IMC
Chamber of Commerce and Industry

सत्यमेव जयते
Economic Diplomacy Division
Ministry of External Affairs

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26th edition
IMC भारत CALLING CONFERENCE
A Platform to Network

Building a Globally Competitive Manufacturing and Export Powerhouse

Pioneering Prosperity for All

IMC Bharat Calling for Global Investors

PROCEEDING

Friday, February 27, 2026 | 10:00 A.M - 06:30 P.M | Hotel Taj Lands End, Bandra West, Mumbai

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26th Edition of IMC Bharat Calling Conference

The 26th Bharat Calling Conference 2026, organised by the IMC Chamber of Commerce and Industry, is a premier platform aimed at shaping India's next phase of economic growth through manufacturing and exports. Against the backdrop of shifting global supply chains and India's rising prominence as a trusted partner for production and innovation, the conference will focus on accelerating high-value manufacturing, strengthening export competitiveness, and integrating MSMEs into global value chains. It will also spotlight India's growing capabilities in defence manufacturing and exports, driven by progressive policy frameworks and indigenisation efforts. Bringing together policymakers, global industry leaders, exporters, technology providers, and trade experts, the conference will foster dialogue, collaboration, and actionable strategies to position India as a globally competitive manufacturing and export hub by 2030.

About IMC INDIA CALLING CONFERENCE

Established in 1999, IMC India Calling Conference has since become one of the most important international business events for industry and businesses in India and around the world.

The IMC India Calling Conference provides platform for Indian and global players to come together and debate, share insights and explore potential investment opportunities and establish collaborations.

Indian and international experts from leading industry and Government share insights into development of markets in India, policy inputs and opportunities for companies to invest and collaborate in these areas.

Chairmen & Managing Directors, Directors, and Executives of Indian and overseas companies in diverse sectors, top bankers from private and public sector banks, MSMEs, exporters and importers, entrepreneurs, investors, Indian and foreign Ambassadors and High Commissioners, officials of diplomatic missions, government officials, academia, banks and financial institutions, think tanks and NGOs have been participating in IMC India Calling Conference every year. Many Union and State Ministers, and business leaders have addressed IMC India Calling Conferences in past as also ministers and business leaders from other countries.

The IMC India Calling Conference Cum business delegation explores potential investment and business opportunities. This conferences have helped establishing trade partnerships, enhancing exports, investment into India, joint ventures and technological collaborations.

The India Calling Conference is organized in overseas destinations as well as in India. For the first few initial years, the Conference was organized in India for overseas Indians followed by next few years in other countries. Now for last few years, IMC India Calling Conference is taking place in Mumbai, India.

The India Calling Conferences have been supported by Ministry of Overseas Affairs, Ministry of External Affairs, Invest India and several state governments. It has facilitated investments into India, joint ventures, increase in exports and understanding of India as culturally diverse, plural society and as a country offering great opportunities in safe, secure and predictable environment.

IMC India Calling Conference since 1999 played catalyst role in promoting India to the world and promoting bilateral trade between India and countries around the world

Then India's GDP was around USD 460 billion; today it is USD 4.3 trillion

Then it ranked 13th; today it is the 5th largest economy in the world

Then FDI was around USD 2500 million; today it is around USD 900 billion

Then the total international trade stood around USD 87 million; today it is around USD 800 billion

2025-26 was the 26th Edition of Bharat Calling Conference

Theme: Building a Globally Competitive Manufacturing and Export Powerhouse

27th February 2026 at Taj Lands End, Bandra West, Mumbai

IMC Bharat Calling Conference

Path to Viksit Bharat 2047: Pioneering Prosperity for All

Day & Date: Friday, February 27, 2026

Venue: Hotel Taj Lands End, Bandra West, Mumbai

PROGRAM SCHEDULE

TIMINGS (IST)	AGENDA
9:00 a.m. – 9:45 a.m.	**Registration & Networking Breakfast**
10:00 a.m. to 11:00 a.m.	**Inaugural Session** **Building a Globally Competitive Manufacturing and Export Powerhouse.** India stands at a pivotal moment as it positions itself to become a global manufacturing powerhouse by 2030. Ambitious national programmes such as PLI 2.0, Make in India, and Ease of Doing Business 2.0 are driving large-scale industrial expansion across electronics, mobility, textiles, chemicals, renewable energy, and strategic sectors such as semiconductors. Coupled with transformative infrastructure initiatives—Gati Shakti, Industrial Corridors, PM MITRA Parks, and port modernisation—India is rapidly upgrading its logistics ecosystem to global standards. As global value chains diversify, India is emerging as a resilient and competitive alternative destination. Recently concluded and upcoming FTAs with key partners (UAE, Australia, EFTA, UK, EU) are expected to further integrate India into global supply networks, create new market opportunities, and enhance export competitiveness.
10.00 a.m. to 10.05 a.m.	**Lighting of Lamp**
10.05 a.m. to 10.10 a.m.	• **Welcome Address by Ms. Sunita Ramnathkar, President, IMC**
10.10 a.m. to 10.15 a.m.	• **Felicitation of Guests**
10.15 a.m. to 10.20 a.m.	• **Introductory Remarks by Mr. Dinesh Joshi, Chairman, International Business Committee, IMC**
10.20 a.m. to 10.30 a.m.	• **Guest of Honour Address by Mr. Anant Goenka, Vice Chairman, RPG Group, President, FICCI**
10.30 a.m. to 10.40 a.m.	• **Guest of Honour Address by Mr. Ashishkumar Chauhan, Managing Director & CEO, National Stock Exchange of India**
10.40 a.m. to 10.50 a.m.	• **Keynote Address by Chief Guest Mr. Jaykumar Rawal, Hon'ble Minister of Marketing and Protocol, Government of Maharashtra**
10.50 a.m. to 10.55 a.m.	• ***Release of Report on Global Competitiveness and Export Readiness of India's Manufacturing Sector by IMC and D&B***
10.55 a.m. to 11.00 a.m.	• **Vote of Thanks by Prof. Mahendra Kumar Chouhan, Vice President, IMC**

