

Confederation of Indian Industry

21st CII Manufacturing Summit 2025

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POST CONFERENCE REPORT



21st MANUFACTURING SUMMIT

Shaping India's Manufacturing Future: Competitiveness, Sustainability, and Global Leadership



21st Manufacturing Summit

The theme **"Shaping India's Manufacturing Future: Competitiveness, Sustainability & Global Leadership"** reflects the three pillars defining the sector's next growth phase. Competitiveness is essential to scale manufacturing and enhance efficiency in a globalized economy. Sustainability has become a strategic necessity, with India pursuing its net-zero 2070 pledge and navigating stricter global trade regimes. Global Leadership captures India's growing role in supply chains as exports surge and global partnerships expand. Together, these dimensions highlight both the urgency and opportunity of shaping India's manufacturing trajectory for the coming decade.

Key Sessions:

Inaugural session

Leadership Dialogue:
India@2030 – From Policy Vision to Global Manufacturing Hub

Panel Discussion:
AI, Robotics and Advanced Analytics – The Future of Smart Factories

Fireside Chat:
Startup's, MSMEs and Large Enterprises: Collaboration for Innovation

Panel Discussion:
Financing India's Manufacturing Growth:
Capital, Credit and Investment Pathways

Panel Discussion:
Global Supply Chains & Export Competitiveness

Inaugural session

SPEAKERS

Mr Jamshyd N Godrej
Past President, CII & Chairman,
CII Manufacturing Summit 2025 and
Chairman & Managing Director
Godrej & Boyce Manufacturing
Company Limited

Mr R Mukundan
President-Designate, CII and
Managing Director & CEO
Tata Chemicals Ltd

Dr P Anbalagan
Secretary (Industries)
Government of Maharashtra.

Ms Swati Salgaocar
Past Chairperson, CII Western Region
and President
V M Salgaocar and Brother Pvt Ltd.

Mr Deepak Shetty
Chairman, CII Manufacturing Excellence
Council and Chief Executive Officer &
Managing Director
JCB India,South Asia, Africa (East)
Member, JCB Group Executive

Mr Abheek Singhi
Chair of Practices, Managing Director &
Senior Partner
Boston Consulting Group



KEY TAKEAWAYS

Purpose and Vision
The purpose of the summit is to surface ideas & concepts that will support manufacturing
Manufacturing is at the age of endless possibilities and India has the greatest amount of opportunity

Policy and Regulatory Framework
Correct policies & welcoming atmosphere are essential to drive the manufacturing sector.
Policies on leather, non-leather, media & entertainment, aerospace, defence, MSME will be released soon by the Government of Maharashtra. Policy catalysts will be PLI schemes across different sectors as industry is not fully scaling the opportunity. Investment in AI and technology will be important. Costs automatically reduce when companies focus on sustainability.

Investment and Infrastructure in Maharashtra
$500 bn will be invested in 5 years and $350 bn will be invested to support the sector in terms of lowering the electricity tariff and providing payroll assistance. 20 smart townships will be developed.
A medtech park will be developed in Pune. Nagpur, Nashik, Ahilyanagar will be potential defence corridors.
·Gadchiroli will be steel hub, potential to produce 30 mn tonnes of iron ore which will constitute 10% of country's output. Pune and Mumbai will be quantum corridors.

Economic Impact
Maharashtra state's GDP will cross $600 bn by next year. By 2030 over 10 million MSME units will be formed which will help to generate over 5 - 10 lakh jobs. Trade deals with countries around the world have benefited the sector.
9 districts in Maharashtra contribute 77% to the manufacturing landscape.

Bottlenecks
India has been left behind as south-eastern countries have used the export market to drive manufacturing.
The sector faces persistent bottle necks and insufficient value addition. Congestion at ports creates inefficiencies
Manufacturers need to bring suppliers within 100 kms where cluster manufacturing will be beneficial.
India is missing the China plus 1 opportunity, with only a few handful companies such as Tesla, Apple and Foxconn leveraging opportunities in India.

Human Capital and Inclusivity
Inclusivity and women led institutions will be the focus area. The industry is increasingly focusing on women's participation in manufacturing. Formal jobs have not increased as much. Human capital, access to capital, market, infrastructure and natural resources will shape manufacturing.

Technology, Innovation and Sustainability
Focus must be on innovation and R&D investment.

