areas for achieving vision objectives by 2047. The document articulates a shared roadmap advocating collective action to achieve national aspirations as the country approaches 100 years of Independence.

India@100 vision comprises five pillars of AMRIT that outline India's pathway to 'Ascend' in the evolving world order by 'Maximising' economic growth, 'Revitalising' its cultural and soft power, 'Innovating' to remain globally competitive and 'Transforming' its development model to unlock human potential.

The AMRIT framework enables a holistic approach to growth-one that aligns ambition with inclusion, innovation with equity and progress with long-term sustainability.

ACTION

Translating vision into action, the India@100 Foundation, in collaboration with CII and leveraging its institutional outreach, has adopted a multi-pronged approach that ensures all initiatives remain aligned with national aspirations. Platforms such as the summit themed 'India Ahead: Towards a Viksit Bharat' brought together leaders from Industry, Government, Academia and civil society to align priorities central to India's development journey ranging from inclusive growth and future-ready skills to innovation ecosystems, micro, small and medium enterprise (MSME) competitiveness and cross-sector collaboration. These dialogues helped translate long-term ambition into clear pathways, partnerships and actionable outcomes.



L-R: Piruz Khambatta, Past Chairman, CII Western Region and Group Chairman, Rasna Pvt Ltd; Rishi Kumar Bagla, Chairman, CII Western Region and Chairman & Managing Director, BG Electronic India Ltd; Jayant Acharya, Joint Managing Director & CEO, JSW Steel; K V Kamath, Past President, CII and Chairman, Jio Financial Services Ltd; Ashish Kumar Chauhan, Managing Director & CEO, NSE India; Rajan Navani, Chairman, CII Council on India@100 and Chairman & Managing Director, JetSynthesys and Vir S Advani, Deputy Chairman, CII Western Region and Chairman & Managing Director, BlueStar Ltd during the India Ahead Towards a Viksit Bharat Summit in Mumbai



India@100 Foundation, in collaboration with NGO partners, organised education drives and creative activities in Mumbai during National Volunteering Week

Sustained thought leadership has been a key driver of this transition from intent to impact. The Fireside Chat Series 'I Have a Dream' convened influential voices of domain experts from diverse sectors to reflect on India's development trajectory and outline a roadmap toward a developed and inclusive nation. Deliberations spanned manufacturing, finance, sustainability, education, healthcare, agriculture and India's soft power.

The 'ChangeSpeake' Series spotlighted changemakers translating their ideas into action. By showcasing scalable models, community-led innovation and leadership-driven solutions, the platform reinforced a result-oriented approach and highlighted the importance of measurement matrix for impact and outcomes across initiatives.

Campaigns such as Har Ghar Tiranga strengthened civic pride and national unity, while Swachhata Hi Seva, under Swachh Bharat, advanced cleanliness and collective responsibility through partnerships among NGOs, corporates, Government bodies and community networks, mobilising youth, women leaders, sanitation workers and local administrations.

India@100 Foundation has consistently strengthened the culture of volunteerism, recognising it as an enabler and driver of inclusive development and participatory governance. A cornerstone of this action

has been National Volunteering Week (NVW), which advocates volunteerism as a strategic pillar of nation-building. The 13th edition of NVW mobilised over 2,56,447 volunteers, contributing more than 3.6 million+ hours of service and positively impacting over 44 million beneficiaries (directly and indirectly) across areas such as education, health, environment, livelihoods, skills, social inclusion and women empowerment. Thematic dialogues and knowledge sessions further reinforced the volunteerism ecosystem by sharing best practices.

Functional Literacy Programme (FLiP) is a flagship initiative that focuses on the Economically Weaker Section (EWS) for improving their livelihood and enhancing disposable incomes impacting more than 4000 beneficiaries this year in Raigad, Maharashtra. FLiP-on-Wheels initiative is expanding outreach to remote and rural geographies by taking digital learning directly to communities and equipping them for a digitally connected, future-ready India.

Together, these efforts underscore India@100 Foundation's commitment to aligning each of the initiatives with national priorities, adopting a forward-looking approach and embedding impact measurement at the core of each action, ensuring that stakeholders contribute in sync with India's journey towards a Viksit Bharat by 2047.

AFFIRMATIVE ACTION

CII's Affirmative Action work focuses on strengthening Industry-led interventions to promote inclusion, diversity and equal opportunities for Scheduled Caste (SC) and Scheduled Tribe (ST) under four heads: employability, entrepreneurship, education and employment. CII also collaborates extensively with other institutions towards entrepreneurship development, market access and financial inclusion for underrepresented communities aiming to transform social equity into business advantage for the country through proactive outreach and mentorship.

ADVOCACY

CII's advocacy efforts focused on strengthening policies and institutional mechanisms to support the competitiveness of SC/ST and women entrepreneurs. CII worked closely with the Ministry of Tribal Affairs, Ministry of Micro, Small and Medium Enterprises (MSME), National SC/ST Hub and other stakeholders towards capacity building and encouraging the marginalised enterprises to propel growth.

CII also advocated wider adoption of inclusive sourcing practices and improved vendor onboarding in accordance with the procurement mandate of public sector enterprises (PSEs) through Government e-marketplace (GeM) and special vendor development programmes. CII recommendations also focused on the need for affordable finance and its improved access for SC/ST and women entrepreneurs, greater awareness of concessional funding schemes, venture capital support and blended finance models.

Engagements with academic institutions like IIT Delhi reinforced structured business acceleration and mentorship programmes as tools for building entrepreneurial capability and enterprise sustainability.

ACTION

With a focus on strengthening a structured engagement between PSEs and SC-ST-owned micro and small enterprises (MSEs) and Women MSEs, CII in

partnership with the Ministry of MSME, National SC/ST Hub, GeM and leading Central PSEs organised the 'BizBridge – Vendor Development Meet for SC/ST and Women MSEs'. The programme helped build inclusive, resilient and diversified supply chains by providing a platform for disseminating information about procurement priorities, vendor onboarding processes and future sourcing requirements of top PSEs.

To facilitate market access, entrepreneurial capability and financial inclusion, CII advanced its diversity initiatives through the Business Accelerator Programme for SC/ST entrepreneurs, implemented in collaboration with premier institutions: IIM Nagpur, IIM Sambalpur, IIM Kashipur, IIM Sirmaur, IIM Ranchi, IIM Raipur, IIM Mumbai and the Institute of Rural Management Anand (IRMA).

An awareness workshop 'Access to Affordable Capital' was also organised at IIT Delhi in collaboration with IFCI Venture Capital Fund Ltd which focused on contours of the Ambedkar Social Innovation and Incubation Mission (ASIIM) and other dedicated funding schemes for SC/ST entrepreneurs providing clarity on eligibility, processes and funding structures. These efforts were further strengthened through GeM seller onboarding workshops, reinforcing CII's integrated approach to inclusive procurement and entrepreneurship development.



▼ *Mercy Epao, Joint Secretary, Ministry of MSME at 'BizBridge-Special Development Meet' in New Delhi*

RURAL DEVELOPMENT AND MIGRANT WORKFORCE

Rural development has emerged as a critical enabler for industrial growth, reflecting deeper shifts in the economy. Home to two-thirds of the population and accounting for about 46% of the national GDP, according to NITI Aayog, rural India is transitioning from predominantly agrarian systems to more diversified ones with rising non-farm and industrial activity.

Rural development and migrant workforce development are closely interconnected as limited economic opportunities in rural areas drive migration to urban and industrial centres. Conversely, migrant workforce development feeds back into rural development through remittances, skill transfer and social change, as migrant incomes support household consumption, education, housing and small enterprises.

Thus, an integrated approach that strengthens rural development while protecting and upgrading the migrant workforce is essential for balanced and inclusive economic growth.

The CII National Task Force on Rural Development and Migrant Workforce outlines strategic objectives to drive inclusive rural transformation in India. These priorities include raising rural incomes and employment

opportunities, strengthening rural infrastructure, expanding access to quality education and healthcare and supporting the growth of rural enterprises.

ACTION

Recognising the central role of the migrant workforce in India's economic landscape, CII organised the National Roundtable on Migrant Workforce in Coimbatore. The roundtable fostered dialogue, collaboration and practical solutions to improve working conditions, welfare and inclusion of the migrant workforce. Discussions centred around skills–migration linkages and Industry migration mapping, social security portability and digital labour governance, worker housing, health and living-dignity infrastructure. The deliberations are expected to help shape future policy discussions, institutional strategies and collaborative initiatives.

A Compendium on 'Industry Best Practices in Rural Development' capturing case studies from companies and non-governmental organisations (NGOs) was launched at the programme. The compendium serves as a knowledge resource for policymakers, Industry leaders and practitioners working to build a more inclusive, fair and resilient ecosystem.



L - R: C Devarajan, Vice Chair, CII Tamil Nadu and Managing Director, URC Constructions Ltd; Anuja Bapat, Deputy Director General, Ministry of MSME; Kumar Jayant, Chairman and Managing Director, Tamil Nadu Industrial Investment Corporation Ltd; Shankar Vanavarayar, Chairman, CII National Task Force on Rural Development & Migrant Workforce and President, Kumaraguru Institutions & Executive Director, ABT Industries; C K Saji Narayanan, Former National President, Bharatiya Mazdoor Sangh and Sanjay Awasthi, Head of Office, International Organisation for Migration releasing the Compendium on Rural Development at the CII National Roundtable on Migrant Workforce in Coimbatore

CII FOUNDATION

The CII Foundation (CIIF) was set up by CII in 2011 and works across India through a collaborative approach, partnering with Government, corporates, civil society, NGOs, academic institutions and other key stakeholders to drive social change. The Foundation's interventions are anchored in three core pillars-creating awareness, building capacity and infrastructure support-customised to drive meaningful on-ground change. During 2025-26, CIIF strengthened its initiatives for India's inclusive development.

CLIMATE CHANGE RESILIENCE CROP RESIDUE MANAGEMENT INITIATIVE

The Crop Residue Management initiative addresses air pollution caused by stubble burning in North India. During the year, the programme's geographic footprint increased from 793 villages to over 1000 villages across Punjab and Haryana, spanning 11,33,676 acres of farmland. Over two lakh farmers were enabled to adopt sustainable agricultural practices through machinery support, technical capacity-building and farm straw management to turn waste into wealth. The programme increased ex-situ management of stubble (off field straw management) by installing over 10 biogas plants during the year. Partnerships with State Governments were strengthened through high-level meetings in Punjab and Haryana to scale interventions. The project interventions resulted in about 85% of farmland being saved from burning, preventing nearly 2.6 million tonnes of biomass from being burnt and avoiding 2.35 million tCO₂e emissions, along with saving 100 billion litres of water.



Live demonstration and training of the new machinery delivered under Crop Residue Management initiatives in Haryana



Jagdish Prasad Maithani, NSG Group Commander and other delegates planting trees in Judola, Haryana

TREE PLANTATION INITIATIVE

Community-managed agroforestry plantations were developed in Farukh Nagar block, Gurugram, Haryana and the Sundarbans, West Bengal to support biodiversity.

- Twenty thousand saplings were planted across 25 acres in three villages in Farukh Nagar
- Thirty thousand saplings were planted in the Sundarbans.

Challenges including monsoon waterlogging, pest attacks and heat stress were addressed through local drainage solutions, neem-based pesticides and drip irrigation.

WATERBODY RESTORATION

Waterbody restoration was undertaken in Tamil Nadu, Haryana and Maharashtra, targeting water-stressed and flood-affected regions.

- In Tamil Nadu, under the Water Alliance Initiative, the rejuvenation of the 86-acre Thalapalli waterbody in Pedathalapalli village, Krishnagiri district was initiated
- In Haryana, five waterbodies were restored in Farukh Nagar, resulting in a 20% increase in water capacity and a 50% reduction in waste dumping, strengthening local water security and use of shared resources

- In Maharashtra, a water management and recharge planning initiative was launched across ten villages in Khultabad block, Chhatrapati Sambhajnagar district. Baseline assessments were undertaken to develop a Detailed Project Report (DPR) to guide long-term groundwater recharge and sustainable water use intervention, following which, interventions were rolled out on sustainable farming practices and rainwater harvesting structures. The programme aims to ensure long-term water security in these areas.

WASTE MANAGEMENT

To mitigate environmental and health impacts of inefficient waste management, CIIF strengthened its waste management initiatives across project sites in Kerala and Ladakh, complementing local Government efforts under the Swachh Bharat Mission.

In Leh, Ladakh, two Material Recovery Facilities (MRFs) established in 2024-25 for supporting scientific segregation, sorting and recycling, processed 74,838 kg (74.8 tonnes) waste. Additionally, 65% households practice segregation at source.

'Chelode Chellanam', a CIIF initiative in Chellanam, Kerala, promoted self-sustaining waste management with the panchayat and Haritha Karma Sena operating MRF facility handling 1.25 tonnes of waste per day.

As part of the Swachhata Hi Seva campaign under the theme Swachhotsav, CIIF implemented the nationwide Ek Din, Ek Ghanta, Ek Saath initiative across India, engaging children, farmers, waste workers and local communities in cleanliness drives and awareness activities. The campaign reinforced source-level waste management, hygiene practices and collective action for cleaner and healthier public spaces.