TIMINGS (IST)	AGENDA
11:05 a.m. to 11:45 a.m.	**Inaugural Plenary GenNxt CEO Panel:** **Why the World will build in India** **Panel** • **Mr. Burjis Godrej, Executive Director, Godrej Agrovet Ltd. & Managing Director, Astec LifeSciences Ltd.** • **Mr. Nihaal Mariwala, CEO & Founder, Setu Nutrition** • **Mr. Vishal Jajodia, Managing Director, Swati Spentose Pvt. Ltd.** **Moderator:** • **Mr. Deepak Premnarayen, Executive Chairman & Founder, ICS Group, Past President, IMC** Global companies increasingly view India not only as a large domestic market but also as an integrated production base for global supply chains. India's competitive labour cost, engineering talent, robust domestic demand, and political stability offer compelling advantages versus China, Vietnam, and Mexico. This session explores the strategic drivers that attract global manufacturing to India: supply chain diversification, sectoral depth, world-class infrastructure, and rising consumption. As multinational companies reassess risk under the China+1 strategy, India's reforms, state-level competitiveness, and improved trade facilitation position it to capture a substantial share of global manufacturing investment.
11:45 a.m. to 12:00 p.m.	**TEA Break**
12:00 noon to 12:45 p.m.	**Technology & Industry 4.0** **Make Mittelstand in India – Industry 4.0** **Panel** • **Mr. Anish Damania, Honorary Advisor, MITRA & Managing Director - Group Relationships, JM Financial Ltd.** • **Mr. Shrikant Badve, Founder & Managing Director, Belrise Industries Ltd.** **Moderator:** • **Mr. Ajit Mangrulkar, Director General, IMC** India's next manufacturing leap depends on rapid adoption of Industry 4.0 technologies—AI, IoT, robotics, digital twins, predictive analytics, and automation. These technologies will define the factories of the future, enhancing productivity, quality assurance, and supply chain predictability. Germany's Mittelstand represents the global benchmark for high-precision engineering and advanced manufacturing excellence. Deepening India–Germany industrial collaboration offers potential for technology transfer, co-innovation, and skilling. With its young workforce and strong STEM talent pipeline, India is poised to become a leader in digital-first manufacturing. Public–private partnerships and targeted MSME-digitisation programmes are essential to ensure that Industry 4.0 becomes inclusive and broad-based across sectors.

TIMINGS (IST)	AGENDA
12:50 p.m. to 1:30 p.m.	**Enabling India's Export Surge** **From Factory to World: Doubling India's Exports through Trade Corridors & FTAs** **Opening Remarks** • **Ms. Priyam Gandhi Mody, Author and Political Communication Expert** **Panel** • **Mr. Anoop Mehta, Chairman & Managing Director, Mohit Diamonds Pvt. Ltd.** • **Mr. Avinash Gupta, Managing Director & CEO – India, Dun & Bradstreet** • **Mr. Nandkishor Kagliwal, Founder-Chairman, Nath Group of Industries, Honorary Consul of Tunisia in Mumbai** • **Mr. Ravinder Chhabra, Managing Director and Head - Global Financial Markets Sales, DBS Bank India** **Moderator –** • **Mr. Sanjaya Mariwala, Executive Chairman and Managing Director, OmniActive Health Technologies Ltd., Immediate Past President, IMC** As global supply chains diversify, India is accelerating its journey to become a trusted global supplier. This session highlights how modern trade corridors, world-class logistics infrastructure, and next-generation Free Trade Agreements are enabling Indian manufacturers and exporters to reach global markets faster and more competitively. The discussion will focus on leveraging FTAs, reducing logistics costs, improving trade facilitation, and unlocking new export opportunities across priority sectors as India targets USD 2 trillion in exports by 2030. This session will also provide global investors and trading partners with insights into how India's large and scalable manufacturing ecosystem, preferential access to key global markets through FTAs, improving ease of trade through digital customs and trade facilitation reforms and competitive production costs with skilled workforce enables companies to manufacture in India and serve global markets efficiently—making India an increasingly attractive hub for export-oriented investment, joint ventures, and supply-chain partnerships.
1:30 p.m. to 2:30 p.m.	**LUNCH BREAK**

TIMINGS (IST)	AGENDA
2:30 p.m.– 3:30 p.m.	**Creative & Content Industry** **India Creates for the World: The Business of Stories, Screens and Soft Power** **Opening Remarks:** • **Mr. Subhash Ghai, Executive Chairman, Mukta Arts Ltd., Founder & Chairman, Whistling Woods International** • **Mr. Sachin Pilgaonkar, Indian Actor and Director** **Panel** • **Mr. Anant Roongta, Managing Director, Famous Studio** • **Ms. Devyani Pawar, Serial Entrepreneur, DP House of Media & Forsapio Foundation** **Moderator** • **Mr. Chaitanya Chinchlikar , Vice President, Business Head, Chief Technology Officer & Emerging Media Head, Whistling Woods International** India's creative economy—film, TV, OTT, animation, VFX, gaming, design, and digital content—is among the fastest-growing globally and is projected to surpass USD 100 billion by 2030. With over 750 million digital consumers, India is both the world's largest content market and a rising content exporter. The global shift toward digital consumption, virtual production, and VFX-heavy storytelling has created unprecedented opportunities for India's studios, creators, and technology companies. India already serves major global platforms such as Netflix, Disney, Amazon, and Warner Bros., and is becoming a preferred destination for post-production and virtual production pipelines. Government initiatives—such as the AVGC Task Force, incentives for film shooting, co-production treaties, and stronger IP protection—are making India globally competitive. India's blend of creativity, cost-efficiency, and engineering capability uniquely positions it to become a global creative outsourcing and co-production hub, while exporting Indian IP, narratives, and culture to the world.
3:30 p.m. – 4:10 p.m.	**Panel Discussion on** **Factory 4.0 to Factory Infinite: What Comes Next?** • **Mr. Raghav Aggarwal, Co-Founder, Fluid AI** • **Mr. Rasesh Shah, Chief Practice Officer, Fractal Analytics Academy** **Moderator:** • **Mr. Raj Nair, Chairman, Avalon Consulting, Past President, IMC**
4:10 p.m. – 5:15 p.m.	**Fireside Chat** **Inner Stability, Industrial Strength: The Leadership Mindset for Modern Manufacturing** • **Shri Gauranga Das, Monk and Spiritual Leader, ISKCON** **In conversation with** • **Ms. Shivani Divecha, Founder, The Story Brewer**
5:15 p.m. – 5:30 p.m.	**Concluding Remarks** **Mr. Ajit Mangrulkar, Director General, IMC**
5:30 p.m. – 6:00 p.m.	**Networking High-Tea**