Strategic Advantages
State led cost advantage & innovation / IP, Make in India and Make for the World, MSME depth and OEM anchors, Hardware & Software, Automation and Upskilling will be game changers for manufacturing. 3 Ls, Land, Labour and Logistics are important in manufacturing with the cost differential expected to come down as ports and airports are being developed.Even though 95% of components are manufactured in India and 70% of global engineering is being carried in India, congestion at port create inefficiencies. Internal improvement within industry is beneficial for the manufacturing sector to grow. The benefit of the sector is that all the skillsets can be absorbed. Manufacturing is significant in terms of value addition.

Maharashtra is not just contributing to India's growth story—it is shaping it. With a USD 530 billion economy, the nation's highest FDI share, and a young, skilled workforce, we stand firmly at the forefront of industrial and technological transformation. Our vision for a $1 trillion economy by 2030 is anchored in inclusive, region-balanced development and powered by emerging sectors from EVs to semiconductors. With the New Industrial Policy 2025, we aim to unlock $850 billion in manufacturing and services investments, strengthening our leadership in innovation, exports, and sustainable industry. -
Dr P Anbalagan (IAS)
Secretary (Industries), Government of Maharashtra



GOVERNMENT INTERACTION KEY TAKEAWAYS

Economy Focus

Maharashtra stands at the forefront of India's economic transformation, serving as the country's leading industrial and investment destination. Accounts for 15.4% of India's industrial output and 17% of national exports, making it a key driver of manufacturing and trade. Strategic vision aligned with Viksit Bharat @2047, targeting $1 trillion economy by 2030 and $5 trillion economy by 2047 with focus on inclusive growth, integrating emerging districts and leveraging sectoral strengths to maintain leadership in manufacturing and services.

Sectoral Priorities

Manufacturing remains the backbone, complemented by EVs, electronics, aerospace, defence, semiconductors, green energy, Data Centres. Focus on export-oriented units, logistics, and circular economy to enhance competitiveness.

Some important points from the propsed New Industrial Policy 2025

Manufacturing Investment target - $ 500 bn | 41.5 lakh Cr . Services Investment target - $ 350 bn | 29.05 lakh Cr, First time Services has been included as part of the new Industrial Policy. (Assumed Exchanged Rate: $1= 83). Prioritize circular economy, green industry practices

New Policies Released

Gems & Jewellery Policy 2025 Investment target: 1 lakh crore; job creation: 5 lakh. Infrastructure: India Jewellery Park (Navi Mumbai), Bharat Diamond Bourse expansion, SEEPZ modernization. Benefits: Stamp duty exemption, higher FSI, power tariff subsidy for export-oriented units.

AVGC-XR Policy 2025 Development of AVGC-XR parks in Mumbai, Pune, Nagpur, and Tier-2 cities.

GCC Policy 2025 Incentives include capital subsidy, payroll support, interest subsidy, patent assistance, and tax exemptions.

Bamboo Industry Policy 2025 Investment target: 50,000 crore; aims to generate over 5 lakh jobs in the next decade.

Upcoming Policies Driving Maharashtra's $1 Trillion Aspiration

Garment & Apparel Policy: Promote textile and apparel manufacturing clusters, enhance exports, and support sustainable practices. Media & Entertainment Policy: Expand AVGC-XR ecosystem and creative manufacturing infrastructure for global leadership in content production.

Groundbreaking Initiatives for the State

Infrastructure push: Vadhavan Port, Navi Mumbai International Airports, metro connectivity, and logistics corridors to reduce costs and boost exports. Ease of Doing Business: MAITRI single-window system, regulatory simplification, and grievance redressal mechanisms.

Emerging Districts To accelerate industrialization in Maharashtra's economically underdeveloped regions, the State will implement the Emerging Districts, aimed at catalyzing growth in districts with minimal or no existing industrial presence. To promote regionally balanced development, special incentives will be extended to industrial units setting up operations in ten identified Emerging Districts: Nandurbar, Bhandara, Sindhudurg, Beed, Buldhana, Gondia, Parbhani, Nanded, Hingoli, and Washim.

Smart Cities On lines AURIC will be developed in Dighi (Raigad) and Satara (Bengaluru Mumbai Corridor) with walk to work concept which will have space not only for industry but also for commercial and residential

Special Funds for Critical Infrastructure - last mile connectivity, Research & Development is planned for Industries

Leadership Dialogue:

India@2030 – From Policy Vision to Global Manufacturing Hub

SPEAKERS

Mr Jamshyd N Godrej
Past President, CII Chairman, CII Manufacturing Summit 2025 and Chairman & Managing Director Godrej & Boyce Manufacturing Company Ltd

Mr R Dinesh
Past President, CII and Chairman
TVS Supply Chain Solutions Ltd

Ms Swati Salgaocar
Past Chairperson, CII Western Region and President
V M Salgaocar and Brother Pvt Ltd.