DISASTER RELIEF AND REHABILITATION

CIIF supported disaster-affected communities through infrastructure-led rehabilitation. In Wayanad, Kerala, efforts focused on reconstructing community facilities, including a tribal kitchen and renovating Anganwadi centres impacted by landslides, re-establishing safe spaces for nutrition, early childcare and community activities.

Following floods and landslides in Himachal Pradesh, CIIF constructed temporary housing shelters in Mandi district for affected families.



Inauguration of Anganwadi Centre in Wayanad

EARLY CHILDHOOD EDUCATION

CIIF strengthened Early Childhood Education (ECE) through Anganwadi centres in Andhra Pradesh, Karnataka, Kerala and Tamil Nadu, working closely with State Governments and local partners under the Integrated Child development Services (ICDS) implemented by the Ministry of Women and Child Development. The focus remained on improving learning environments, strengthening capacities of Anganwadi workers and increasing community engagement to support holistic child development.

To strengthen science education, CIIF initiated a STEM Science Lab initiative in Gumudipoondi, Tamil Nadu, wherein six schools were identified and customised Information, Education and Communication (IEC) materials were developed and lab equipment set up to support hands-on learning and classroom engagement.

In Thirumudivakkam, Tamil Nadu, an education infrastructure improvement project was initiated at a Government Higher Secondary School.

The project includes renovation of five classrooms and essential facility upgrades to create safer, better-equipped learning spaces.

STRENGTHENING HEALTHCARE SYSTEMS

The health systems strengthening programme in Chandauli District, Uttar Pradesh, focuses on eight villages in Dhanapur block. The programme aims to strengthen community access to public healthcare and nutrition, improve infrastructure, raise health awareness among children and adolescents and build frontline capacity.

School-based health awareness programmes in Uttar Pradesh and Haryana promoted positive behavioural change among students, encouraging informed health choices and peer-to-peer learning on topics such as menstrual health and nutrition.

SKILLING AND LIVELIHOODS

Rural livelihood programmes across Uttar Pradesh, Jharkhand, West Bengal, Karnataka and Tamil Nadu promoted locally viable enterprises such as beekeeping, poultry farming, food processing and digital literacy. CII Foundation is implementing a digital literacy programme for youth aged 16-25 years across Lakhimpur Kheri and Barabanki districts and Lucknow in Uttar Pradesh. Over the course of three months, over 600 youth have been trained in foundational digital skills. In Ballari district, Karnataka, CIIF implemented a Farmer Producer Organisation (FPO)-led initiative to strengthen red chilli value chain across Kurgodu, Siruguppa and Sandur taluks, focusing on improved farm practices, cost efficiency and farmer resilience. During the year, 1300 farmers across six FPOs were engaged through field monitoring and village-level training, promoting sustainable cultivation and peer learning.

CII Foundation supported initiatives on skill building facilitated by the CII Skills Department to expand employability through youth skilling, digital and soft skills training and placement-linked programmes across multiple states, aligning workforce capabilities with Industry demand.

CIIF also rolled out a disability and livelihood project 'Livelihood on Wheels', addressing the dual challenges of mobility and unemployment, enabling persons with locomotor disabilities to achieve financial self-reliance through assistive technology support. Across Nagpur, Indore and Jammu, 57 persons with locomotor disabilities were equipped with customised NeoMotion electric wheelchairs (NeoFly/NeoBolt) who were onboarded as food delivery platform delivery executives.

WOMAN EXEMPLAR PROGRAM

The Woman Exemplar Program identifies, recognises and empowers grassroots women through capacity building and training women leaders working in health, education, micro-enterprise and community strengthening.

The 'Woman Exemplar Award 2025' was presented to 20 Exemplars by Smt Annpurna Devi, Minister of Women and Child Development at the CII Annual Business Summit 2025. Awardees were selected after a rigorous process from over 400 nominations. One winner across each category also received a cash prize of INR 3 lakh. 2025 marked the 20th year of the program, which has created a network of over 150 Women Exemplars, collectively impacting more than two million lives across 25 states.

CIIF expanded this national-level programme to the state level with the 'Empowering Champions of Change Programme', first initiated in Assam last year. Launched in Madhya Pradesh and Rajasthan in November, it covers 30 women leaders reaching out to vulnerable populations in 20 districts across the two states.

The growing national network of Woman Exemplars has emerged as a platform for cross-sector engagement and collective advocacy.

Empowering Widows

CIIF initiated a national programme to empower widows through skills development and economic inclusion. During the year, training was initiated for 1000 widows in Vrindavan, Uttar Pradesh marking the first phase of a larger effort aimed at reaching one lakh widows across India.



Annpurna Devi, Minister of Women and Child Development; Sanjiv Puri, Immediate Past President, CII and Chairman & Managing Director, ITC Ltd and Chandrajit Banerjee, Director General, CII with the winners of the CII Woman Exemplar Awards at the CII Annual Business Summit 2025 in New Delhi

DEVELOPMENT INITIATIVES

Over the last decade, Corporate Social Responsibility (CSR) legislation under the Companies Act, 2013 has provided a robust framework for companies to design and deliver meaningful interventions. Between 2014-15 and 2023-24, companies in India spent over INR 2.2 lakh crore on CSR initiatives. Annual spending has consistently grown, tripling from INR 10,000 crore in 2014-15 to nearly INR 35,000 crore in 2023-24. As CSR evolved from a compliance-driven approach to an impact-oriented one, CII remained at the forefront advocating strategic shifts such as directing CSR investments towards priority states and aspirational districts. These efforts have shaped a more focused, collaborative and outcome-driven approach to development initiatives.

ACTION

CII convened the first edition of Kashi Samvaad 2025 at Banaras Hindu University (BHU), Varanasi, in partnership with the Department of Social Welfare, Government of Uttar Pradesh and the CII Foundation. The summit was inaugurated by Smt Anupriya Patel, Minister of State for Health and Family Welfare, who underscored that national aspirations cannot be fulfilled without active public participation. Discussions spanned critical themes including healthcare, education and skilling, rural prosperity, clean & green India and artificial intelligence for social transformation, with participation from senior

Government leaders, Industry, Academia and social sector experts. A defining outcome was the release of the 'Kashi Declaration', outlining key recommendations for inclusive development, alongside the signing of a memorandum of understanding between CII and BHU to strengthen collaboration in research, innovation and rural development.

CII supported organisations in enhancing the depth and sustainability of their CSR interventions by introducing a three-day design-led programme – Design for Ecosystem Transformation. Tailored for senior CSR and civil society organisation leaders, the programme equipped participants with advanced design frameworks to navigate complexity, address ambiguity, prototype innovative solutions and maximise impact. Through a blend of mini-lectures, hands-on activities, peer learning and expert engagement, participants explored opportunities across strategy, operations, value creation, users, resources and capabilities, enabling a holistic and integrated approach to scaling social initiatives.

CII-INDIA BUSINESS AND DISABILITY NETWORK

A significant focus area was advancing disability inclusion across Indian workplaces through the CII-India Business and Disability Network (IBDN).



L - R: Vinamra Agarwal, Vice-chair, CII-Varanasi and MD, Brizlax Engineering; Swati Agarwal, Partner & Leader - Social, Skilling & Entrepreneurship, Deloitte; Smita Vaish Agarwal, Co-Chair, CII National Committee on CSR and Director & CFO, PTC; B Thiagarajan, Chairman, CII National Committee on CSR and MD, Blue Star Ltd; Anupriya Patel, Minister of State, Health & Family Welfare; Awanish Awasthi, Chief Advisor to the Chief Minister, Uttar Pradesh; Prof Ajit Kumar Chaturvedi, Vice Chancellor, Banaras Hindu University; Dr Upasana Arora, Chair, CII Uttar Pradesh and MD, Yashoda Super Specialty Hospitals and Umang Sah, Chairman, CII Varanasi and MD, UP National Manufacturers Ltd at Kashi Samvaad in Varanasi

Working closely with Industry, Government and civil society organisations, CII-IBDN supported companies in moving beyond compliance towards adopting inclusive policies, creating accessible workplaces and enabling equitable employment practices for Persons with Disabilities (PwDs). Through policy advocacy, thought leadership, capacity building and action-oriented platforms, the Network strengthened organisational inclusion journeys, built disability-confident workforces and drove measurable and sustainable impact.

ACTION

The CII-IBDN National Conference, held alongside the Zero Project Conference India in New Delhi, facilitated insightful discussions on accessibility, inclusive employment and assistive technologies, inspiring collective action and collaboration. A unique highlight was the Global Ability Photography Challenge exhibition, alongside a dedicated technology showcase featuring assistive solutions for PwDs.

Translating dialogue into recognition and action, CII launched the CII Awards for Excellence in Disability Inclusion, marking a landmark step towards mainstreaming disability inclusion within Industry. The awards celebrate organisations that go beyond compliance to embed accessibility, equity and opportunity into their organisational ethos, serving as exemplars and catalysts for systemic change. Seventy-eight companies from over 20 states applied in the inaugural edition. The awards culminated in a prestigious ceremony, where awards were presented by Shri Asim Arun, Minister of Social Welfare and SC/ST Welfare, Government of Uttar Pradesh, recognising leadership across large enterprises and MSMEs. The rigorous multi-stage assessment process evaluated organisations on inclusive governance, physical and digital accessibility, workplace culture, sensitisation,

inclusive hiring and advancement, allyship and community engagement. A report 'Inclusion Insights: Best Practices of Award-Aspiring Companies' was developed, capturing best inclusion practices offering both a reflection of progress achieved and a blueprint to inspire broader Industry transformation.

The year also saw renewed momentum towards building an accessible ecosystem beyond workplaces. CII launched a consultative Roundtable Series on Inclusive Tourism, Hospitality and Sports, with the first in Goa, as a precursor to the International Purple Fest. Policymakers, Industry leaders and advocacy groups co-created an actionable framework for barrier-free travel and leisure experiences. Discussions highlighted Goa's initiatives to make adventure sports such as scuba diving and paragliding accessible to PwDs, reinforcing that accessibility is not only a social imperative but also a powerful economic driver with the potential to generate employment, unlock new markets and contribute to GDP growth.

CII-IBDN partnered in the first National Accessibility Summit on Sports, Tourism, Transport and ICT in New Delhi. The summit convened Government representatives, global organisations, architects, transport authorities, cultural institutions, digital leaders and accessibility practitioners.

Strengthening leadership capability remained central to sustaining inclusion efforts. CII continued its flagship CII-IBDN Certificate Training Programme on 'Creating Disability-Inclusive Leaders at the Workplace,' now in its sixth year. Delivered by 13 expert faculty members across seven modules over two weeks, the programme built organisational capability, fostered inclusive mindsets and equipped leaders with practical tools to embed disability inclusion into everyday business practices.



L - R: Asim Arun, Minister of Social Welfare & SC/ST Welfare, Government of Uttar Pradesh delivering the keynote address; Dr Upasana Arora, Chairperson, CII Uttar Pradesh and Managing Director, Yashoda Super Specialty Hospital; Subhash Chand Sharma, Principal Secretary, Backward Welfare & Empowerment of PwDs, Government of Uttar Pradesh; Awanish Awasthi, Chief Advisor to Chief Minister of Uttar Pradesh; Sminu Jindal, MD Jindal SAW Ltd and Founder-Chairperson of Svayam and Dr Jitendra Sharma, Director, Pandit Deen Dayal Upadhyaya National Institute for Persons with Physical Disabilities at the CII Awards for Excellence in Disability Inclusion 2025 in Lucknow

SPORTS

CII actively strengthened India's sports ecosystem through initiatives focused on promoting inclusivity, sparking innovation and achieving excellence. Through dynamic platforms that encouraged collaboration among stakeholders, CII supported grassroots talent development from the ground up and celebrated key successes across the sports sector. Efforts targeted areas such as enhancing corporate wellness programmes through sports participation, identifying and nurturing young talent at the community level and blending cutting-edge technology with sustainable practices for Indian sports. By bringing together Industry, Government and the sports community, these activities fostered meaningful discussions, inspired concrete actions and highlighted remarkable contributions. They demonstrated the immense potential of sports to build a healthier, more equitable society and position India as a global powerhouse.

ACTION

CII SCORECARD 2025, the 10th edition of India's premier sports business conclave, was organised in collaboration with the Ministry of Youth Affairs and Sports (MYAS) and aligned with the India AI Impact Summit. The conclave featured sessions on governance, artificial intelligence (AI), infrastructure and the presentation of the CII Sports Business Awards. Keynote addresses by Shri Hari Ranjan Rao,

Secretary, MYAS and other leaders emphasised a National Sports Governance Act, Khelo Bharat Niti integration and sustainable infrastructure for India's 2030 Commonwealth and 2036 Olympics bids. Panels highlighted the need for athlete data libraries, grassroots digitisation, Corporate Social Responsibility, Public Private Partnership investments and accessibility for para-athletes, women coaches and physical education educators.

The CII Sports Business Awards celebrated outstanding contributions across the sports ecosystem. Key awards included the Legacy of Excellence Award for long-standing contributions to India's sports movement, the Grassroots Sports Initiative Award for empowering the marginalised girl child through sports and education, Best State for Sports Development and Best Sport Federation for advancing inclusivity in Indian sports.