Welcome Remarks

Ms. Sunita Ramnathkar
President, IMC Chamber of Commerce and Industry

Over the past decade the manufacturing ecosystem has undergone structural change. Landmark reforms such as GST have harmonized the national market, and production linked incentives have catalyzed capacity creation across electronics, automotive components, pharmaceuticals, textiles, renewable energy and emerging areas like semiconductors. At the same time, industrial corridors, dedicated freight corridors, expanded airport capacity, multimodal logistics parks and pervasive digital connectivity are lowering transaction costs and improving supply chain efficiency. Digital public infrastructure, from UPI driven financial inclusion to digital approvals and compliance, has increased the velocity and transparency of economic activity, deepened formalization and strengthened the resilience and competitiveness of a vibrant startup ecosystem.

Global competitiveness now requires more than reform momentum. It calls for excellence and quality at scale. Export readiness must be judged not only by volume but by logistics performance, seamless customs processes, efficient port turnaround, competitive and reliable credit, high industrial productivity, the availability of skilled talent and compliance with global standards including ESG. Integration with global value chains is essential, and enterprises must stay agile as buyer expectations evolve across markets.

MSMEs, the backbone of India's manufacturing base, need sustained support to adopt Industry 4.0. Automation, robotics, AI driven quality control, continuous monitoring and predictive analytics are no longer optional add ons. They are prerequisites for durable competitiveness and for moving into higher value segments. Focused help for technology adoption, productivity improvement and quality benchmarking will be critical to meeting international standards.

India's expanding network of free trade agreements strengthens global integration and opens significant market opportunities. To convert access into results, enterprises must approach these markets with preparedness, scale and strategic clarity. In this context, close coordination among government, industry, financial institutions and academia becomes vital. Policy predictability, targeted incentives, skilling aligned with advanced technologies and sustained infrastructure investments will determine how effectively India accelerates toward a truly global manufacturing and export footprint.

With a 119 year legacy, the IMC Chamber of Commerce and Industry reaffirm its role as a bridge between enterprise and policy, and between India and the world. The Bharat Calling Conference serves as a global platform to showcase reform progress, sectoral opportunities and investment potential. The deliberations are designed to drive a clear, collaborative and execution oriented agenda that strengthens India's position as a manufacturing and export powerhouse and carries forward the collective aspiration of Viksit Bharat.



Introductory Remarks

Mr. Dinesh Joshi
Chairman, IMC International Business Committee

The Bharat Calling Conference has grown into a respected international business forum that connects policymakers, entrepreneurs, investors and thought leaders to shape India's global economic journey.

Support from the Ministry of External Affairs, Invest India and several state governments has strengthened the conference's role in facilitating investments, joint ventures and export partnerships while deepening understanding of India's capabilities.

This year's theme, "Building a globally competitive manufacturing and export powerhouse", places capability at the centre of India's engagement with the world and clarifies that Atmanirbhar Bharat is about competence rather than isolation.

Production linked incentives have helped reframe manufacturing by targeting electronics, pharmaceuticals, telecom equipment, automotive components, advanced batteries and semiconductors, yet incentives are catalysts and not permanent crutches.

To move toward two trillion dollars in external trade, three execution priorities would be-

- Accelerate market diversification by leveraging FTAs to expand global access for MSMEs and manufacturers.
- Achieve global-grade operational excellence through strong ESG, traceability, transparency, and digital compliance.
- Strengthen financial sophistication with structured trade finance to manage risk, cash flow, and currency volatility, with an additional corridor focus that will shape logistics and market access.

India has entered a new phase where the question is no longer whether we can compete but how quickly we can scale responsibly. This decade offers extraordinary opportunities, and the outcome will hinge on preparation for participation and discipline for sustained dominance.



Chief Guest Address

Mr. Jaykumar Rawal

Hon'ble Minister of Marketing and Protocol, Government of Maharashtra

India is presented as a reliable manufacturing partner with exports crossing 750 billion dollars in recent years, powered by major investments in highways, freight corridors, ports, digital infrastructure and defence production, and the global question has shifted from why India to how soon to invest and where to locate.

Maharashtra is positioned at the heart of this momentum, contributing about 14% of national GDP, around 18% of industrial output and roughly 15-16% of exports while continuing as India's top destination for FDI.

A new industry friendly policy focuses on high technology manufacturing, green and sustainable industries, semiconductors and electronics, electric mobility and advanced batteries, aerospace and defence and faster approvals that are linked to employment generation, export performance and regional balance.

1. Policy and investments

At the World Economic Forum in Davos, Maharashtra secured about 85 memoranda of understanding representing investment intent of approximately 30 lakh crore rupees with the potential to create up to 40 lakh jobs, and these commitments span solar parks, wind projects and battery storage ecosystems, electric vehicle clusters in Pune and Chhatrapati Sambhaji Nagar, a semiconductor and electronics ecosystem including display fabrication, hyperscale data centre parks around Navi Mumbai and Raigad, integrated steel and specialty metal facilities in Vidarbha and multimodal logistics parks, all placed under regular monitoring so that an MoU is treated as Move on Urgently.