Mr Abheek Singhi
Chair of Practices, Managing Director & Senior Partner
Boston Consulting Group








KEY TAKEAWAYS

Changing Industry Dynamics
Conventional industry boundaries are changing. The manufacturing sector has suffered due to its inherent complexity, unlike the services sectorThere is a stark difference between environment in China and India. China offers a facilitative environment where bureaucratic promotions depend on

Policy and Governance
In successful manufacturing nations, bottlenecks are removed first, followed by a focus on R&D.
Policy formulation and effective execution have been instrumental in boosting manufacturing globally.
Competitive federalism should transition into an incentive-based approach. Policy predictability needs to

Human Capital and Inclusivity
Strengthening the STEAM (Science, Technology, Engineering, Arts, Mathematics) ecosystem from primary school level is essential. Aspiration and interest in manufacturing should be built early. Inclusiveness for differently abled individuals should be a priority. Growth must be inclusive through supportive policies.

Innovation and Design
India needs to move up the value chain toward design-led, innovation driven manufacturing. 50–60% of costs are determined at the design stage; an integrated approach will be beneficial. Innovation must happen across multiple sectors. Mindset shifts are needed to embrace outsourcing.

Tariffs are highly disparate, which doesn't encourage the sector.

“Do anything and everything to make the country be competitive”.

Collaboration and Ecosystem Development
Cross-functional teams are crucial for integrated solutions. People from diverse fields need to collaborate.

Much bigger market outside India.

Inclusivity of women &PWDs in manufacturing should be encouraged.

We have to make innovations as we did in AADHAR & UPI.

Infrastructure and Connectivity
Developing first-mile and last-mile infrastructure is critical. Industrial estates need to be well integrated with all necessary facilities. India's strong digital connectivity should be leveraged for manufacturing growth.

Indian industry must adopt an incentive-based approach

Communicate the Gaps in the industry

Panel Discussion:

AI, Robotics, and Advanced Analytics – The Future of Smart Factories

SPEAKERS

Session Moderator

Mr Milon Nag
Past Chairman, CII Maharashtra State Council & Chairman & Managing Director K K Nag Pvt Ltd

Mr Parag Satpute
Managing Director & Group Chief Executive Officer
Greaves Cotton Ltd

Mr Pradeep Banerjee
Former Director, Board of Hindustan Unilever Ltd & Former Head of Supply Chain, Hindustan Unilever Ltd

Mr Shailesh Nigam
Managing Director, Gujarat Chemical Port Ltd & President, Dahej Petrochemical Complex Reliance Industries Ltd

Mr Vaibhav Chhabra
Founder
Maker's Asylum







KEY TAKEAWAYS

Demand Creation and Fulfilment
Manufacturers should focus on creating, capturing, and fulfilling demand. End-to-end planning and organizational leadership are critical for agility and responsiveness. Leadership must create a vision that transforms customer experience.

Smart Manufacturing and Innovation
Smart factories are about driving innovation and efficiency. Innovation is now distributed and no longer top-down. New value streams are emerging, especially in remote locations. Robotics and AI enable local production and serve local markets. Cost of prototyping has significantly decreased, driving scalability. Rapid problem-solving should be taught early to foster innovation. Iterative processes and talent pipelines should be explored. Creative mindsets and knowledge sharing are essential for collaboration.

Technology and Data-Driven Insights
Using data improves tools and operational efficiency. AI provides actionable insights and predictive maintenance. AI can forecast anomalies, reducing downtime and costs. Electrical Information Performance Management Systems have been instrumental in improving reliability. Remote sensors and drones provide high-resolution insights, reducing unreliability and cutting costs by 25–30%. Real value comes from reducing unreliability and minimizing wastage. Introduction of advanced tools leads to better equipment utilization and resource optimization.

Are IP more important than open source innovation?

Future Factories are all about decentralised and distributed facilities.

Workforce Development and Skills
Scaling up and training the workforce is key to leveraging technology. Right mindset and skills are essential to maximize tech benefits. Data literacy takes time; reskilling initiatives must start early. Workforce should be supported and guided from the initial stages. Creative thinking and collaboration should be encouraged.

Leadership and Organizational Agility
End-to-end planning ensures agility and adaptability.
Leadership must set a clear vision to drive transformation and customer-centric strategies.

Get down cost of protecting innovation

AI, Robotics & Advanced Analytics are redefining India's smart factories.
From digital twins to predictive AI, leaders discussed how tech is boosting productivity, reducing risk & enabling customisation at scale.