CII also hosted the CII Golf Masters in September-an exclusive networking tournament designed to strengthen business-sport partnerships. The tournament saw enthusiastic participation from over 80 players, including policymakers, senior Government officials, foreign embassy representatives and corporate leaders. More than a sporting contest, the Golf Masters served as a prominent platform for dialogue, collaboration and relationship-building among India's top decision-makers committed to advancing the nation's sporting economy.



Winners of CII Sports Business Awards 2025 in New Delhi

SPORTSCOM

CII SPORTSCOM Industry Confederation plays a pivotal role in shaping India's sports ecosystem by combining focused policy advocacy with ecosystem-building initiatives to position India as a sports-focused nation and a global hub for sports goods manufacturing. Incubated by CII, SPORTSCOM is a credible Industry platform engaging startups, manufacturers, athletes, investors and policymakers to align sectoral growth with national priorities.

ADVOCACY

- Following sustained representations by CII SPORTSCOM, sports goods manufacturing was transferred from the Department for Promotion of Industry and Internal Trade (DPIIT) to the Ministry of Youth Affairs & Sports (Notification No SO 3919(E)), aligning the sector with national sports objectives and resulting in the constitution of a NITI Aayog Task Force on sports goods manufacturing and exports, with SPORTSCOM as a member
- Through structured representations to the Government, CII SPORTSCOM addressed differential GST rates under HSN Code 9506, advocating rate rationalisation to ease compliance and improve competitiveness, which reduced GST on sports goods from 18% to 12% and 5%.

ACTION

CII SPORTSCOM strengthened policy advocacy and ecosystem development for the sports sector through focused, outcome-oriented platforms. A flagship initiative was SPORTSCOM – Giving Wings to Dreams Conclave, which created a dedicated forum for sports startups and Industry professionals to engage with investors, policymakers and ecosystem enablers. The conclave enabled live startup pitching, facilitated funding, strategic partnerships and advanced policy dialogue on innovation, entrepreneurship and sustainable growth in Indian sport.

In collaboration with NITI Aayog, SPORTSCOM organised a workshop on sports goods manufacturing which focused on policy support, innovation, export competitiveness and scaling manufacturing capabilities. The discussions articulated a clear vision to position India as a global hub for sports goods manufacturing, with a target to capture 20% of the global sports equipment market by 2036.

Through these targeted engagements, CII SPORTSCOM strengthened policy alignment, improved the regulatory and investment environment and advanced India's ambition to emerge as a global leader in sports manufacturing and innovation.



L - R: Rakesh Kohli, Chairman, STAG International; Neeraj Jain, Vice President, SPORTSCOM Industry Confederation and Director, COSCO India Ltd; Vidushpat Singhania, Treasurer, SPORTSCOM Industry Confederation and Managing Partner, Krida Legal; Alok Pandey, CEO, AIC-IIT Delhi; Vivek Singh, Senior Vice-President, SPORTSCOM Industry Confederation and Joint Managing Director, Procam International; Raksha Khadse, Minister of State for Youth Affairs and Sports; Jalaj Dani, Founding President, SPORTSCOM Industry Confederation; Professor Mahesh V Panchagnula, Head, Centre of Excellence on Sports Science and Analytics, IIT Madras; Rajesh Kharabanda, Vice President, SPORTSCOM Industry Confederation and Managing Director, Freewill Sports; Shiv Prakash Singh, Managing Director, Shiv Naresh Sport and Rishikesh Joshi, Secretary, SPORTSCOM Industry Confederation and Co-Founder, Sports For All at the conclave on 'Giving Wings to Dreams' in New Delhi

YOUNG INDIANS (Yi)

The Young Indians (Yi) initiative deepened its role as a platform for youth-led policy dialogue, leadership development and nation-building, aligning its initiatives with national priorities and the vision of Viksit Bharat@2047. Yi combined grassroots action with structured engagement with policymakers, institutions and global partners to translate youth aspirations into scalable, policy-relevant outcomes.

ACTION

Yi's policy advocacy and stakeholder engagement was anchored through high-impact national platforms. The YiFi National Entrepreneurship and Finance Summit served as a platform to deliberate on entrepreneurship, finance, innovation and leadership. The Summit reinforced youth-led entrepreneurship as a key driver of economic growth and contributed to shaping discourse on startup financing, IPO readiness and innovation-led development.

The 22nd Young Indians National Summit further strengthened Yi's policy engagement by bringing together young leaders with senior policymakers and national institutions. High-level interactions with ministers from the Ministries of Defence and Skill Development & Entrepreneurship, as well as the CEO of NITI Aayog, underscored the role of youth institutions in constitutional values, leadership, skilling, defence preparedness and entrepreneurship. These dialogues reinforced Yi's contribution to policy narratives around youth participation in governance, skills and nation-building.

Beyond national summits, Yi expanded its strategic partnerships to amplify policy and institutional impact. Memorandums of understanding (MoUs) with the Abu Dhabi Chamber's Youth Business Council, IIT Madras and Masters' Union, along with a Letter of Intent with UNICEF India, strengthened cross-border startups collaboration, student innovation, Industry-Academia linkages and youth-led solutions for child rights and

inclusive development. These partnerships positioned Yi as a credible youth partner in policy-aligned innovation and social development.

Yi's on-ground impact reinforced the credibility of its policy voice. Yi engaged over 8445 Members and reached 1.94 lakh Thair students, 2.59 lakh YUVA college students and 15,123 rural stakeholders, while training more than 31,000 Certified Accident First Responders under Yi Farishtey. Rural initiatives benefited over 12,000 villagers, while large-scale climate action included 11.39 lakh Miyawaki plantations, 2.85 lakh mangroves, 1.58 lakh fruit trees, water rejuvenation and responsible e-waste processing. Project Masoom strengthened child safety through three Masoom Model Schools, directly impacting 965 students, parents and educators, with a cumulative reach of 2.51 lakh students across chapters. Yi's accessibility initiatives improved inclusion for an annual footfall of 12.25 lakh people, strengthening evidence-based advocacy on inclusion and sustainability.

Through structured policy dialogue, national platforms and measurable social impact, Young Indians reinforced the role of youth as partners in policy, innovation and implementation, contributing meaningfully to India's long-term development agenda.



Tarang Khurana, National Chairman, Young Indians and Director, Icon Solar-En Power Technologies Pvt Ltd with B V R Subrahmanyam, CEO, NITI Aayog at Yi National Summit-Take Pride 2025 in New Delhi

BHARATIYA YUVA SHAKTI TRUST

Bharatiya Yuva Shakti Trust (BYST) helps underprivileged youth transform business ideas into successful ventures with mentor support, aiming to turn job seekers into job creators. Over the last 33 years, BYST supported entrepreneurs have created over 5,00,000 jobs across 21 clusters spread across the nation. BYST has empowered grassroots entrepreneurs by reaching out to and counselling 2.5 million youth and training nearly 2,00,000 in entrepreneurship. Around 22,000 mentors, trained and certified by the National Institute of Micro, Small and Medium Enterprises and City & Guilds, have mentored 51,000 Grampreneurs®. Up to August, the Grampreneurs® received cumulative financial aid worth INR 850 crore from eight partner nationalised banks.

ACTION

JRD AWARDS

The JRD Tata Awards 2025, BYST's flagship celebration of entrepreneurial excellence, featured thought-provoking sessions, an innovation exhibition and the launch of key knowledge resources and sustainability initiatives. Shri Jyotiraditya Scindia, Minister of Communications and Development of North Eastern Region graced the occasion as Chief Guest, felicitating outstanding Grampreneurs® from across India.

The hybrid event witnessed participation of nearly 3000 attendees nationwide. Strategic memoranda of understanding (MoUs) were also exchanged, reinforcing BYST's commitment to strengthening India's entrepreneurial ecosystem.



L-R: Lakshmi Venkataraman Venkatesan, Founding and Managing Trustee, BYST; Subodh Bhargava, Chairman, Tata Communications; Jyotiraditya Scindia, Minister of Communication and Development of North Eastern Region and Shreekant Somany, Chairman and Managing Director, Somany Ceramics at the JRD Tata Awards 2025 in New Delhi

NEW PARTNERSHIPS

BYST partnered with two companies to strengthen youth entrepreneurship and employability through CSR-led initiatives. Genpact India Pvt Ltd supported the AI Digital Twin Entrepreneur Platform to enhance mentoring and enterprise development across underserved regions. Yardi Software India Pvt Ltd mentored 100 entrepreneurs and trained 150 institutional mentors under the Young Grampreneur® Development Programme in Chhatrapati Sambhaji Nagar, Maharashtra.

CYBER AWARENESS AND FINANCIAL HYGIENE CAMPAIGN

BYST successfully facilitated a series of cyber awareness and financial hygiene workshops for CII, covering five locations - Faridabad, Raygada, Ramgarh, Pune and Kolhapur. The initiative empowered over 400 women with practical knowledge on cybersecurity, safe digital payments, credit management and financial planning.

BUSINESS WORKSHOP FOR HIGHFLIERS

BYST Highfliers from Sriperumbudur and Chennai clusters participated in a two-day business workshop by the CII Centre of Excellence on Employment & Livelihood that covered topics like business fundamentals, financial management, team building, marketing and leadership. Sessions included profit, loss, risk management, cash flow and sales strategy. Entrepreneurs gained practical insights, enhanced networking and leadership skills, culminating in testimonials, certificate distribution and addresses by Industry leaders.

DEVI AWARDS

Honouring transformative work in entrepreneurship development, The New Indian Express presented the Devi Awards 2025 to Lakshmi V Venkatesan, Founding and Managing Trustee, BYST, recognising significant contributions towards nurturing young entrepreneurs.

CII CENTRE FOR WOMEN LEADERSHIP

Established in 2023, the CII Centre for Women Leadership (CWL) aims to drive transformation towards women leadership within the economy. CWL through its policy advocacy, capacity building and ground interventions works with women, Industry and the Government to co-create ecosystems that enable women to participate, grow and lead within the economy.

ACTION

CWL turned its strategy of creating knowledge, bringing people together and working across sectors into real policy influence and advocacy. CWL used its findings to shape conversations and held 20 detailed roundtables in nine cities, turning research and practitioner insights into clear reform ideas, opportunities for shared learning and draft policy frameworks for local Governments, ministries and Industry groups.

The Edge Inclusion & Competitiveness Summit strengthened this research to action pipeline by gathering leaders from different sectors to discuss building inclusive and high performing organisations. The summit highlighted how diversity, equity and inclusion directly connect to productivity, talent attraction and risk management. A key example was the launch of She Moves Logistics, an initiative focused on increasing women's participation and

career growth in the logistics sector. This showed CWL's approach in action: identify barriers through research, co-create solutions with Industry and spread successful practices by recognising early adopters.

CWL also hosted the first Gender Parity Business Awards at the summit, recognising companies that integrated inclusion in their business strategy, operations and decision-making processes. The awards celebrated leaders advancing equity and inclusion, creating incentive for companies to adopt and expand gender responsive policies.

CWL hosted the first Gender Policy Symposium to promote data driven, inclusive policymaking in key areas such as public schemes, health and climate resilience. By bringing together leaders from Industry, Academia, Government and the research community, the symposium strengthened CWL's policy influence and highlighted gaps in data, implementation and measurement-especially in fields where women's leadership is often undervalued.

CWL released three evidence based reports offering clear, practical guidance for designing gender inclusive policies. The symposium proved to be a catalyst for change, showing how evidence and leadership can work together to drive transformative policy shifts for gender equity in India. It underscored the need for public policy that truly reflects women's lived experiences across regions, sectors and identities.



Winners of the CII CWL Gender Parity Business Awards in Mumbai



**CII IN THE
REGIONS**



- ▶ Eastern Region
- ▶ North Eastern Region
- ▶ Northern Region
- ▶ Southern Region
- ▶ Western Region

EASTERN REGION

In 2025, CII Eastern Region (CII-ER) aligned its initiatives with the national theme 'Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust'. The focus was on enhancing competitiveness and global integration through sustainable, inclusive practices, while continuing policy advocacy, capacity building and targeted interventions to strengthen regional linkages with national and global economies.

ADVOCACY

CII-ER engaged with State Governments to support policy formulation and strengthen the business environment, providing recommendations to address Industry challenges, enhance competitiveness and promote sustainable and inclusive growth across key sectors.

- Consolidated Members' perspectives into policy proposals to accelerate industrial growth, enhance competitiveness and strengthen investment readiness under the West Bengal Industrial Policy
- Participated in consultation with the Departments of Labour, Micro, Small And Medium Enterprises And Textiles (MSME&T) and Industry to finalise guidelines for night shifts for women in factories
- Supported the development of a Net Zero Carbon Roadmap, outlining sector-wise transition pathways towards a low-carbon economy
- Addressed gaps in Compressed Natural Gas (CNG) infrastructure in Kolkata, impacting commercial fleets and clean mobility investments
- Coordinated with district administrations and stakeholders in North Bengal to operationalise the Rural Entrepreneur Hub (REH)
- Submitted a whitepaper to the Transport Department on improving last-mile connectivity in industrial zones, logistics hubs and rural corridors
- Supported the establishment of sector-focused institutions in West Bengal to strengthen technical expertise and operational efficiency.