2. Infrastructure and logistics readiness

The state's hard infrastructure is mapped to supply chain outcomes, with the Delhi Mumbai Industrial Corridor progressing, the Shendra Bidkin node around Sambhaji Nagar already booked and sold with the next phase moving forward, the 700 kilometre Mumbai Nagpur Expressway creating an economic spine, and Jawaharlal Nehru Port expanding capacity beyond 6 million 20 foot containers a year.

The upcoming Wadhwan port with a greenfield airport, described as the third Mumbai, the Mumbai Trans Harbour Link, the Navi Mumbai International Airport and strengthened dedicated freight corridor connectivity together aim to cut time and cost while raising reliability for exporters.

3. MSME depth and regional balance

Maharashtra is home to more than 40 lakh MSMEs that are small in size but large in ambition, from Kolhapur foundries and Nashik agro-processing to Pune auto components and Nagpur logistics, and policy support is directed at export readiness, digital compliance, cluster development and market access so that growth is geographically balanced and inclusive.



4. Agriculture to Agri-enterprise

As agro-marketing ministerial responsibilities are highlighted, the agenda moves from commodity production to value addition and entrepreneurship, with modernised APMCs, a 1,200 acre international APMC planned near Wadhwan, direct farmer to exporter linkages, integrated cold chains, mega food parks and processing clusters that enable branding, packaging and participation in global markets.

5. Governance and execution culture

Global investors ask how fast Maharashtra can scale, not whether it is ready, and the response is speed with clarity, policy stability and time bound approvals backed by continuous tracking of commitments and a clear insistence on delivery.

Conclusion

The call is to build scale and trust, convert infrastructure into supply chain advantage, and empower MSMEs and farmers as entrepreneurs so that Maharashtra helps power a globally competitive Bharat, with the message that opportunity is not awaited in the state, it is engineered.



Guest of Honour Address 1

Mr. Anant Goenka

Vice Chairman, RPG Group and President, FICCI

Business leaders are adjusting plans to fast changing geopolitics as the post-Cold War rules-based order comes under strain, with tariffs, supply chains and sanctions moving quickly. China has reset the competitive bar by becoming not only high volume and low cost, but also high quality and research led, a factory and a lab for the world. Artificial intelligence sits at the centre of this shift and shapes where capital flows and how firms compete, with the United States seeing outsized investment into its biggest tech companies. Against this backdrop India stands out as a bright spot, with strong recent growth, low inflation and a reform minded government focused on trade agreements, better logistics and standards, strategic work on technology and AI, continued simplification through GST 2.0 and tax rationalization, a 1 lakh crore innovation fund and a national manufacturing mission expected soon.

Alongside this macro strength, a set of micro challenges needs steady attention. Courts and contract enforcement take time, while compliance requirements and costs add friction. Execution capacity must also match ambition. The larger call is to lift manufacturing's share of GDP from about 16% toward 25%, so that India builds resilience and scale in a world where AI may pressure both services and factory jobs.

The learning agenda draws on China's experience. The Made in China 2025 plan identified ten sectors with measurable goals and delivered outcomes. Its three anchors were to localize R&D and intellectual property, substitute foreign technology where possible and capture global market share. Industry aligned closely with government, built scale ahead of demand, invested heavily in R&D and talent and even targeted the return of leading Chinese professionals across focus industries. The takeaway is not to copy China but to extract lessons on scale, patience and talent within India's context.

Six priorities are set out for Indian industry, with practical examples.

1. **Design for global markets**.

   Enterprises are advised to develop products for defined international markets rather than exporting adaptations of the domestic portfolio. A cited example is CEAT's shift from a broad, opportunistic export approach to targeted market entries by continent, supported by investment of approximately Rs 100 crore per continent in R&D. Product specifications were aligned to local operating conditions, including winding European road profiles, long straight highway use in the United States, high-temperature performance needs in the Middle East, and winter tire requirements in Northern Europe.

2. **Ring-fence R&D, brand, and quality investments**.

   R&D, brand-building, and quality assurance expenditures should be treated as non-discretionary across business cycles. The recommendation is to define minimum spend thresholds as a share of sales and to maintain or progressively increase these allocations year on year.

3. **Align with national priorities and adopt a long-horizon approach to FTAs**.

   Industry strategy should be aligned with national priorities, including clean energy, defence, and indigenisation under the proposed National Manufacturing Mission. In parallel, free trade agreement (FTA) decisions should be evaluated over longer horizons. The discussion referenced prior FTAs with Japan and Korea, where trade deficits widened partly due to entrenched buyer preferences for domestic suppliers, underscoring the need to avoid quarter-to-quarter decision making.

4. **Compete to lead in applied AI**.

   The view presented is that, even if leadership in foundational AI models remains concentrated elsewhere, disproportionate value is likely to accrue to firms that deploy AI to solve concrete, domain-specific problems. The recommendation is to prioritize domain-led AI applications, including in healthcare, to leverage the investment cycle underway in data centres and large-model ecosystems.

5. **Adapt productivity lessons from China to India's context**.

   Leadership visits to Chinese manufacturing facilities were described as resetting performance expectations. A benchmark cited was that a plant designed for approximately 2,000 employees should target operations with roughly 600 employees in its next iteration, reflecting the productivity improvements required for competitiveness despite potential employment implications. The discussion also recommended testing assumptions by pursuing sales into China; a peer example reported higher margins in China than in other markets.

6. **Prioritise building over financial engineering**.

   The argument presented is that a capital allocation tilt toward family offices does not, by itself, create national advantage; sustained competitiveness is built through factories and laboratories. The outlook emphasized that the coming decades are likely to favour patient builders who support quality and brand development and compete with conviction in global markets.

The concluding view was confident but pragmatic. While global conditions are evolving rapidly, India is assessed as having momentum, policy alignment, and a large domestic base. To translate these advantages into sustained global competitiveness, the priorities highlighted were greater precision in market selection, continued discipline in R&D and brand investment, more strategic use of FTAs, and an accelerated focus on productivity. With consistent execution against these themes, the outlook suggested that the next two generations could be led by India-based builders that compete and win internationally.