A powerful conversation on building resilient, future-ready manufacturing for India. #CII #SmartFactories #AI #Manufacturing2030

Fireside Chat:

Startups, MSMEs & Large Enterprises – Collaboration for Innovation

SPEAKERS

Mr Vir Advani
Deputy Chairman, CII Western Region and Chairman and Managing Director
Blue Star Ltd

Mr R Mukundan
President-Designate, CII and Managing Director & CEO
Tata Chemicals Ltd

Ms Nyrika Holkar
Executive Director
Godrej & Boyce Manufacturing Company Ltd

Mr Deepak Shetty
Chairman, CII Manufacturing Excellence Council and Chief Executive Officer & Managing Director JCB India, South Asia, Africa (East) Member, JCB Group Executive









Importance of Partnerships

Companies need strong partners across the value chain, from supply chain to dealers, to drive growth. Long-term partnership outlook helps build a larger, resilient ecosystem. Sustainability should be viewed as a long-term partnership goal.

Building an Integrated Ecosystem

Supply chain partners should be aligned with core company values and supported in building their ecosystem. MSMEs should invest in professionalizing their businesses, focusing on systems, processes, and clear succession plans. MSMEs should be treated as business units of the core company and embedded within its system. Every year, a structured plan should be created to enhance synergy between partners.

Collaboration and Innovation

Joint programs such as R&D initiatives help build capabilities and competence. Academia-driven, research-oriented partnerships are critical for innovation. R&D should enable the creation of new businesses and product-level innovation. Startups can act as subject matter experts and bring fresh perspectives, even better than large organizations in some cases. Startups need to focus on deep tech, hardware, and product-level innovation.

Agility and Scale

With scale comes complexity, while smaller entities remain more agile. Businesses should be humble enough to acknowledge weaknesses and build on them. Sometimes the best ideas come from retailers, highlighting the need for inclusive collaboration.

Trust and Ease of Collaboration

Data sharing is key to building trust among partners. Large organizations should make collaboration easy for potential partners. Companies must focus on improving the 'Ease of Doing Business' with partners.

Large OEMs must work with exit plans.

Figure out what is one thing your company did better in the supply chain & MSME.

Everyone is thinking about ease of doing business.

The core of any partnership with MESME, Supplychain partners is Trust.



Panel Discussion:
Financing India's Manufacturing Growth – Capital, Credit & Investment Pathways

SPEAKERS

Session Moderator

Mr Vir Advani
Deputy Chairman, CII Western Region and Chairman and Managing Director, Blue Star Ltd

Mr Dhiraj Relli
Managing Director & CEO
HDFC Securities Ltd

Mr Sandeep P Naolekar
Co-Chair, CII WR MSME Sub-Committee and Managing Director, Darling Pumps

Mr Sumit Sanghai
Head – Corporate Banking & Markets Group
ICICI Bank Ltd

Mr S Dharmarajan
Founder & CEO
Impactsure Technologies

Dr Kalath Nandakumar
Chairman, CII WR MSME Sub-Committee and Chairman & Managing Director
Chemtrols Industries Pvt Ltd



Manufacturing as a Growth Catalyst
Manufacturing is going to be the capitalist of India's growth. There is no dearth of capital availability as significant groundwork has been done by the government. Overseas investors are showing increased interest in India's manufacturing sector

Companies can Raise Money from the Market

Capital Availability and Challenges
Risk capital can be raised through the private market. Capital availability is not a challenge; the real challenge lies in generating demand. Advances to MSMEs have increased from INR 13 to 33 lakh cr, but working capital remains a major issue. MSMEs lack awareness, and bankers hesitate to disburse small-sized loans. Milestone payments are often delayed, creating liquidity stress. Macroeconomic changes since 2016 have posed challenges for MSMEs.

MSME Financing and Professionalization
Entrepreneurs need to transition from proprietorship to professional management.Emphasis should be on access to frictionless capital. Credit should be provided on a real-time basis, facilitated by technology. Loan processing can be digitized for efficiency. India has 68 million MSMEs, but only 20 lakh have availed loans; indicating a huge growth opportunity.

Private Companies are Chasing Ecosystem Support.

Policy and Regulatory Aspects
Drawback of PLI is that it's production linked and not productivity led incentive. Trade Receivables Discounting System (TReDS) platform has positively transformed MSME financing. Income Recognition Asset Classification (IRAC) norms make it difficult for organizations to secure bank funding.