JHARKHAND

- Recommendations were submitted on rationalising value-added tax (VAT) on natural gas as Jharkhand's VAT rate is significantly higher than other major industrial regions.

ODISHA

- Recommended improving infrastructure, access to credit, supply-chain linkages and regulatory efficiency, in alignment with the State's development vision
- Recommended operationalising a cohesive Information Technology (IT) Policy framework with clear guidelines, digital single-window systems and support for MSMEs, startups and talent development.

BIHAR

- Developed Bihar's Vision Document 2025, outlining the State's emergence as one of India's fastest-growing economies driven by policy reforms, infrastructure investment and strategic market access
- Contributed strategic inputs to strengthen ease of doing business (EoDB) and accelerate key policy reforms under the Bihar Industrial Investment Promotion Package 2025. Key recommendations included provisions on subsidised land, assured power supply, financial incentives, export facilitation and industrial security
- Submitted key recommendations on solar incentives, transmission support, ease of approvals and biomass integration, which were accepted and incorporated into the Bihar New Renewable Energy Policy 2025.



L - R: Gaurav Sah, Chairman, CII Bihar and Managing Director, L V Best Pvt Ltd; Dr Praveer Sinha, Chairman, CII National Committee on Power and CEO & Managing Director, TATA Power Ltd; Rishi Kumar Bagla, Chairman, CII Western Region and Chairman & Managing Director, BG Electricals and Electronics India Ltd; Kanak Vardhan Singh Deo, Deputy Chief Minister, Odisha; Shashwat Goenka, Chairman, CII Eastern Region and Vice Chairman, RP Sanjiv Goenka Group; Debashis Dutta, Chairman, CII West Bengal and Director BGS Group and Sunil Gupta, Chairman, CII Odisha and COO, Aluminium Business, Vedanta Ltd at the 4th CII East India Summit in Mumbai

CHHATTISGARH

- Submitted recommendations for the Chhattisgarh Industrial Development Policy 2024–30.

ACTION

REGION'S INITIATIVES

East India Summit

The 4th edition of the East India Summit in Mumbai highlighted Eastern India's emergence as an economic growth hub. Policymakers and Industry leaders from Bihar, Odisha, West Bengal and Chhattisgarh outlined their development visions, showcasing reforms, startup momentum and new-age investments.

Enterprise Odisha

The 25th edition of CII Enterprise Odisha, inaugurated by Shri Mohan Charan Majhi, Chief Minister of Odisha promoted industrial growth and economic transformation. Spanning 1.25 lakh sq ft with over 200 exhibitors, the event showcased diverse sectors and attracted more than 10,000 stakeholders from India and abroad.

SECTOR FOCUS

Banking, Financial Services and Insurance (BFSI)

Engagements focused on strengthening trust in financial systems, accelerating digital integration and expanding access to finance for MSMEs and underserved regions. The Banking Colloquium

addressed these priorities, while the Capital Market Conclave brought together Industry leaders and policymakers to discuss investor trends, diversification of financial instruments and financial inclusion. The Insolvency and Bankruptcy Code (IBC) Conclave reviewed the impact of the framework, highlighting its role in economic stability and Atmanirbhar Bharat.

Healthcare

Initiatives focused on improving access, strengthening infrastructure and leveraging technology. Healthcare East highlighted the role of public-private partnerships, advanced medical technologies, skill development and improved access to quality healthcare in rural and underserved areas. The Odisha Healthcare Summit concentrated on strengthening Odisha's position as a healthcare excellence hub, while the Nursing Conclave emphasised the integration of emerging technologies to improve nursing efficiency, empower professionals and enhance patient-centric care.

Mining

Deliberations centred around on sustainability, innovation and sectoral transformation. The Mining and Construction Equipment Summit outlined a roadmap for the mining and construction equipment sector, encompassing sustainability, policy transformation, innovation and global collaboration, while the Odisha Mining Conclave deliberated on strategies for building a globally competitive and sustainable mining ecosystem.

Railways

The Rail Synergy Summit focused on network electrification, high-speed and freight corridor development, modernisation of stations and tracks, adoption of digital and artificial intelligence (AI)-based maintenance technologies and green financing.

Education

The Education East Summit highlighted human-centred innovation to build adaptable, inclusive and future-ready education systems.

Energy

The Energy Conclave deliberated on the evolving energy landscape of Eastern India, highlighting modernisation of conventional power, expansion of renewables and green hydrogen, development of decentralised grids, energy-efficient manufacturing innovations and alignment between producers and high-consumption sectors to support India's Net Zero transition.

Manufacturing

Manufacturing-related engagements emphasised enhancing competitiveness, inclusivity and sustainability. Highlighting the role of Industry 4.0 in strengthening supply chain resilience, the Jharkhand Manufacturing Conclave promoted sustainable manufacturing practices whereas the Manufacturing Conclave East focused on manufacturing across sectors such as railways, defence, automobiles, steel, mining and heavy industries.

Information and Communications Technology (ICT)

Engagements focused on digital transformation and emerging technologies. ICT East explored strategies to strengthen India's position as a global technology hub and the 'AI: The New Engine of Enterprise' session highlighted the growing role of human-AI collaboration in driving enterprise productivity.

Logistics

Logistics initiatives emphasised infrastructure development, sustainability and multimodal integration. Logis EAST 2025 Exhibition and Conference focused on infrastructure expansion, port efficiency, freight corridors, sustainability, MSME-integration and national initiatives such as Sagarmala and PM Gati Shakti. The Odisha Logistics Summit highlighted the development of Odisha's multimodal logistics ecosystem, emphasising port-led growth, clean mobility and digital transformation in logistics.

Startups

The Innovation Conference emphasised the role of technology, talent and global networks in strengthening India's innovation ecosystem, highlighting Eastern India's growing startups recognised by Department for Promotion of Industry and Internal Trade (DPIIT).



L - R: Malay Mondal, President, RCCI; Ganesh Wamanrao Jirkuntwar, Sr Executive Director & National Manufacturing Head, Dalmia Cement (Bharat) Ltd; Uttam Singh, Vice President- Operations, Tata Steel, Kalinganagar; Anil Singh, President and Wholetime Director, JSW Steel Ltd; Alok Verma, Director in Charge, SAIL-RSP; Durga Charan Tanti, Member of Odisha Legislative Assembly, Raghunathpali; Mohan Charan Majhi, Chief Minister of Odisha; Sampad Chandra Swain, Minister of Industries and Skill Development & Technical Education, Government of Odisha; Hemant Sharma, Additional Chief Secretary, Department of HOME, I&PR and Industries, Government of Odisha; Dr Pradipta Mohanty, Conference Chairman, 25th CII Enterprise Odisha 2026; Uday A Kaole, CMD, Mahanadi Coalfields Ltd; Rajiv Kumar, CEO, Vedanta Aluminium Ltd and Mr Deepak Arora, Head of Government Relations, ArcelorMittal Nippon Steel India at CII Enterprise Odisha at Raurkela

MSMEs

Initiatives like the Chhattisgarh MSME Conclave and Scaling Jharkhand MSMEs aimed at enhancing access to finance, strengthening capabilities and expanding market linkages through Industry dialogue and strategy development.

The Investment Yatra – IPO Readiness and Capital Markets Connect, was organised in association with the National Stock Exchange, across Kolkata, Patna, Bhubaneswar and Jamshedpur to strengthen the SME Initial Public Offering (IPO) ecosystem. MSME Business Connect helped MSMEs understand quality standards, sustainability practices and vendor onboarding processes of large companies and public sector undertakings (PSUs).

Sustainability

Sustainability initiatives focused on environmental, social and governance (ESG)-integration, capacity building and responsible Industry practices. The Green Industry Conclave advanced discussions on ESG integration, circular economy practices and impact-driven growth, while the Green Steel and Mining Summit explored decarbonisation pathways, green technologies, policy frameworks and best practices.

Capacity building was strengthened through an eight-week ESG Masterclass. Safety and sustainability themes were addressed through the Safety Symposium and Exposition, Jharkhand Safety Talk, Odisha Corporate Social Responsibility (CSR) Conclave and a dedicated Safety and Sustainability Workshop, emphasising leadership-driven safety culture, technology adoption and alignment with regulatory frameworks.

Family Business

The Family Business Conclave delved into generational transition, leadership, digital transformation and professionalisation, highlighting experiences of family enterprises and their future growth potential.

INTERNATIONAL OUTREACH

CII expanded its international outreach to strengthen global partnerships and enhance export competitiveness. The Mining and Construction Equipment Division organised a delegation to Australia to strengthen collaboration in mining technology, equipment manufacturing and critical

minerals with engagements involving Government representatives, senior diplomats and Industry Members.

Several meetings were held with inbound trade delegations and senior diplomats to exchange ideas and opportunities. Capacity building programmes were organised on export packaging, branding and export finance, while an export-import (EXIM) conference showcased opportunities in international trade and export competitiveness.

Engagement with the Singapore Economic Development Board further advanced bilateral trade, investment and business cooperation and programmes were organised to sensitise Members regarding opportunities arising from Free Trade Agreements.

RECOGNITION OF EXCELLENCE

The 36th Workskills Competition and 25th Supervisory Skills Competition promoted skill enhancement, motivation and excellence by recognising outstanding supervisory performance and encouraging continuous upskilling.

The Safety, Health and Environment (SHE) Awards recognised exemplary performance in environmental management, occupational health, safety and sustainable development through a rigorous five-star onsite assessment framework. The Energy Conservation (ENCON) Awards honoured organisations for sustained and systematic efforts in improving energy efficiency and achieving measurable energy savings.

The 'Joyee' Initiative recognised and honoured caregiver institutions for their compassionate and sustained support to vulnerable communities.

PUBLICATIONS

Published by CII-ER, a portfolio of reports, whitepapers and compendiums provided policy insight, sectoral analysis and Industry best practices to support inclusive and sustainable industrial growth across Eastern India.

MEMBERSHIP ENGAGEMENT

CII-ER facilitated 14 Members' Meets, 19 Road Shows and 19 induction sessions across five states, leading to a total Membership increase of 8.53%.

NORTH EASTERN REGION

CII North Eastern Region (CII-NER) played a strategic and multi-dimensional role in advancing economic development across the North-East. Its interventions spanned policy advocacy, enterprise growth, skill development and partnership facilitation, engaging Government, Industry and civil society. Recognising the region's unique social, geographic and economic context, CII adopted a differentiated approach that aligned regional strengths with national priorities while addressing structural challenges related to connectivity, market access, skills and scale.

ADVOCACY

During the year, CII-NER pursued a focused and sustained policy advocacy agenda through engagement with Union Ministries, State Governments, Members of Parliament, regulators and development institutions. The objective was to address systemic gaps, improve ease of doing business and enhance regional competitiveness.

CII's recommendations on the UNNATI 2024 scheme covered extension of the registration window, easing of compliance requirements, recognition of past investments, expansion of eligible sectors and enhancement of financial outlay to accelerate industrial uptake. Parallel efforts focused on strengthening micro, small and medium enterprise (MSME) ecosystems through improved access to credit and venture funding, digital market integration, simplified approvals, sectoral branding and incentives supporting sustainable and green technologies.

In the oil and gas sector, CII shared proposals to position the North-East as a hydrocarbon super basin. These emphasised advanced geological studies, shared infrastructure, digital enabled exploration, streamlined approvals and a balanced approach integrating energy security with environmental, social and governance (ESG) priorities.



L-R: Pradeep Bagla, Chairman, CII North East and Managing Director, Amrit Cements; Gyaneshwar Kumar Singh, Director General and CEO, Indian Institute of Corporate Affairs; Hekani Jakhali, Advisor, Industry & Commerce, Government of Nagaland; Pu Lalnghinglova Hmar, Minister of State for Labour, Employment, Skill Development & Entrepreneurship, Sports, Youth Services, Tourism, Excise & Narcotics, Government of Mizoram and R Mukundan, President Designate, CII and Managing Director & CEO, Tata Chemicals Ltd launching the report on "CSR Investments in Northeast India: Understanding Barriers and Way Forward" at CII Northeast CSR Connect in New Delhi

Sector-specific submissions were made for bamboo, pineapple, agarwood and rubber, focusing on value chain development, regulatory harmonisation, Geographical Indication (GI) based branding, logistics strengthening, cluster development and investment in post harvest and processing infrastructure.

On broader economic facilitation, CII advocated permanent docks along the Brahmaputra, strengthened leadership capacity at the Directorate General of Foreign Trade - Guwahati, expansion of airport and cargo infrastructure in Tripura and improved access to Chittagong Port through seamless cross border connectivity.

To support inclusive development, CII submitted a detailed framework to the Ministry of Corporate Affairs on improving corporate social responsibility (CSR) governance and impact in the region, highlighting transparency, innovation, simplified procedures, state level facilitation mechanisms and institutional capacity building. Engagements with national bodies included presentations to the 16th Finance Commission on sectoral priorities in Tripura and submissions to the Reserve Bank of India advocating enhanced credit deployment, flexible lending norms and interest rate optimisation to strengthen financial inclusion.