Guest of Honour Address 2

Mr. Ashishkumar Chouhan

Managing Director and Chief Executive Officer, National Stock Exchange of India

The session highlighted technology as the principal force reshaping economies and societies, with innovation cycles compressing and diffusion accelerating. It noted that India's relative advantage lies in its demographic profile and its demonstrated capacity for rapid adoption at scale. Digital public infrastructure, including UPI, GST and faceless tax administration, was cited as evidence of the country's ability to institutionalize new systems quickly and reliably. The discussion further emphasized that sustained wealth creation over the coming decades will favour economies and enterprises that adopt emerging tools early and operationalize them safely across core processes.

The session placed current business uncertainty within a wider context of geopolitical and economic realignment. It observed that the pace of technological change is influencing the balance of power and the structure of international engagement, with established multilateral arrangements under pressure and bilateral relationships gaining prominence. This environment was described as one in which trade, finance and security considerations increasingly intersect, creating volatility in supply chains, capital flows and technology access. In response, the discussion underscored the importance of sustained execution and timely adoption, even as external conditions remain fluid.

On artificial intelligence, the session noted an intensifying contest between large, closed systems that require significant compute and rapidly improving open-source models becoming available at very low marginal cost. This dynamic was linked to the acceleration of technology adoption across industrial operations, compressing learning curves in factories and across supply networks. In parallel, the session pointed to visible shifts in manufacturing, noting that production-linked incentives have supported the attraction of supply chains and that products previously concentrated in other geographies are now partly manufactured in India. iPhones were cited as an example, with a share of global production moving to India. Recent labour-law changes were described as further improving the enabling environment for scale, while strengthening logistics was highlighted as an important contributor to export competitiveness.

Demographic trends were assessed as a structural differentiator. The session noted that India is expected to remain relatively young for decades, in contrast to aging trajectories in Japan and China, the latter shaped by the legacy of the one-child policy. It also observed that India is among the largest users of bandwidth and digital platforms on a per-capita basis and that public institutions have demonstrated comparatively rapid adoption of new technologies. Taken together, these factors were presented as reinforcing India's capability to build and deploy the next wave of AI-enabled applications at scale, alongside its established role in software and digital services.

The session also highlighted the broadening of capital access through public markets. It noted

Release of Report by IMC Chamber of Commerce and Industry and Dun & Bradstreet



From (L-R): Mr. Ajit Mangrulkar, Director General, IMC, Mr. Avinash Gupta, Managing Director & CEO – India, Dun & Bradstreet, Mr. Dinesh Joshi, Chairman, IMC International Business Committee, Mr. Anant Goenka, Vice Chairman, RPG Group, President, FICCI, Mr. Jaykumar Rawal, Hon'ble Minister of Marketing and Protocol, Government of Maharashtra, Mrs. Sunita Ramnathkar, President, IMC, Mr. Ashishkumar Chauhan, Managing Director & CEO, National Stock Exchange of India and Prof. Mahendra Kumar Chouhan, Vice President, IMC.

that the National Stock Exchange of India (NSE) now connects approximately 12.7 crore investors across almost every pin code in the country, creating a large base of participation and trust. Illustratively, the discussion observed that if 1,000–2,000 individuals invest INR 1–2 lakh each, an entrepreneur could raise approximately INR 5–20 crore. The exchange's market value was cited at approximately USD 5.3 trillion, and it was noted that about one-fourth of Indian households now participate in capital markets, challenging the premise that low per-capita income economies cannot develop depth in market-based finance. In this context, the session emphasized that credible businesses with strong governance can access growth capital at varying scales through listing and related market mechanisms.

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Vote of Thanks

Prof. Mahendra Kumar Chouhan

Vice President, IMC Chamber of Commerce and Industry

The 26th edition of the Bharat Calling Conference marked another significant milestone in the IMC Chamber of Commerce and Industry's continuing efforts to foster trade, investment, and economic partnerships between India and the global business community. The inaugural proceedings reaffirmed India's growing stature as a resilient and opportunity-rich economy, as reflected in the day's purposeful discussions and forward-looking deliberations.

The Conference was honoured by the presence of the Chief Guest, Shri Jaykumar Rawal, Hon'ble Minister of Marketing and Protocol, Government of Maharashtra. His address underscored Maharashtra's central role in India's growth story and highlighted policy direction aimed at strengthening manufacturing competitiveness, enabling investments, and accelerating exports. The Guests of Honour, Mr. Anant Goenka and Mr. Ashishkumar Chouhan, enriched the inaugural segment with valuable perspectives from industry and capital markets, reinforcing the importance of scale, governance, innovation, and long-term competitiveness in building globally credible enterprises.

The presence of the diplomatic community is acknowledged with deep appreciation, reflecting sustained international interest in India's manufacturing capabilities and export potential. Sincere thanks are also extended to all speakers and moderators for their thoughtful contributions, which strengthened the quality of dialogue and aligned the programme with the broader national aspiration of Viksit Bharat by 2047.

A special acknowledgement is placed on record for the release of the IMC and Dun & Bradstreet report on Global Competitiveness and Export Readiness of India's Manufacturing Sector. The report, presented during the inaugural session, is expected to serve as a meaningful reference point for industry and policymakers in advancing the competitiveness agenda.

The Conference's success was enabled by strong institutional leadership and committed execution. Appreciation is recorded for Ms. Sunita Ramnathkar, President, IMC, for her guidance and stewardship of the inaugural proceedings. Recognition is also extended to Mr. Dinesh Joshi and the IMC International Business Committee, and to the IMC Secretariat under Mr. Ajit Mangrulkar, for their meticulous planning and coordination.

IMC extends its appreciation to all delegates, entrepreneurs, stakeholders, and members of the media for their active participation and engagement. The inaugural session reinforced that such platforms deliver their highest value when discussions translate into action, and when commitments and memoranda of understanding are pursued with timely follow-through and measurable outcomes.