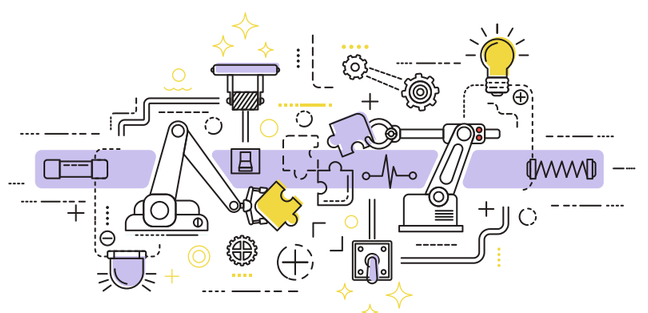
MSMEs can borrow from NBFCs

After the Nirav Modi fraud case, banks have started rejecting financing for MSME.

MSME definition has now changed by the government

Cluster based funding is difficult

PLI incentive problem is that it is production-based and not productivity-based.



Panel Discussion:
Global Supply Chains & Export Competitiveness- India's Emerging Role

SPEAKERS

Session Moderator

Mr Ankur Mishra
Senior Editor, Bureau Chief & Anchor
ET Now

Mr Milon Nag
Past Chairman, CII Maharashtra State Council and Chairman & Managing Director
K K Nag Pvt Ltd

Mr Ravi Raghavan
Co-Chair, CII National Committee on Capital Goods & Managing Director
Bharat Fritz Werner

Mr Anil Parab
Whole-Time Director & Sr Executive Vice President
Larsen & Toubro Ltd









Logistics and Trade Facilitation
Significant progress has been made in reducing logistics costs, but bottlenecks remain in last-mile connectivity.
Star exporters should be offered attractive rates and incentives by the government.
Government should actively promote Indian companies in global markets. Trade councils need to be made more resourceful and effective.

Innovation and Differentiation
Innovation alone does not guarantee success; differentiation is key to product competitiveness.
Centers of Excellence (CoEs) and industry-academia collaborations are critical for driving innovation.

India's Competitive Advantages
India offers a strong combination of price competitiveness and trust. A stable political system has been a positive factor for India's manufacturing growth. India is globally competitive in certain sectors, such as pharmaceuticals and automobiles and on par with China.

Mindset and Opportunities
Challenges create opportunities; entrepreneurs should adopt a long-term perspective.
Manufacturing facilities should be showcased to professors and students to highlight their modernity and parity with IT offices.

We have to comprehend what the industry wants

Innovation is important, but innovation is not a guaranteed success.

If you ask for a quotation of machinery from a Chinese company, they will immediately share it with you, whereas a German company will not share you ntil the next working day.

Indian companies should be allowed in trade discussions.

The process of involving companies in the trade discussion is not present in India

Indian Industries have a good understanding of local requirements.



MEDIA COVERAGE

Maharashtra sets $1 trillion vision: New industrial policy to unlock $850 bn investment



The Confederation ofIndian Industry (CII) organised the 21st edition of the CII Manufacturing Summit 2025 in Mumbai. Opening the Summit with an encouraging message, Dr P Anbalagan (IAS), Secretary (Industries), Government of Maharashtra, set the tone for the State's economic aspirations. "Maharashtra is not just contributing to India's growth story — it is shaping it. With a USD 530 billion economy, the nation's highest FDI share, and a young, skilled workforce, we stand firmly at the forefront of industrial and technological transformation. Our vision for a $1 trillion economy by 2030 is anchored in inclusive, region-balanced development and powered by emerging sectors from EVs to semiconductors. With the New Industrial Policy 2025, we aim to unlock $850 billion in manufacturing and services investments, strengthening our leadership in innovation, exports, and sustainable industry."

Industry will invest if it sees demand: Godrej

Mumbai

Industrialist Jamshyd Godrej on Wednesday said the industry will invest only if it sees demand, and pressed for measures to create the demand in the economy.

Godrej said enterprises also require several measures on the ease of doing business front.

The comments come at a time when there are widespread concerns about the sluggish private capital expenditure, which can kick off a virtuous cycle of growth in the economy.

"Whether it is private or public investment, all of it is driven by demand. If the demand is there, everyone will invest. The important thing to do is to create demand," Godrej told reporters on the sidelines of a CII event here.

He also sought more reform measures like the GST rationalisation done recently, and initiatives on the ease of doing business.

When asked about the impact of the labour code on small enterprises, Godrej said the micro, small land medium enterprises sector is overburdened with regulation and we need to lighten the burden.

Speaking at the event, Maharashtra's Secretary for Industries P Anbalagan said the state's new manufacturing policy aims to unlock USD 850 billion in investments in the manufacturing and services sectors.