ACTION

MSME DEVELOPMENT AND MARKET ACCESS

CII-NER focused on enabling MSMEs to access markets, finance, technology and institutional support. Platforms and sector-specific interventions addressed long-standing challenges related to market reach, quality standards, compliance and adoption of modern production and logistics systems, encouraging competitiveness and formalisation.

AGRICULTURE, PLANTATIONS AND ALLIED SECTORS

CII addressed gaps across production, processing and distribution with emphasis on post-harvest infrastructure, logistics, branding and export-



Sarbananda Sonowal, Minister of Ports, Shipping and Waterways at the CII North East Oil & Gas Conclave in Guwahati

readiness. Coordinated, multi stakeholder approaches integrating agriculture, Industry, logistics and trade facilitation were advocated to enhance farmer incomes, reduce value loss and strengthen agri value chains.

MANUFACTURING AND INDUSTRIAL DEVELOPMENT

CII-NER supported manufacturing growth and downstream value addition through improved technology adoption, quality standards, skilled manpower and MSME-integration. Stakeholder engagement facilitated consensus on productivity enhancing interventions, environmentally responsible practices and scalable industrial pathways.

ENERGY, INFRASTRUCTURE AND CONNECTIVITY

Recognising the strategic role of energy and infrastructure, CII engaged on hydrocarbons, clean energy, logistics and multimodal connectivity. Advocacy focused on positioning the region as a contributor to national energy security while leveraging infrastructure to catalyse industrial development and employment.

SKILLING AND WORKFORCE DEVELOPMENT

Building a future-ready workforce remained a cross cutting priority. CII-NER promoted alignment of education and training systems with Industry needs, strengthened Industry–Academia collaboration and supported adoption of digital and emerging technologies. Initiatives addressed advanced manufacturing, digital capability building for MSMEs and improved compliance and governance.

CSR, EMERGING SECTORS AND INTERNATIONAL ENGAGEMENT

CII facilitated structured, impact driven CSR engagement by aligning corporate priorities with State development needs and strengthening local implementation capacity.

Emerging sector initiatives focused on technology, creativity and youth participation, while international engagement supported trade, investment and knowledge partnerships, enhancing regional visibility and global integration.

Taken together, CII-NER’s engagements reflect an integrated advocacy approach that spans policy



Ratan Lal Nath, Minister for Agriculture and Farmers Welfare, Government of Tripura at the 5th Tripura Pineapple Festival in Agartala

dialogue, enterprise enablement, skilling, CSR facilitation, emerging sectors and international engagement. By grounding its work in enterprise realities, workforce needs and ecosystem-level challenges, CII bridged the gap between policy intent and implementation. This approach contributed to positioning the North-East as a region with a coherent, forward-looking development narrative, aligned with national priorities and prepared for sustained inclusive growth.



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

NORTHERN REGION

CII Northern Region (CII-NR) advanced CII's national priorities by aligning its work with the overarching theme of Accelerating Competitiveness, Globalisation, Inclusivity, Sustainability and Trust. Guided by six strategic focus areas-policy advocacy, growth & inclusiveness, strengthening micro, small and medium enterprises (MSMEs), membership engagement, innovation & sustainability and skill development-the Region adopted a holistic and outcome-driven approach to Industry development.

With representation across seven States and three Union Territories, CII-NR focused on enhancing industrial competitiveness; enabling ease of doing business (EoDB); strengthening infrastructure and skills; and fostering inclusive and sustainable growth through structured Government engagement and Member-led initiatives.

ADVOCACY

Policy advocacy remained central to the Region's work, with over 260 policy recommendations submitted, of which over 50 were accepted and implemented. Interactions with key dignitaries from Central and State Governments, along with structured consultations, facilitated regular dialogue between Industry and Government, addressing region-specific challenges and long-term development priorities.

- CII established and led a multi-stakeholder Task Force for Chandigarh International Airport, to enhance international air connectivity and strengthen regional business access
- Industry recommendations were submitted on the Delhi Master Plan 2041, Draft Delhi Startup Policy 2025 and Draft Delhi Industrial Policy 2025. A joint Government-Industry Task Force on Real Estate was proposed to improve EoDB. Key recommendations included rationalisation of circle rates, Floor Area Ratio (FAR) charges, reduction in amalgamation charges, single-window approvals, incentives for green buildings, slum and housing re-development, conversion of leasehold plots to freehold, optimal utilisation of Delhi Metro Rail Corporation land and reduced additional FAR charges for hotel plots
- Seven Industry recommendations on power sector reforms were accepted by the Haryana State Government, including consideration to enhance the Contract Demand relaxation limit and to prioritise upgrades in electricity transmission infrastructure. A proposal was submitted for a joint Task Force to position Haryana as a global business hub



L-R: Anjali Singh, Chairperson, CII Northern Region and Executive Chairperson, ANAND Group; Sukhvinder Singh Sukhu, Chief Minister of Himachal Pradesh and Harshwardhan Chauhan, Minister for Industries, Parliamentary Affairs and Labour & Employment, Government of Himachal Pradesh at the Himachal Pradesh State Annual Session and Business Conference on Future-Ready Himachal Pradesh in Shimla



Anjali Singh with Omar Abdullah, Chief Minister, Union Territory of Jammu & Kashmir at the 4th Regional Council Meeting in Srinagar

- In Himachal Pradesh, policy actions were accepted to safeguard industrial operations. Himachal Pradesh State Electricity Board Limited committed to restoring reliable power supply in Kala Amb following prolonged outages. Immediate reinforcement and legal action were mandated for a 66 KVA transmission tower at Village Banvirpur, Baddi, undermined by illegal mining, to prevent blackouts, protect jobs and ensure public safety
- Policy advocacy focused on industrial revival, investment facilitation and EoDB in Jammu & Kashmir. Sector-specific engagements addressed challenges across manufacturing, tourism and services
- Industry–Government engagement was strengthened through a joint CII–Punjab Development Commission Task Force, enabling structured dialogue and time-bound resolution of industrial and infrastructure issues.
- A major outcome was the acceptance to reduce stamp duty and registration fees on equitable mortgages, benefiting over 14 lakh MSMEs across Punjab and significantly improving access to credit
- Targeted policy representations to the Rajasthan State Government resulted in the resolution of over 20 cases related to Rajasthan Investment Promotion Scheme (RIPS). In addition, recommendations were submitted on the development of Green Industrial Zones and amendments to Schedule 8 of the Environmental Impact Assessment (EIA) Notification 2006
- Policy recommendations were submitted on the Uttar Pradesh Electronics Manufacturing Policy, along with representations for the development of a dedicated convention infrastructure in Lucknow to support investment promotion, Industry engagement and large-scale business events
- Sustained advocacy to enable GST input credit for hotels and immovable properties, by treating them at par with plant and machinery, resulted in a favourable Supreme Court judgement, with the State Government considering its implementation in Uttarakhand. In parallel, Industry inputs were submitted on the Uttarakhand Draft IT Policy through consultations with the CII Regional Committee on Digital Transformation.

ACTION

FLAGSHIP AND KEY EVENTS

CII-NR served as the Industry Partner for the Pravasi Rajasthani Diwas (PRD) organised by the Government of Rajasthan, supporting diaspora engagement and investment promotion through focused B2G meetings during the roadshows in Hyderabad, Kolkata and Surat.

The Region convened flagship conferences and conclaves, bringing together Industry, Government and global stakeholders to deliberate on priority sectors and emerging trends. Notable platforms included the Conference on Industrial Transformation, Chandigarh Startup Conclave, Himachal Pradesh Apple Conclave, International Conference on Construction Equipment, International Automotive Design Conclave, CFO Leadership Conclave, Cloud Summit and UP Logistics & Supply Chain Summit, among others that reinforced the Region's role as a catalyst for industrial growth and innovation.

MANUFACTURING & COMPETITIVENESS

States across the Region aimed at strengthening industrial growth, EoDB and sectoral competitiveness. In Rajasthan, the Industry Helpdesk provided advisory support on industrial concerns. In Uttar Pradesh, engagement with the joint CII–Railways Task Force, along with organising the Railway Innovation Initiative in collaboration with Research Designs & Standards Organisation (RDSO), improved logistics efficiency, technology adoption and modernisation of industrial processes in the Railways sector.

The Region implemented learning and manufacturing excellence missions, quality circle competitions, training and certification programmes through masterclasses, an AI immersion week and vendor development initiatives.

LABOUR, INDUSTRIAL RELATIONS AND TAXATION

Engaging on labour and taxation reforms, a Whitepaper on the 'Definition of Wages' was prepared on Labour Codes, providing policy inputs to support clarity and compliance. An event marking eight years of GST was organised in collaboration with the CGST Commissionerate, facilitating dialogue between Industry and tax authorities on implementation experiences, challenges and the evolving GST framework.

SKILL AND TALENT DEVELOPMENT

Skill development remained central to the Region's growth agenda, aligning training infrastructure and curricula with Industry needs. Model Career Centres (MCCs) bridged demand-supply gaps by providing career guidance and skill training.

The inauguration of the Training Lab & Classroom at the CII-NBCC Multi Skill Training Institute (MSTI) in Ghitorni, New Delhi and launch of the MCC in Dehradun under Project Kafal led in collaboration with National Career Service (NCS), strengthened the Region's capacity to deliver industry-aligned skilling programmes and foster inclusive economic participation.

SUSTAINABILITY AND ENVIRONMENT

Initiatives in climate action, resource efficiency and environmental protection strengthened sustainability across the Region. The Crop Residue Management Initiative in Punjab and Haryana addressed paddy straw management across eight and five districts respectively, encompassing around 1000 villages and engaging over 1,50,000 farmers. CSR-led disaster relief in Himachal Pradesh enhanced community resilience, while engagements with the Korea Trade-Investment Promotion Agency strengthened cooperation on CSR and economic collaboration.

Building on these efforts, Solid Resource Management Centres in Kharu and Chuchot Blocks, Leh were established by CII Foundation, in collaboration with the Rural Development Department, Ladakh. These Centres will focus on capacity building, community engagement and pilot solutions to strengthen the region's waste management ecosystem.

COMMUNITY AND SOCIAL IMPACT

Social impact and inclusion were strengthened through three chapters of the Indian Women Network (IWN), which advanced women's leadership and 14 chapters of Young Indians (Yi), which supported youth engagement through mentorship and entrepreneurship programmes.

Initiatives on mental resilience and emotional wellness reached vulnerable groups. Kashi Samvaad in Varanasi, Uttar Pradesh served as a platform for structured community dialogue, bringing together diverse stakeholders to encourage social cohesion and collective problem-solving. Flood relief efforts in Punjab mobilised INR 44 lakh in member contributions to support affected communities. Inclusion efforts included the Purple Fair for Persons with Disabilities and Pink Police Booths in Uttar Pradesh to enhance women's safety.

MEMBERSHIP ENGAGEMENT

Engaging and supporting Members remained central to the Region's initiatives. As of December, CII-NR had 2858 members, including 423 new members inducted. Outreach expanded into Tier 2 and Tier 3 cities, with proposed zonal offices in Bhiwadi, Rajasthan; Pantnagar, Uttarakhand; and Yamunanagar, Haryana.

A total of 33 Members' Meets and 9 Induction Meetings were conducted to deepen engagement and capture Members' feedback. Through 19 Committees and six Task Forces, the Region ensured sectoral representation, grassroots participation and focused execution across policy advocacy, capacity building and thought leadership.



L - R: Anjali Singh; Bhajan Lal Sharma, Chief Minister of Rajasthan; Sanjay Agarwal, Chairman, CII Rajasthan and Founder MD & CEO, AU Small Finance Bank and V Srinivas, Chief Secretary, Government of Rajasthan at the Rajasthan State Annual Session in Jaipur

SOUTHERN REGION

South India continues to be a crucial driver of India's economic transformation, contributing 32% to national Gross Domestic Product (GDP) and 30% to national manufacturing Gross Value Added (GVA). Under the theme 'Accelerating South India's Competitiveness: Globalisation, Inclusivity, Sustainability, Trust,' CII Southern Region (CII-SR) aligned its initiatives with the national agenda to ensure sustainable progress across the states of Southern India - Andhra Pradesh, Karnataka, Kerala, Puducherry, Tamil Nadu and Telangana.

CII-SR's engagement framework operated across ten strategic tracks: education, people skills and Industry-Institute linkages; holistic sustainability, environmental, social and governance (ESG) and climate action; AI-tech adoption; digital transformation and Industry 4.0; embracing energy transition; innovation and startup ecosystem; micro, small and medium enterprises (MSMEs) and ease of doing business (EoDB) with focus on manufacturing competitiveness; global partnerships and international linkages; wellbeing and healthcare; brand building and sectoral promotion; and tourism. These tracks guided targeted interventions that strengthened industrial competitiveness while fostering inclusive and sustainable development.

ADVOCACY

CII-SR achieved significant progress in advancing Industry priorities through structured policy dialogue and sectoral consultations. One hundred fifty nine policy recommendations were submitted to policymakers, of which 41 were accepted or implemented.