INAUGURAL SESSION QUOTES



Mrs. Sunita Ramnathkar
President, IMC Chamber of Commerce and Industry

India stands today at a decisive turning point in its industry and trade journey. Global competitiveness today demands more than reform momentum. It demands excellence and quality output at scale. Industry 4.0 technologies such as automation, robotics, AI driven quality control to enable monitoring, predictive analytics are no longer option enhancement. They are perquisites for sustained competitiveness. These agreements open doors but our enterprises must walk through them with preparedness, scale and strategic clarity.



Mr. Dinesh Joshi
Chairman, International Business Committee, IMC

Self-reliance is not isolation, it is competence. However, incentives are catalysts, they are not permanent crutches. India has entered a new phase. We are not asking whether we can compete, we are deciding how quickly we can scale responsibly. This decade offers extraordinary opportunities. Preparations will determine participation; discipline will determine dominance.



Mr. Anant Goenka
Vice Chairman, RPG Group and President, FICCI

We are living in a once in a generation time for India. In a world that feels like a storm, India is an oasis. Our manufacturing percentage of GDP has been at about 16%, we need to take that up to 25%. AI is the metaphors of our time. We can build more than we buy. As we move towards Viksit Bharat, the next two generations will belong to the builders.

INAUGURAL SESSION QUOTES



Mr. Ashishkumar Chouhan
Managing Director and Chief Executive Officer, National Stock Exchange of India

Bharat Calling fits the moment well because building a globally competitive manufacturing and export base is not just an economic agenda, it's a Viksit Bharat agenda. For me, technology is the only change that shapes the world and the societies. Next 50 years will create more wealth than that was created in last 10,000 years. Start trying to use AI. Tell your youngsters to do experiments. Come, list yourselves on NSE.



Mr. Jaykumar Rawal
Hon'ble Minister of Marketing and Protocol, Government of Maharashtra

When IMC says Bharat Calling, global industry pays attention. Bharat is not just calling, Bharat is manufacturing, exporting, digesting, and accelerating. Investors are voting, not with applause but with capital. In Maharashtra MoUs don't mean maybe or uncertain, it means Move on Urgently. We are not just building roads; we are building supply chain efficiency. Maharashtra is not waiting for opportunity; we are engineering it.



Prof. Mahendra K Chouhan
Vice President, IMC Chamber of Commerce and Industry

Hindustan or Bharat once again will become Golden Bird and that would happen in my lifetime. Indian economy is at an inflection point from where it can only pole vault. Conference create dialogue but progress happens when ideas translate into action, so we got to have a bias towards action.

Plenary Session – Inaugural Plenary GenNxt CEO Panel: Why the World Will Build in India



Building in India: Scale, Service, and Strategic Partnerships

India enters this decade with uncommon momentum. Opportunity is rolling out at speed, entrepreneurship is maturing into export oriented niches, and global firms increasingly see India as an attractive base to expand businesses worldwide. The confidence is palpable. From specialty chemicals to health and wellness, Indian companies are carving out high value spaces that showcase capability, cost competitiveness, and customer focus.

From "China+1" to "India+Partner"

Supply chain diversification is a catalyst, but the proposition is moving toward long term, innovation led partnerships in India. In pharmaceuticals, China's dominance in key building blocks shows why the world needs a credible second engine, and India is stepping up with forward integration and value added models that can withstand price shocks. Policy tailwinds, including recent trade agreements and production linked incentives tied to deeper local value addition, are accelerating this shift as India positions itself not only as a contract manufacturer but as a co developer and a long term partner.

R&D Depth and Backward Integration

A decisive transition is underway from incremental manufacturing to research anchored competitiveness. New state of the art R&D facilities, such as the center in Rabale, and stronger collaboration with India's public research network, including CSIR, are helping firms move into specialty chemicals, pharma intermediates, and patented molecule development. The pandemic stress tested resilience. Indian plants were able to make critical intermediates domestically when imports stalled, reinforcing the case for deeper backward integration and a larger R&D footprint that translates into exports and CDMO relationships with global innovators.

Domestic Demand and Digital Rails

India's large and fast formalizing consumer market now complements the export story. Global brands already entrust India to produce high standard, research backed consumables, often with most of the finished product made locally, leveraging strengths in agricultural and traditional wellness ingredients such as curcumin, ashwagandha, and ginger. This demand sits on world class digital public infrastructure, including UPI, Aadhaar, and account aggregators, which enables frictionless payments and data portability at scale. A young workforce can also staff operations at volumes few geographies can match.

Skills, Universities, and the Innovation Mindset

To lead, India must accelerate the skilling of the already educated, moving engineers and managers into frontier disciplines such as flow chemistry, AI, and advanced manufacturing. The call is clear. Deepen industry–university collaboration, fund applied research and normalize longer time horizons for returns in frontier technology. Domestic institutions like NIPER and leading centers such as CSIR and IISc are building capacity, but scale and speed must rise, especially against global benchmarks in electric mobility and other deep tech domains and given the current shortfall in specialized AI talent.

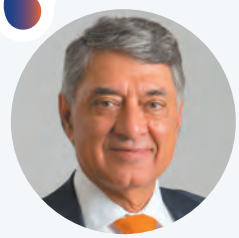
Stability, Reform, and the Operating Environment

India's rule of law, democratic stability, and steady reform provide a credible foundation. GST harmonization, improving logistics, and better airports and roads are strengthening the operating environment, even as investors seek greater tax clarity and continued policy consistency. The agenda ahead is pragmatic. Strengthen air quality and liveability in key innovation hubs, push logistics efficiency further, and align incentives to real local value creation. With these guardrails, domestic consumption and export led manufacturing can grow together.