Maha Vision: $1Tn By 2030

New Industrial Policy to Unlock $850 Billion Investments: Secretary (Industries), GoM At the CII Manufacturing Summit in Mumbai



The captain of Indian industry participated in the CII Manufacturing Summit in Mumbai on Wednesday

FinTech BizNews Service

Mumbai, November 26, 2025: The Confederation of Indian Industry (CII) organised the 21st edition of the CII Manufacturing Summit 2025 on 26 November 2025 at the Jio World Convention Centre, Mumbai. With the theme "Shaping India's Manufacturing Future: Competitiveness,

सीआईआई ने विनिर्माण शिखर सम्मेलन 2025 के 21वें संस्करण का किया आयोजन

भारत ने नया विनिर्माण दृष्टिकोण स्थापित किया: सीआईआई

स्वार्थ प्रतिनिधि

2047 तक 7.5 ट्रिलियन डॉलर की विनिर्माण अर्थव्यवस्था का मार्ग प्रशस्त : दीपक शेट्टी



भारतीय उद्योग परिसंघ (सीआईआई) ने भारत के विनिर्माण भविष्य को आकार देना-प्रतिस्पर्धा, स्थायित्व और वैश्विक नेतृत्व विषय पर सीआईआई विनिर्माण शिखर सम्मेलन 2025 के 21वें संस्करण का आयोजन किया। इस शिखर सम्मेलन में भारत के विनिर्माण परिवर्तन के लिए एक दूरदर्शी एजेंडा तैयार करने के लिए वरिष्ठ सरकारी नेताओं, उद्योग जगत के अग्रदूतों, प्रौद्योगिकीविदों और वैश्विक रणनीतिकारों को आमंत्रित किया गया। सीआईआई के एक प्रमुख मंच के रूप में, इस शिखर सम्मेलन ने नीतिगत दिशा, तकनीकी बदलावों और भारत की वैश्विक विनिर्माण महत्वाकांक्षाओं पर गहन चिंतन के लिए एक सामयिक मंच प्रदान किया। शिखर सम्मेलन की शुरुआत महाराष्ट्र सरकार के सचिव (उद्योग), डॉ. पी. अनबालगन (आईएएस) ने राज्य की आर्थिक आकांक्षाओं का मार्ग प्रशस्त किया। उन्होंने कहा कि महाराष्ट्र न केवल भारत की विकास गाथा में योगदान दे रहा है, बल्कि उसे आकार भी दे रहा है। 530 अरब अमेरिकी डॉलर की अर्थव्यवस्था, देश में सबसे ज्यादा प्रत्यक्ष विदेशी निवेश (एफडीआई) और कुशल कार्यबल के साथ, हम औद्योगिक और तकनीकी परिवर्तन में सबसे आगे हैं। 2030 तक 1 ट्रिलियन अमेरिकी डॉलर की अर्थव्यवस्था का हमारा विजन समावेशी, क्षेत्र-संतुलित विकास पर आधारित है और इलेक्ट्रिक वाहनों से लेकर सेमीकंडक्टर तक उभरते क्षेत्रों द्वारा संचालित है। नई औद्योगिक नीति 2025 के साथ, हमारा लक्ष्य विनिर्माण और सेवा निवेश में $50 अरब अमेरिकी डॉलर जुटाना है, जिससे नवाचार, निर्यात और टिकाऊ उद्योग में हमारा नेतृत्व मजबूत होगा।

भारत ने नया विनिर्माण दृष्टिकोण स्थापित किया, खड़ा निर्णायक छलांग की कगार पर : सीआईआई



भारतीय उद्योग परिसंघ (सीआईआई) ने भारत के विनिर्माण भविष्य को आकार देना- प्रतिस्पर्धा, स्थायित्व और वैश्विक नेतृत्व विषय पर सीआईआई विनिर्माण शिखर सम्मेलन 2025 के 21वें संस्करण का आयोजन किया। इस शिखर सम्मेलन में भारत के विनिर्माण परिवर्तन के लिए एक दूरदर्शी एजेंडा तैयार करने के लिए वरिष्ठ सरकारी नेताओं, उद्योग जगत के अग्रदूतों, प्रौद्योगिकीविदों और वैश्विक रणनीतिकारों को आमंत्रित किया गया। सीआईआई के एक प्रमुख मंच के रूप में, इस शिखर सम्मेलन ने नीतिगत दिशा, तकनीकी बदलावों और भारत की

A blueprint for responsible, resilient growth

A six-point agenda for building a resilient AI and technology ecosystem anchored in robust governance

Chandrajit Banerjee

Technology and Artificial Intelligence (AI) are reshaping global production, trade, and services, from digital payments and automated manufacturing to precision healthcare and advanced defence systems. For India to realise its Viksit Bharat vision, fully harnessing this technological transformation is essential.