ANDHRA PRADESH

- The vision document for the state's economy, 'Swarna Andhra Pradesh@2047', launched with the goal of achieving a USD 2.4 trillion economy by 2047
- The Andhra Pradesh-CII Joint Consultative Forum held two meetings chaired by Shri Nara Lokesh, Minister of Human Resource Development and Information Technology and Shri K Vijayanand, Chief Secretary focused on strengthening Government-Industry collaboration, boosting investments and improving EoDB
- Fire Safety Regulatory Harmonisation Policy proposed to reduce compliance complexity and enable phased implementation
- Inputs for the Industrial Sustainability and Green Building Promotion Policy shared to drive GreenCo and Indian Green Building Council (IGBC) adoption, build capacity and streamline environmental clearances.



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 Regional Managing Partner of EY Africa India region & Chair - EY Growth Markets Council; 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 and Chairman, Muthoot Fincorp Ltd; BVN Rao, Chairman, CII Infrastructure Council and Business Chairman, GMR Group and Murali Krishna Gannamani, Chairman, CII Andhra Pradesh and Founder and CEO, Fluentgrid Ltd launching the Taskforce Report 'Towards Swarna Andhra Pradesh@2047' in New Delhi

KARNATAKA

- Recommended enhancing GST procedures across sectors emphasising simplified compliance through unified jurisdiction and regulatory alignment to reduce operational complexity
- CII is driving the Beyond Bengaluru agenda by strengthening district level engagement across Mysuru, Mangaluru, Belagavi and Hubballi–Dharwad through initiatives fostering entrepreneurship, MSME growth and technology adoption, while recommending Belagavi's inclusion in the State's industrial cluster and corridor network to support balanced regional development
- Phased and inflation-linked Minimum Wage Reform Policy proposed to balance workforce welfare with MSME sustainability, emphasising sector-specific structures.

KERALA

- Requested interim measures under Rule 11 of the Kerala Government Land Assignment (Regularisation of Contraventions) Rules, 2025 to mitigate losses arising from the suspension of industrial operations
- Flexible zoning and Land Utilisation Policy proposed to maximise usable industrial land in the context of limited availability and stringent environmental regulations
- Twin Cities Sustainable Urbanisation Policy recommended for integrated urban planning, shared infrastructure and complementary industrial development across city pairs.

PUDUCHERRY

- Advocated for EoDB Implementation Policy resulting in the passage of EoDB Bill in September
- Recommended key Electricity Board (EB) reforms, including delinking of Commune Panchayat jurisdiction, enhancement of power infrastructure, increased adoption of solar energy in industries and simplification of name transfer procedures.

TAMIL NADU

- Semiconductor manufacturing cluster proposed for Coimbatore to leverage the city's engineering base and precision manufacturing expertise, with plug-and-play infrastructure

- Technical Textiles Manufacturing and Innovation Park recommended under National Technical Textiles Mission (NTTM) to drive product innovation, skill development and Industry-Academia collaboration
- Electric vehicle (EV) charging infrastructure expansion advocated to support the State's dominant EV production capacity.

TELANGANA

- Gig and Platform Worker's Social Security Policy proposed to ensure welfare coverage while providing clarity on fee structures, transparency in algorithms and balanced representation in welfare boards
- Evidence-based wage fixation recommended to link wage revisions with inflation and economic indicators, avoiding steep increases that disproportionately impact MSMEs
- Labour law rationalisation addressing Employees' State Insurance Corporation (ESIC) dispensary allocation, fixed term employment frameworks and raising thresholds to improve workforce flexibility and compliance efficiency
- Integrated skill development proposed for establishing Model Career Centres and Multi Skill Training Institutes to enhance employability.

ACTION

COMPETITIVENESS

CII-SR built competitiveness through interventions in technology, quality and finance, driving excellence through initiatives like CFO Awards, Quality Circles, Kaizen and Poka-Yoke competitions, alongside learning missions to industries of excellence, training programmes, certification courses and workshops that collectively enhanced skills, promoted innovation and strengthened organisational performance.

MANUFACTURING EXCELLENCE AND DIGITAL TRANSFORMATION

CII-SR undertook initiatives in advanced Industry 4.0, smart manufacturing and digital transformation to position South India as a global hub for advanced manufacturing through technology adoption and innovation.



L-R: Dr PV Louis, Convenor, CII Kerala Healthcare Panel and Managing Director, Medical Trust Hospital; VKC Razak, Chairman, CII Kerala and Managing Director, VKC Footgear Pvt Ltd; Nihaj G Mohammed, CEO, Meitra Hospital; Navas Meeran, Past Chairman, CII Southern Region and Chairman, Group Meeran; P Rajeev, Minister for Industries, Coir & Law, Government of Kerala; Thomas John Muthoot, Chairman, CII Southern Region and Chairman & Managing Director, Muthoot Fincorp Ltd; Dr PM Varier, Convenor, CII Kerala Ayurveda Panel and Chief Physician & Managing Trustee, Arya VaidyaSala Kottakkal; Dr S Saji Kumar, Chairman, CII Global Ayurveda Summit & Expo, Past Chairman, CII Kerala and Managing Director, Dhathri Ayurveda Pvt Ltd and Dr Nalanda Jayadev, Co-Convenor, CII Kerala Healthcare Panel and CEO, Aster Medicity at the CII Kerala Health Tourism and Global Ayurveda Summit & Expo in Ernakulam

Flagship activities included the 21st India Innovation Summit – CII INNOVERGE, 23rd CII TN Connect, the Intelligent Manufacturing Summit, Digital Green Manufacturing Summit, CII Karnataka Smart Factory Summit and CII Telangana Man'Exe.

SECTORAL PROMOTION

CII-SR's sectoral initiatives strengthened industrial ecosystems by showcasing innovations through expos and summits, fostering global collaborations and sustainable advancements. The 5th edition of the Surface and Coating Expo featured 303 exhibitors from 17 countries and attracted over 21,000 visitors, promoting the adoption of cutting-edge materials and processes. The 11th edition of Autoserve introduced the inaugural International Auto Tech Exhibition and Conference, exploring emerging solutions in automotive care, thereby driving market expansion and technological integration.

The 3rd edition of Nilgiris Economic Dialogue (NED) was organised in Ooty, Tamil Nadu, bringing together leaders from Industry, Government, Academia and social development for a curated exchange to co-create a bold, action-oriented agenda for India. The deliberation focused on the themes of circularity, geopolitics, shared prosperity and technology-enabled progress.

South India strengthened its global healthcare and wellness presence by integrating Ayurveda with modern medicine, highlighted by the CII Kerala Health

Tourism & Global Ayurveda Summit and Trichy Medical Tourism Conference showcasing the region's strong medical infrastructure.

To boost deep-tech research & development, exports and investments and to position South India as a key defence and aerospace production hub, CII-SR organised platforms like CII AeroDef Tech Summit, Telangana Defence and Aerospace Conclave and CII-SIDM Regional Defence MSME Conclave.

In agriculture, programmes emphasised value chain enhancements via novel approaches in cultivation, processing, standards, trade prospects and regulatory structures. The inaugural Telangana Turmeric Value Chain Summit, AgriVision, Ponmanjal Turmeric Conclave, TN Food NxT – Roots to Retail and TN Agro Connect Expo convened stakeholders to chart pathways for sector resilience and prosperity.

CII-SR hosted Global Capability Centre (GCC) Summits in Andhra Pradesh, Karnataka and Tamil Nadu, positioning them as premier destinations for GCCs. Focus on family businesses, startups, textiles, banking and finance was driven through special initiatives.

MSME ENGAGEMENT

CII-SR supported MSMEs by addressing challenges in access to markets, finance, technology and policy, driving global value chain integration, Industry 4.0 and digital adoption and export readiness while positioning them as engines of inclusive growth and competitiveness.

Flagship initiatives and buyer-seller meets such as 4th edition of the CII-SR MSME Procurement Summit, 8th edition of the CII Telangana MSME Summit, CII Puducherry IndEx and CII Karnataka Integrate were organised.

Capacity and capability-building workshops for MSMEs were organised in Tier 2 & 3 cities to enhance MSMEs competencies in areas such as business strategy, manufacturing excellence, brand building, sustainability and digitalisation.

CII-SR also launched the 'CII for MSMEs – Compendium of Case Studies', showcasing how enterprises leveraged CII Centres of Excellence to improve productivity, quality, digitalisation, logistics, ESG, innovation and exports.

SUSTAINABILITY

CII-SR advanced its sustainability agenda by driving ESG integration, renewable energy adoption and Net Zero alignment, while addressing climate transition risks, circular economy practices, water stewardship and sustainable financing.

Key platforms included the Climate Action Competition, CII-SR Energy Transition Summit, CII Green Mobility Summit, CII Tamil Nadu Renewable Energy Summit, CII Karnataka Annual Energy Transition Conference, CII-SR Clean Mobility Summit, CII Andhra Pradesh Sustainability Summit, 2nd edition of CII-SR AquaSouth Summit and CII Mysuru ESG Conference & Expo.

The 17th CII-SR EHS Excellence Awards set new benchmarks by recognising 279 applications across categories, with 30 special category awards spanning air quality, water management, energy footprint, women in environment, health and safety (EHS), road safety and health risk management.

INTERNATIONAL ENGAGEMENT

CII-SR strengthened South India's global standing through high level engagements and strategic partnerships that positioned the region as a preferred investment destination and expanded technology and market access.

Business delegations to South Korea, Taiwan, Vietnam, Cambodia, Oman, Germany and Austria facilitated knowledge exchange on operational excellence and sustainable growth. A CII Industry delegation accompanied Governments of Andhra Pradesh,

Karnataka, Kerala and Telangana to the World Economic Forum, Davos, 2026. CII-SR engaged with visiting ambassadors and diplomats on collaboration in key sectors.

FUTURE-READY WORKFORCE

CII-SR's workforce development initiatives aimed at aligning education and skilling with emerging technologies, Industry requirements and India's economic transformation goals. It launched the College Excellence Cluster, an initiative to bridge Academia and Industry by offering students and faculty industrial exposure, faculty development and student growth programmes.

Key platforms such as CII-SR Higher Education Conclave, CII Tamil Nadu EduTech Conference, CII Karnataka Skill Summit, CII Telangana EDU Summit and CII Kerala Education Conclave brought together academicians, policymakers and Industry leaders to deliberate on internationalisation of higher education, research led learning models and skill based curricula.

INCLUSIVE DEVELOPMENT

CII-SR advanced community welfare through initiatives such as waterbody restoration, prison based skilling, livelihood programmes and Anganwadi upgrades, benefiting thousands of families.

Young Indians (Yi) engaged around 66,000 youth through its 23 chapters in the Region via initiatives such as science and tech festivals, mental health awareness campaigns, rural revival programmes and safety & environment drives.

The Indian Women Network (IWN) organised several activities and initiatives under the key pillars of - leadership advancement through programmes for women in manufacturing; women in tech & women entrepreneurs; mentorship; policy and advocacy; and membership engagement and branding.

MEMBERSHIP ENGAGEMENT

Membership engagement remained central to CII-SR's initiatives, through 31 Members' Meets and 11 New Member Induction Sessions, taking the total Membership to 3626 as of December, including 519 new Members. To strengthen connect and gather feedback, 650 Member Outreach Meetings were organised regionwide.

WESTERN REGION

India's western region comprising Maharashtra, Gujarat, Madhya Pradesh and Goa, contributes approximately 26% to national GDP, combining industrial scale, agricultural strength and tourism. Maharashtra and Gujarat lead manufacturing, finance and trade; Madhya Pradesh anchors agriculture with rising Industry; and Goa is a premier tourism hub.

ADVOCACY

CII Western Region (CII-WR) collaborated with the Governments of Goa, Gujarat, Madhya Pradesh and Maharashtra, conducting over 215 discussions with policymakers. CII participated in 53 Government committees and Task Forces across the region. Numerous Union and State Ministers, Chief Ministers and senior secretariat officials graced interventions aimed at promoting investments and driving growth and development across states. Notable among them were Shri Narendra Modi, Prime Minister of India along with Shri Nitin Gadkari, Minister of Road Transport and Highways and Shri Piyush Goyal, Minister of Commerce and Industry.

Over 200 recommendations pursued by CII-WR included issue-based representations policy inputs.

GOA

- Ease of doing business (EoDB) reforms included removing panchayat clearances outside industrial estates, streamlining factory approvals, providing land-lease rent concessions and allowing on-site worker housing
- Renewable energy measures proposed revisiting net-metering caps, time of day (TOD) tariffs and cross-subsidy surcharge, while continuing rooftop solar incentives and promoting clean-energy propulsion
- Infrastructure upgrades sought extension of mineral transport timings and improvements at Mormugao Port

- Industry status was granted to warehousing sector in Goa. Acceleration of solar energy adoption was kicked off with targeted support for industrial solar power utilisation
- Policy alignment was called for by harmonising the Goa Deposit Refund Scheme (DRS) with the Central Extended Producer Responsibility (EPR) framework, alongside productivity-linked workforce skilling
- To fast-track maritime and shipbuilding growth, proposals included a Goa State Maritime Board, shipbuilding parks with land, infrastructure and capital support, a Marine Technology Institute and a Naval Architecture and Shipbuilding Engineering degree. The Goa Shipbuilding Vision 2037 was released.