A Service Ethos at Global Scale

What ultimately differentiates India is a mindset, Atithi Devo Bhava translated into business. Service, responsiveness, and co creation will define the next phase. Whether through CDMO models, customer centric innovation, or the resolve to find one reason to make it work, India's progress will be written by enterprises that pair scale with service and purpose. The energy of cities like Mumbai, the diversity of many Indias, and the resilience of our people together form a clear invitation. Build with India and build for the world.

SPEAKER QUOTES



Mr. Deepak Premnarayen
Executive Chairman & Founder,
ICS Group; Past President, IMC

India is positioned as a fast opening, rule of law market. Recent trade agreements mark a smart inflection that brings technology and competition. The focus is higher private sector R&D, deeper backward integration, and PLI linked to real local value with 40% localization as the target. The call is to move beyond thin margin assembly and build brands and technology with pricing power.



Mr. Burjis Godrej
Executive Director, Godrej Agrovet Limited; Managing Director, Astec LifeSciences Limited

A diversified agri food platform and Astec's Rabale R&D push into specialty chemicals and pharma intermediates, largely export led, illustrate how India can win through CDMO partnerships and stronger backward integration proven viable during the pandemic. The edge rests on a service ethos of Atithi Devo Bhava, steady reforms such as GST, strong digital connectivity, and a pragmatic approach to challenges like AI capability and pollution.



Mr. Nihaal Mariwala
CEO & Founder
Setu Nutrition

Global retailers and consumer majors already source research backed ingestibles with most of the finished value created in India using native strengths such as curcumin, ashwagandha, and ginger. This rides on a visible domestic consumption surge, improving infrastructure, and a world leading digital stack with UPI, Aadhaar, and account aggregators. The roadmap is sector selective competition and long horizon bets on frontier R&D with tighter industry–university collaboration, mindful of urban health and air quality limits.



Mr. Vishal Jajodia
Managing Director, Swati Spentose Private Limited

Pharmaceutical security is a priority because critical building blocks are heavily concentrated in China. India must be the resilient second engine through forward integration, as seen in the Penicillin G pathway, along with corporatized scale and skilling of the already educated in areas like flow chemistry. A service first philosophy can command a premium even in commodity actives such as lidocaine, while India's ability to mobilize very large teams makes mega plant decisions practical. The mindset is simple. Find the one compelling reason to execute and move.

Technology & Industry 4.0: Make Mittelstand in India – Industry 4.0



From (L-R): Mr. Anish Damania, Honorary Advisor, MITRA & Managing Director - Group Relationships, JM Financial Ltd., Mr. Shrikant Badve, Founder & Managing Director, Belrise Industries Ltd., Mr. Ajit Mangrulkar, Director General, IMC, Mr. Saurabh Shah, Co-Chairman, IMC International Business Committee.

Context

India's manufacturing engine needs to move from scale and cost advantages to intelligence at every stage of production, using data, AI, automation and disciplined operating systems, so that a Mittelstand like backbone can emerge across MSMEs and not remain confined to large corporations; the conversation weighed how to finance five to ten year upgrade cycles, when to partner instead of reinventing technology, how to re architect shop floors into learning systems, and how to keep algorithmic efficiency aligned with human judgment and strong governance.

Points Discussed

- Competitiveness rests on building factories that think, supply chains that predict, and systems that learn, which means moving away from a mindset of capacity additions toward a capabilities stack that includes AI, IoT, robotics, digital twins and disciplined data practices that change how plants plan, produce and deliver.
- Precision, specialization and long term thinking were identified as the useful lessons from the German Mittelstand, while the real aim is to craft an Indian model that converts MSMEs into technology intensive, globally credible suppliers rather than copying a foreign template. A period of softer demand over the past decade pushed many firms to channel capital into automation and process improvement, demonstrating that modernization is already in progress and

can now be scaled through deliberate Industry 4.0 adoption. Partnering for capability is the practical route to speed because joint ventures and collaborations bring proven know how and market access, while attempting to rebuild mature technologies internally risks delay and diluted outcomes.

- MSMEs were positioned as India's strategic strength since they combine employment intensity with innovation and cost effective engineering; focusing policy and ecosystem support on this layer promises the highest multiplier for value addition and export readiness.
- The financing landscape still shows a spread between global and domestic borrowing costs, with international peers able to raise funds at lower rates than Indian firms; this strengthens the case for widening access channels and reducing friction in capital flows even if headline interest rates do not fall sharply.
- Access to capital is nevertheless broadening as SME IPOs give smaller firms a public route to equity, state programs target MSME credit, a very large base of retail investors can support promoter raises, and bond market avenues deepen; a recent budget allocation for MSME financing, though modest, was cited as a catalyst for wider credit availability.
- Digitalization on the shop floor has advanced to the point where hourly and daily data capture informs decisions in near real time; algorithmic scheduling and coordination enable just in time deliveries for complex builds, a cadence that manual supervision alone cannot sustain. The Tier 0.5 operating approach, in which multiple components are built and integrated into advanced assemblies before shipment to OEMs, illustrates how data driven coordination and precise time management translate into dependable deliveries and stronger customer trust.
- Total Productive Maintenance and Kaizen were emphasized as the operational foundation that raises equipment effectiveness, reduces material movement and synchronizes departments, with AI layered on top of these disciplines as a force multiplier rather than used as a substitute for basic rigor.
- The idea of learning factories was judged realistic over the next decade because algorithmic tools can optimize product design choices, line layouts and throughput, while robotics improves repeatability in fatigue prone tasks such as welding and computer vision systems standardize attendance, movement and station discipline; together these compress the journey from prototype to mass production.
- Structural factor cost advantages in materials, labor and energy can translate into export strength once logistics costs and travel time predictability improve decisively; long running investments in ports, airports, highways and multimodal corridors are expected to lower costs and variability if executed consistently.
- Technology strategy was framed as partner to accelerate, even for firms that already export at scale, because alliances with advanced automation and robotics providers shorten the path from concept to stable operations and build credibility with international buyers.
- Governance standards are tightening through GST driven formalization, expanding compliance expectations and E-Governance tools, which reduce cash based opacity and encourage family owned firms to professionalize and strengthen controls as a prerequisite for scale.
- Designing products to global specifications first and then adapting to domestic needs was presented as a cleaner path into high value markets, since it aligns engineering, certification and branding with the expectations of overseas buyers from the start.
- Long run competitiveness depends on steady investment in research and development, brand building and quality systems; even packaging quality was highlighted as a practical

differentiator that signals reliability to foreign customers and eases entry into discerning markets.