With this backdrop, CII has presented its recommendations for the Union Budget 2026-27 calling for a coherent reform agenda to build a resilient AI and technology ecosystem anchored in robust governance, global standards, and strong industry-government collaboration.

Together, six priority pillars: responsible AI governance, compute and data access, skilling, digital infrastructure, intellectual property, and technology commercialisation, frame CII's strategy for enabling this transition.

India's AI ecosystem has expanded rapidly, supported by recent IndiaAI Governance Guidelines under the IndiaAI Mission. To translate this early progress into deeper, sector-wide adoption, a dedicated IndiaAI Safety & Standards Authority (IASSA) under MeitY would help ensure sector-wide implementation of responsible AI. Key functions would include the registration and evaluation of high-risk AI systems, accreditation of independent auditors, and maintenance of an AI Incident Registry interoperable with CERT-In.

High compute costs and limited availability of quality datasets remain major obstacles for AI start-ups and researchers. Addressing these constraints is essential for expanding India's innovation base. A National AI Compute Grid, developed through public–private partnership, along with incentives for AI data centres and clear zoning/taxation rules under the DPDP Act, would address these gaps.

A National AI Skilling Mission focused on certifying competencies in Responsible AI, security, and risk-governance alongside expanded Centres of Excellence in Tier-2 and Tier-3 cities, would democratise access to advanced AI capabilities.

Complementing these talent efforts, India must also strengthen the digital foundation on which innovation depends. A PPP-led investment framework for data centres, fibre backbones, and 5G networks is essential to realising India's $1-trillion digital economy aspiration by 2030. This approach should include Viability Gap Funding, concessional finance for capital-intensive projects, revenue-sharing models, and streamlined land and utility facilitation through coordinated State-Centre mechanisms. Mandating the integration of green energy will help keep India's data centre expansion sustainable.



A1. Working for resilient growth

Extending Digital Public Infrastructure (DPI) – notably Aadhaar, UPI, and ONDC – to logistics, healthcare, and education will deepen the country's digital transformation. Such expansion will enable both efficiency gains and more equitable access to services.

A dedicated allocation of ₹10,000 crore can support interoperable platforms for freight movement and warehousing, strengthen the Ayushman Bharat Digital Mission, and enhance open digital learning systems. An additional outlay of ₹1,000 crore can accelerate regulatory digitisation through initiatives such as a Unified Enterprise Number, Entity Locker, API-based compliance, upgraded e-Gazette and India Code, and the National Regulatory Compliance Grid, helping reduce friction and improve transparency.

Strengthening intellectual property frameworks will be crucial for grassroots innovation. To support innovators who lack the resources for traditional patenting, a Second-Tier Patent System, covering incremental innovations or utility models, would enable faster, lower-cost IP protection for startups and small enterprises, mirroring successful systems in Japan and South Korea.

India's universities and public research institutions hold significant untapped intellectual property that seldom reaches commercial scale. Converting this research strength into market-ready innovations will require targeted support. A Patent Commercialisation Fund offering grants or soft loans for pilot production, validation, and scaling can bridge this gap. Existing schemes such as MSME Innovative and iNCE should include a dedicated commercialisation track to streamline access and reward successful transitions from lab to market.

As the government prepares the Union Budget 2026-27, advancing these reforms across AI governance, digital infrastructure, skilling, and intellectual property will be crucial in strengthening India's technological capacity and global competitiveness.

A forward-looking Budget that supports responsible innovation, expands access to compute and data, and accelerates digital public infrastructure can position India as a global leader in the AI-driven economy and drive inclusive, long-term growth.

The author is Director General, CII

Change mindset for manufacturing push: Godrej

VIVEAT SUSAN PINTO
Mumbai, November 26

INDIA HAS MADE some progress in promoting manufacturing but there is still much work to be done to drive competitiveness, Jamshyd Godrej, CMD of Godrej & Boyce, part of the Godrej Enterprises Group, said at the CII Manufacturing Summit here on Wednesday.

Godrej said the government should be an enabler and ensure that gaps between policy and execution are bridged quickly. "There is a need for mindset change for India to be a manufacturer to the world. That should be the aspiration. Countries like China and others in South East Asia have long surpassed us in terms of manufacturing," he said. While steps such as income tax cuts, GST rate reductions and monetary policy easing were in the right direction, the government will need to come up with simpler rules for businesses and ensure there is a sustained climate for investment.

The removal of quality control orders (QCOs), for instance, which was undertaken this month covering 21 inputs across chemicals, textiles, polymers and metals, would need to be accelerated, he said, to make Indian industry competitive. At the same time, he said the government should undertake promotion of Indian exports more aggressively across markets.