GUJARAT

- A survey-based report on micro, small and medium enterprise (MSME) loan accessibility in Gujarat was released, highlighting key financing constraints and policy recommendations to improve credit flow to small businesses
- Detailed recommendations for the Gujarat Textile Policy 2024 focused on enhancing competitiveness, while inputs on the State Policy for Electronic Component Manufacturing (ECM) aimed to strengthen domestic manufacturing, value-chain development and investments in electronics
- Air connectivity to-and-from Bhavnagar was enhanced, improving access and supporting growth
- Apparel Industry incentives from non-municipal area policies were extended to urban areas in Gujarat, boosting investment and jobs
- Recommendations were submitted to 12 Task Forces under Industrial Policy 2020 aimed at strengthening industrial growth and implementation frameworks
- A 30-member CII Gujarat Industry delegation met with nine Gujarat MPs during the Monsoon Session, submitting the 'Swarnim Gujarat White Paper' with reform-oriented recommendations to strengthen competitiveness, innovation and sustainable growth.



L - R: Parimal Singh, Project Director, Nanasahab Deshmukh Krishi Sanjeevani Project, Mumbai; Dr Kishore Malviya, Past Chairman, CII Vidarbha Zonal Council and Director, SMS Envocare Ltd; Burjis Godrej, Chairman, CII WR Sub-Committee on Agri & Food and Executive Director, Godrej Agrovet; Dr Ramaswami N, Secretary, Animal Husbandry, Dairy Development, and Fisheries Department, Government of Maharashtra; Ashish Jaiswal, Minister of State for Agriculture, Government of Maharashtra; Devendra Fadnavis, Chief Minister, Government of Maharashtra; Vikas Chandra Rastogi, Additional Chief Secretary, Agriculture, Government of Maharashtra; Dr P Anbalagan, Secretary, Industries, Government of Maharashtra; Rishi Kumar Bagla, Chairman, CII Western Region 2025-26 and Chairman & MD, BG Electricals and Electronics India Ltd and Piruz Khambatta, Chairman, CII National Committee on Taxation and Group Chairman, Rasna Pvt Ltd at the CII-WR Food Processing Conclave in Nagpur

MADHYA PRADESH

- Proposals covered cluster-based shared facilities, common testing labs, a SISFS-aligned state seed fund, employment-linked schemes, industrial housing, capital goods incentives and Industry–Academia knowledge centres
- EoDB reforms proposed included leasehold-to-freehold conversion for MSMEs, automated licence renewals, faster pre-GST closures, rationalised taxes and consent fees, third-party audits, uniform digital stamp duty, flexible factory hours and stamp duty relief on loan transfers
- Recommendations accepted included MP Drone and Logistics Policies, footwear incentives, Indian Green Building Council-linked green incentives, solar inclusion under MSME plant and machinery, research & development (R&D) incentives, Alternative Investment Funds (AIF) corpus raised to INR 100 crore and GST on sprinklers cut to five per cent
- Budget 2026-27 recommendations focused on rationalising value added tax on liquefied natural gas, upgrading power infrastructure in older industrial areas, incentives for fire safety equipment and a state-run Credit Guarantee Scheme for MSMEs.

MAHARASHTRA

- The CII–Maharashtra Industry–Parliamentarians interaction facilitated structured engagement with Members of Parliament to strengthen

Industry–policy synergy, with focus on manufacturing competitiveness, MSMEs, infrastructure, skilling and sustainability

- Following acceptance of CII recommendations by the Maharashtra Pollution Control Board (MPCB), MSMEs were allowed flexibility to retrofit emission-control devices instead of scrapping, subject to compliance with prescribed emission norms
- Sustained advocacy resulted in extension of electricity duty exemption for industrial units in Vidarbha and Marathwada regions
- Recommendations included simplifying tech transfer, e-waste, data governance and environmental, social and governance (ESG) regulations; boosting food processing and agri-industries via lower input and logistics costs; developing smart manufacturing, consumer durable and cold-chain clusters; enhancing port and airport efficiency; strengthening Industry–Academia skilling and R&D; and offering targeted incentives for pharma, automotive, EV and renewable energy, including power, land, approvals and fiscal support.

SECTOR FOCUS

Investment promotion remained a key focus, with CII playing a pivotal role in facilitating Industry–Government engagement. CII served as the national partner for the Vibrant Gujarat Regional Conferences and the Industry Partner for Maharashtra

Industry Dialogue, Government of Maharashtra's AI4Agri Summit and the Madhya Pradesh investment roadshows. The maiden Madhya Pradesh Udyog Mahotsav further strengthened this effort through sectoral events focused on MSMEs, textiles and green logistics.

Exhibitions enabled strategic platforms for technology diffusion and ecosystem convergence. The 3rd CII NexGen Mobility Show reinforced a unified Industry vision to accelerate R&D, enhance localisation and strengthen collaboration in next-generation mobility and clean transportation. CII WireTech strengthened Industry convergence by showcasing technologies across the wire and cable value chain, with a focus on quality, sustainability and inclusive growth.

The 21st CII Manufacturing Summit underscored the alignment of Production-Linked Incentive (PLI), PM Gati Shakti, GST 2.0 and the National Manufacturing Mission to drive manufacturing competitiveness. The 8th Hospital Tech Summit, the 13th Safety Summit, the 6th Global Education Conclave and the Conference on Wellbeing at Work and Life addressed evolving priorities in healthcare, education and workforce wellbeing.

The CII National Conference on Sustainable Shipbuilding 2025 underscored India's commitment to sustainable, innovative and globally competitive shipbuilding, while the Food Processing Conclave held in Nagpur highlighted efforts to advance the country's food processing sector and position Vidarbha as a leading agro industrial hub. Complementing these sector-focused initiatives, specialised conclaves on marketing and branding equipped members with contemporary digital strategies for building sustainable brand equity.

Capability building and MSME development were reinforced through learning missions on manufacturing excellence, quality circle competitions, six sigma workshops, Industry 4.0 sessions, faculty development programmes, buyer-seller meets, export finance programmes for MSMEs, mentor-mentee initiatives and workshops on shopfloor management, new labour codes and

communication and interpersonal skills. MSME Clinics were unveiled at the 11th edition of MSME Summit to help MSMEs scale sustainably and globally.

Global trade and policy engagement were strengthened through targeted forums and Industry conclaves. Policy dialogue advanced through roundtables on US tariffs, customs and free trade agreement (FTA) updates and the India-UK FTA, while the 6th Global Trade Scenario Conclave highlighted diversified trade routes, green ports and stronger Industry-logistics collaboration. The Exports Conclave, 'Our Gateway to Global Success,' enabled MSMEs to navigate global markets and boost export readiness.

Financial sector engagement was advanced through key initiatives including the Mutual Fund Summit, the Alternative Investment Fund Summit and the Annual Conference on Taxation, providing platforms for dialogue on investment trends, regulatory updates and strategic opportunities for stakeholders.

The themes of sustainability and governance featured prominently through the Conference on ESG & Corporate Governance, reinforcing ESG as a strategic growth enabler. This was complemented by the Renewables & Energy Conclave and workshops focusing on climate change, power and ESG.

SOCIETY CONNECT

Young Indians (Yi) Western Region hosted the YiFi Summit featuring Shri Gajendra Singh Shekhawat, Minister of Tourism and Culture. Key initiatives included Young Indians Parliament 2.0, blood donation drives, road safety campaigns, cross-chapter learning and Yi Pune's memorandum of understanding (MoU) with Maharashtra Institute of Technology-World Peace University (MIT-WPU). The Viksit Bharat Young Leaders Dialogue promoted collaborative problem-solving for Viksit Bharat@2047.

CII IWN strengthened women's leadership, focusing on inclusivity, skill development, innovation and Industry-Academia engagement. India@100 Foundation led initiatives in education, animal welfare, cleanliness and volunteerism across Mumbai.

MEMBERSHIP CONNECT

Membership engagement was strengthened through 58 meetings with local associations and 1635 Members via virtual and in-person interactions. Members were updated on CII services through 43 Member Meets, 18 induction sessions and 11 roadshows.

Key interactions included Rajiv Memani, President, CII and Regional Managing Partner of EY Africa India region & Chair – EY Growth Markets Council and Dr Suchitra K Ella, Vice President, CII and Co-Founder & Managing Director, Bharat Biotech International Limited fostering collaboration on innovation, MSME growth and Industry–Academia partnerships.

Vir Advani, Deputy Chairman, CII-WR and CMD, Blue Star Ltd, engaged with Members across a record 12 zones; Ahmedabad, Bhopal, Indore, Kolhapur, Mumbai, Nagpur, Nashik, Panaji, Rajkot, Surat, Thane and Vadodara; underscoring an unprecedented level of regional outreach and engagement.

The 16 sub-committees and four Task Forces engaged with Members in multiple sectors and functional areas, consistently providing networking and learning opportunities.

The CII Vidarbha Zonal Office was inaugurated in Nagpur by Shri Nitin Gadkari. The new office will serve as a vital platform for policy advocacy, enhancing MSME competitiveness, skilling and fostering innovation.

INTERNATIONAL ENGAGEMENT

CII led delegations from Gujarat, Madhya Pradesh and Maharashtra to the World Economic Forum, highlighting Gujarat's focus on sports, Global Capability Centres (GCCs), semiconductors and renewable energy; Madhya Pradesh's investment opportunities across manufacturing, renewables, IT, agriculture and logistics, including an MoU with DP World for the Powarkheda Multimodal Logistics and Food Park; and Maharashtra's MoUs with a total investment value of INR 30 lakh crore which are expected to generate over 40 lakh jobs.

Global outreach spanned 20 countries across the Middle East, Asia-Pacific, Europe and Latin America, advancing trade, investment and policy dialogue.

These encompassed international delegations, interactions and Industry forums involving heads of state, senior leaders from Government and Industry.

A Mumbai networking reception hosted Consul Generals and diplomats, alongside senior Indian Industry leaders, fostering informal dialogue and international collaboration. CII facilitated overseas roadshows in Spain, Switzerland, UAE, Australia, Singapore and South Korea to promote investments in the region.

Flagship Middle East engagements included the Dubai India Business Forum, India–UAE Business Summit, Abu Dhabi Investment Forum and India–Saudi Investment Meet, supported by high-level interactions with H.E. Dr Thani bin Ahmed Al Zeyoudi, UAE Minister of Foreign Trade, Shri Piyush Goyal and Ahmed Bin Sulayem, Dubai Multi Commodities Centre (DMCC).

Europe-focused engagements included a dialogue with ODDO BHF in Germany, centred on investment and capital flows, as well as a high-level dinner with the Deputy Prime Minister of Italy.

Asia-Pacific cooperation was reinforced through knowledge-exchange initiatives, including the Consul General of Japan's visit to the CII Skill Centre and media engagement with senior journalists from Bangladesh. The Mumbai International Summit served as a platform for cross-border collaboration, strategic dialogue and global networking, further strengthening India's international economic engagement.



L- R: Piyush Goyal, Minister of Commerce & Industry; H.E. Dr Thani bin Ahmed Al Zeyoudi, Minister for Foreign Trade, UAE and R Mukundan, President Designate, CII and Managing Director & CEO, Tata Chemicals Ltd at the Business Session held in Mumbai