Speaking about newly implemented labour codes and their impact on micro, small and medium enterprises (MSMEs), Godrej said the sector faces too many rules and too much paperwork. "The MSME sector in India has been overburdened with regulation and the more that you can do to ease their regulatory burden, the better it is," he said.

Nyrika Holkar, executive director, Godrej Enterprises Group, said that she saw the four labour codes aiding equality, empowerment and safer workplaces for women. The codes prohibit gender discrimination, mandate equal pay and open doors for women across all sectors, which could help boost women's participation in the labour force.



Jamshyd Godrej On Labour Codes: MSMEs Need Lighter Regulation, Demand Must Drive Investment

मागणी असेल तरच उद्योग गुंतवणूक करतील - गोदरेज

मुंबई: उत्पादनांना मागणी टिकली तरच उद्योगांकडून गुंतवणूक केली जाईल, असे नमूद करत उद्योगपती जमशेद गोदरेज यांनी अर्थव्यवस्थेत मागणी निर्माण करण्यासाठी उपाययोजनांची मरज व्यक्त केली.

देशातील खासरी क्षेत्रातून भांडवली विस्तारासंबंध सर्व मंत्रालयांकडून सरकारी पातळीवरही चिंता व्यक्त होत असल्याच्या पार्श्वभूमीवर गोदरेज यांनी प्रतिपादन केले. 'गुंतवणूक खासगी असो किंवा सार्वजनिक, तिचा निर्णय मागणीच्या आधारेच होतो. जर मागणी असेल तर प्रत्येकजण गुंतवणूक करायचीच म्हणेल. अशा स्थितीत मागणी निर्माण करणे ही महत्त्वाची गोष्ट आहे.'

असोसेडॅमचे केंद्राने केलेल्या लेबरमोटी कायदा आणि व्यवसाय सुलभतेसाठी पावलांसारख्या अधिक सुधारणा आणि उत्पादनांशी संबंध देखील त्यांनी बोलून दाखवली. सूक्ष्म, लघु व मध्यम उद्योग क्षेत्रावर नियमनाचे मोठे ओझे आहे. या भार हलका करण्याची आवश्यकता आहे.

महाराष्ट्राचे उद्योग सचिव पी. अनबलगन यांनी या कार्यक्रमात, राज्याच्या नवीन उत्पादन धोरणाचे उद्दिष्ट विशद केले आणि ते उत्पादन आणि सेवा क्षेत्रात नवीन गुंतवणूकीला आकर्षित करण्यासाठी असल्याचे सांगितले.



Jamshyd Godrej, CMD of Godrej & Boyce, part of the Godrej Enterprises Group

India has made some progress in promoting manufacturing but there is still much work to be done to drive competitiveness, Jamshyd Godrej, CMD of Godrej & Boyce, part of the Godrej Enterprises Group, said at the CII Manufacturing Summit here on

भारत अब एक निर्णायक छलांग के कगार पर खड़ा है : जमशेद

सीआईआई के पूर्व अध्यक्ष और सीआईआई मैन्युफैक्चरिंग समिट 2025 के अध्यक्ष, जमशेद एन गोदरेज ने एक निर्णायक छलांग के लिए भारत की तत्परता पर जोर दिया। विनिर्माण हमेशा से ही राष्ट्रों को शक्ति प्रदान करने वाला इंजन रहा है, और भारत अब एक निर्णायक छलांग के कगार पर खड़ा है। एक मजबूत नीतिगत पहल, बढ़ते निवेश और उन्नत तकनीकों को अपनाने के लिए तैयार युवा कार्यबल के साथ, हमारे पास एक ऐसे विनिर्माण भविष्य को आकार देने का अवसर है जो प्रतिस्पर्धी, टिकाऊ और विश्व स्तर पर सम्मानित हो।

सीआईआई के मनोनीत अध्यक्ष और टाटा केमिकल्स लिमिटेड के एमडी एवं सीईओ, आर मुकुंदन ने क्षमता निर्माण के महत्व पर प्रकाश डाल। इक्कीसवीं सदी में विनिर्माण नेतृत्व केवल पैमाने से नहीं, बल्कि नवाचार, डिजिटलीकरण और लोगों को सशक्त बनाने की क्षमता से आकार लेगा... हमारे पास भारत को एक विश्वसनीय, प्रतिस्पर्धी और भविष्य के लिए तैयार वैश्विक विनिर्माण केंद्र के रूप में स्थापित करने का एक ऐतिहासिक अवसर है।



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