**MEMBERSHIP
SERVICES**



Membership

CII Online Membership Services

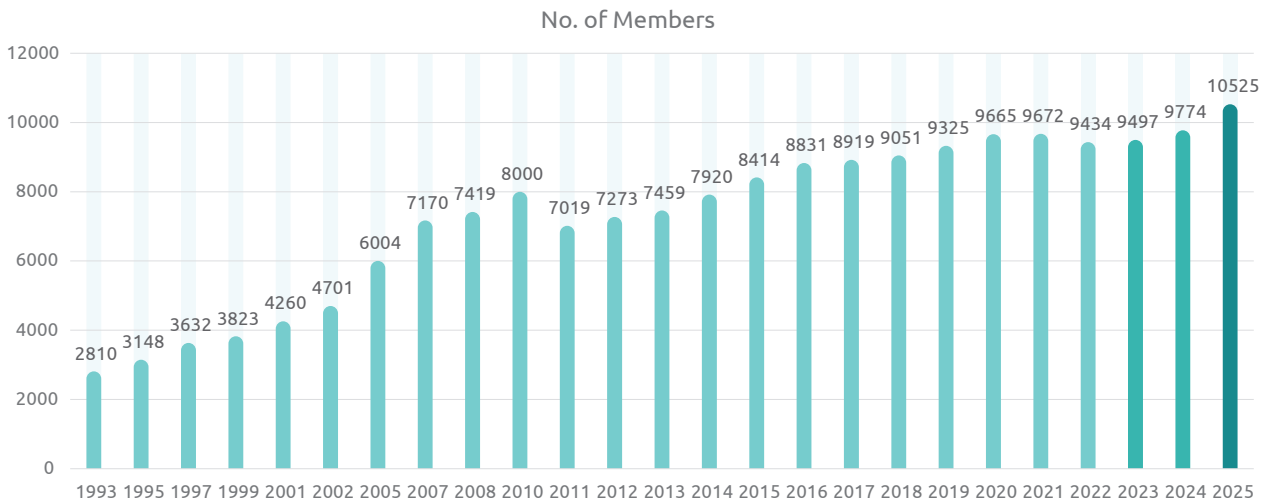
Social Media Outreach

Team CII

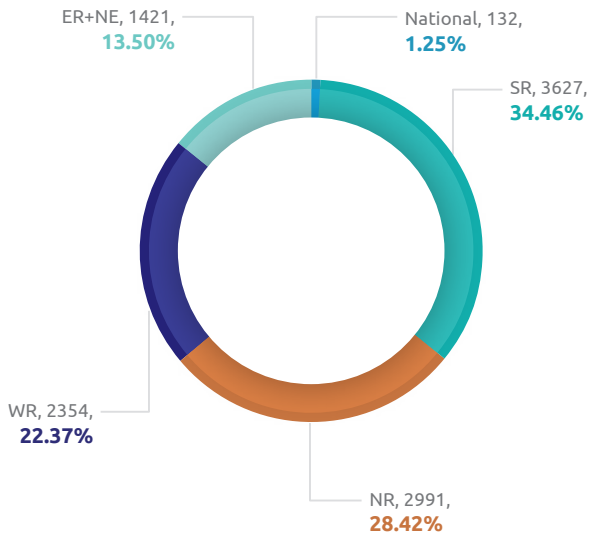
CII Network

MEMBERSHIP

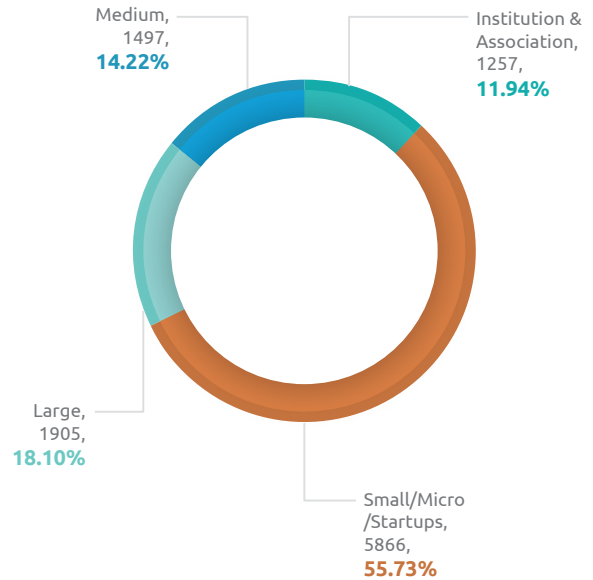
Membership Growth over the years



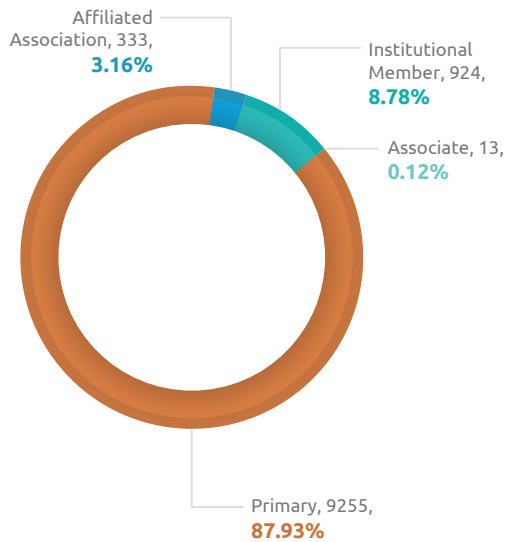
Region wise Breakup



Scale wise Breakup



Type wise Breakup

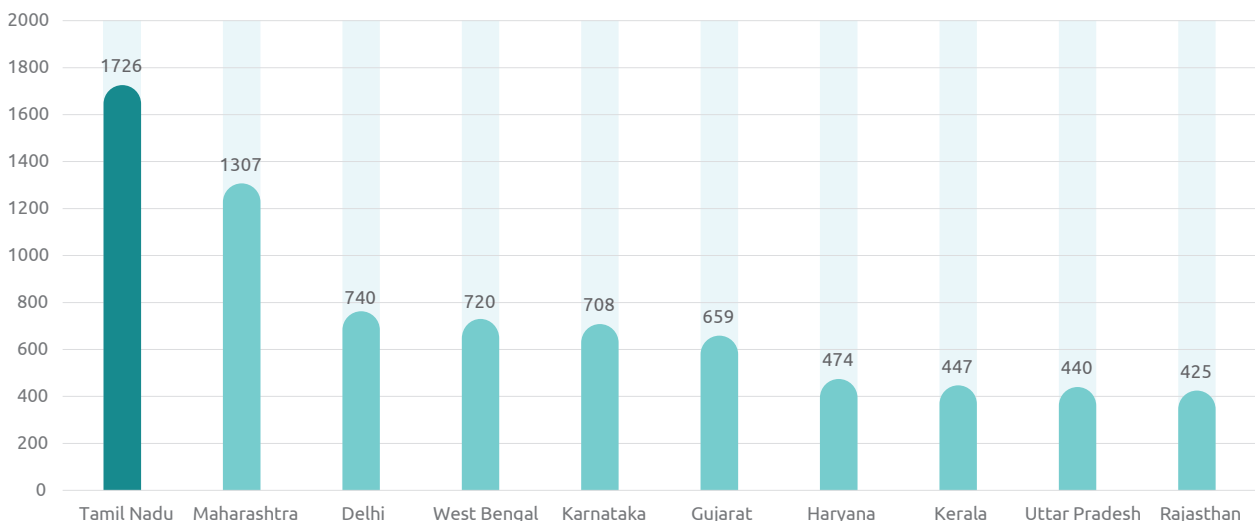


MEMBERSHIP OUTREACH

CII accelerated its outreach and deepened Member engagement through focused, high-impact initiatives and service support.

- Through its outreach initiatives, 3975 Members were engaged via virtual and in-person meetings
- 120 Members' Meets across 58 locations engaged 5036 participants from Member companies
- Expanding the Membership base remained a priority, with 46 Road Shows conducted in 36 locations, attracting 1543 participants
- As a result of sustained efforts, 1535 new Members joined CII in 2025
- 57 induction sessions at 25 locations enabled 745 new Members to understand and leverage CII's wide range of services
- New Members were supported through structured counselling and guidance, with 207 mentors
- Member support remained strong, with 5260 queries successfully handled through the CII Help Desk, a ticket-based digital platform ensuring timely tracking and resolution.

Top 10 States



CII ONLINE MEMBERSHIP SERVICES

Membership services form the foundation of CII's overall agenda. Drawing on continuous dialogue and Member feedback, CII has developed a wide range of offerings that are closely aligned to their evolving needs.

MYCII - ONLINE SERVICES

MyCII, one of India's largest online business resource platforms, provides CII stakeholders with timely business intelligence and information services. With a repository of more than 50,000 knowledge resources, MyCII addresses the diverse information needs of the Industry. In addition, CII facilitates networking among Members and provides them access to approximately 9 lakh active global tenders across more than 150 countries and over 100 Industry sectors.

To enhance awareness and usage of CII marketplace and online Membership services, monthly webinars were conducted benefitting 1165 participants from 769 Member companies.

Policy Dashboard

The Policy Dashboard tracks, aggregates and monitors real-time status of various policy recommendations submitted to the Government. Since January 2023, CII has submitted a total of 4922 policy recommendations through this mechanism to Central and State Governments.

Membership Engagement Dashboard

The Membership Engagement Dashboard enables Members to track their engagement footprint, discover relevant opportunities for collaboration and strengthen their visibility, influence and contribution within the CII ecosystem.

AI-driven Service Portfolio

Artificial Intelligence (AI) technology analyses Member profiles, interests and past engagements to deliver personalised, efficient and value-added services.

CII Marketplace

CII Marketplace is a global B2B digital platform connecting buyers and sellers across industries and geographies, enabling businesses to e-network at zero

Key Statistics of MyCII

6,21,675	Registered Users
50,246	Registered Organisations
10,525	Registered CII Members
9,48,288	Global Tender Data
20,801	Global Tender Subscribers
53,932	Knowledge Resources

cost, build new business relationships and promote products and services globally. During the year, new features were introduced including an advanced matchmaking system, WhatsApp notifications for real-time updates, suggesting new product categories, enhanced advertising options and a simplified sign-up process.

The platform currently hosts over 3000 registered companies and more than 6000 listed products and services. During the year, 471 new companies joined and 1256 new products and services were added.

B2B MEETINGS

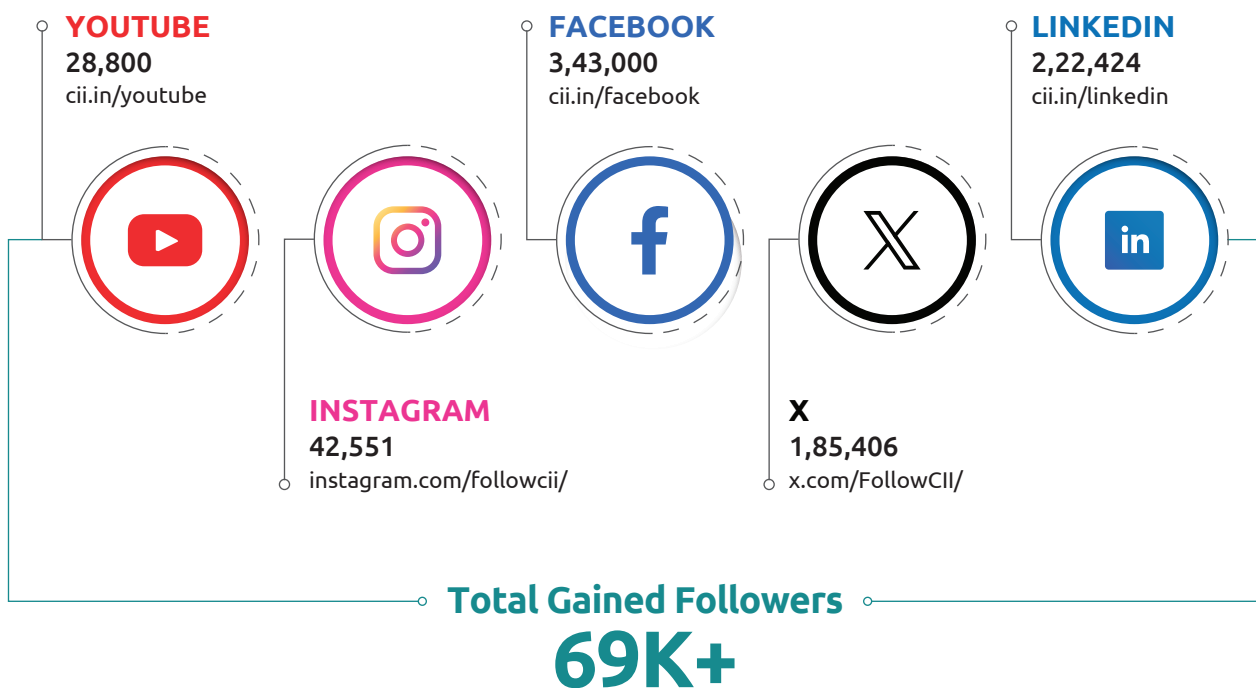
CII facilitated over 11,500 B2B meetings, with participation from more than 10,000 companies across diverse sectors, including over 3300 CEOs from India and abroad.

Avenues for cross-border collaboration and global partnerships were created by connecting Indian businesses with international delegations from Italy, Europe, Latin America, Japan and Africa.

A major highlight was the India-Japan CEOs Business Meeting, which facilitated over 100 B2B meetings between 25 Indian companies and 120 Japanese companies. Overall, Indian enterprises engaged with representatives from more than 1550 international companies, forging value-driven partnerships and enhanced global business linkages.

CII SOCIAL MEDIA OUTREACH

FOLLOWERS



Key Highlights: 2025-26

Total followership on all CII Social Media platforms 1.5+ million	Estimated 28.1+ million impressions	Generated 2.77+ million engagement	37 Podcast episodes with top Industry leaders in 2025
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CII YouTube channel

Garnered 1.66+ million impressions	140K Views	Gained 1.2K subscribers in 2025
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New Social Media handles

CII ASCON	CII Public Private Partnership	CII International Energy Conference & Exhibition
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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organisation, with around 9,700 members from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 365,000 enterprises from 318 national and regional sectoral industry bodies.

For more 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. CII charts change by working closely with the Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness, and business opportunities for industry through a range of specialised services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Through its dedicated Centres of Excellence and Industry competitiveness initiatives, promotion of innovation and technology adoption, and partnerships for sustainability, CII plays a transformative part in shaping the future of the nation. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes across diverse domains, including affirmative action, livelihoods, diversity management, skill development, empowerment of women, and sustainable development, to name a few.

For 2025-26, CII has identified "Accelerating Competitiveness: Globalisation, Inclusivity, Sustainability, Trust" as its theme, prioritising five key pillars. During the year, CII will align its initiatives to drive strategic action aimed at enhancing India's competitiveness by promoting global engagement, inclusive growth, sustainable practices, and a foundation of trust.

With 70 offices, including 12 Centres of Excellence, in India, and 9 overseas offices in Australia, Egypt, Germany, Indonesia, Singapore, UAE, UK, and USA, as well as institutional partnerships with about 250 counterpart organisations in almost 100 countries, CII serves as a reference point for Indian industry and the international business community.

Confederation of Indian Industry

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