- A Digital Production Linked Incentive focused on MSMEs was proposed to underwrite the upfront cost of AI, digital traceability and shop floor systems on both buyer and seller sides, so that reliability and productivity improvements diffuse through entire value chains rather than stay confined to a few large firms.
- Cutting logistics friction requires more than building roads because competitiveness is shaped by predictable door to door travel windows; congestion and uncertainty undermine planning accuracy, so execution must target reliability as much as speed.
- Partial autonomy is likely to arrive in stages, function by function, with algorithms presenting options and humans retaining oversight for safety, ethics and context; this approach captures efficiency while keeping judgment, where tacit knowledge matters most.
- AI is expected to touch every department, from product design that rapidly surfaces multiple viable options, to supply chain planning that tightens just in time reliability, to HR analytics that track behaviour, throughput, time discipline and contributions to continuous improvement to inform quicker and fairer decisions.
- Employment impacts were addressed by emphasizing upskilling and cultural alignment to digital workflows; with sustained growth expanding overall opportunity, the risk lies less in technology itself and more in failing to adapt to new ways of working.
- Cluster based technology parks were endorsed as a way to share the cost of frontier tools and common infrastructure, with government support for land and core facilities enabling smaller manufacturers to adopt advanced systems at an affordable threshold.
- Investors and lenders evaluating five-to-ten-year upgrade plans should look for clear signals such as sound governance, credible technology partners and consistent execution, which means promoters should present disciplined roadmaps rather than episodic requests for funds.
- The destination was expressed as moving from a foreign benchmark to an Indian reference model, where MSME led, AI ready, logistics efficient and governance strong manufacturing becomes a standard others seek to emulate.

Conclusion

India can translate MSME ingenuity into a sustained global edge by institutionalizing TPM and Kaizen, capturing high frequency shop floor data, deploying AI from design to delivery, partnering for advanced technology, lifting governance standards and compressing logistics variability with targeted public investment and a Digital PLI; taken together and sequenced well, these actions define an Indian standard for learning factories and reliable just in time supply that others will study, not just acknowledge.

SPEAKER QUOTES



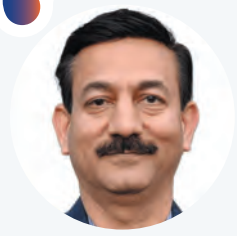
Mr. Ajit Mangrulkar
Director General
IMC

India's next manufacturing leap comes from intelligence inside the factory; factories that think, supply chains that predict, systems that learn; culminating in an Indian Mittelstand across MSMEs so we set our own standard.



Mr. Anish Damania
Honorary Advisor, MITRA &
Managing Director - Group
Relationships, JM Financial Ltd.

Automation has already cut costs, the 4.0 step should come through collaboration rather than reinvention, financing access is improving despite higher rates, and success rests on designing for the world, investing in R&D, brand and quality, and adopting AI everywhere.



Mr. Shrikant Badve
Founder & Managing Director,
Belrise Industries Ltd.

MSMEs anchor India's strength, JIT demands data-driven and algorithmic systems reinforced by TPM and daily Kaizen, robotics and cameras raise reliability, and a digital PLI with cluster development and upskilling can let innovation lead.

Enabling India's Export Surge:

From Factory to World: Doubling India's Exports through Trade Corridors & FTAs



Opening Remarks

Ms. Priyam Gandhi - Mody
Author and Political Communication Expert

Viksit Bharat 2047: Prioritising the Journey Over the Destination

The Viksit Bharat 2047 vision is presented as something shaped day by day, not only measured at the finish line. The bigger idea is that national transformation depends on the decisions made along the way: what gets built, what gets strengthened, and what kind of role India chooses for itself in the world. The tone is deliberately values-led, moving beyond a scripted address to a more reflective view of the moment India is in.

India at an Inflection Point: From Aspiration to Agency

India's economic rise is described as real and accelerating, with the country already among the world's largest economies and moving toward the next tier. What makes this rise distinctive is that it is not being driven as part of a regional bloc. It is a single nation stepping into greater global influence, which makes the manner of engagement as important as the scale of growth.

How Great Powers Rise: What Kind of Model Will India Offer?

The broader point is that when nations rise, they shape the world in different ways. One approach has historically worked through global institutions to project influence, while another has expanded through large infrastructure-led financial strategies that can create dependency. Against this backdrop, India's rise is positioned as an opportunity to be guided by civilizational thinking and to engage the world through a distinctly Indian framework rather than borrowing someone else's playbook.

Trust as the Core Currency of Global Leadership

Trust is treated as the central idea underpinning the next phase of India's global integration. It is positioned as the basis for deeper participation in supply chains across both large and small economies, and as a durable advantage that turns credibility into long-term economic relevance. Export capability sits at the heart of this, because confidence is earned through consistent delivery, quality, and reliability on the ground.

Three Pillars for India's Next Leap

1. Partnerships: India as a Connector Economy

Engagement with India is described as expanding across the spectrum, from developed economies seeking closer ties to developing regions looking for growth-linked collaboration. Within this landscape, India is framed as a connector economy that strengthens relationships with advanced markets while extending benefits outward to the developing world. The underlying theme remains trust-based partnership rather than purely transactional exchange.

2. Connectivity: Corridors as Growth Coalitions

Connectivity is framed as more than infrastructure. It is described as a way to build fast-moving coalitions in a world shifting from traditional multilateralism toward plurilateral groupings, where smaller sets of countries align around focused goals and act quickly. Economic corridors are highlighted as examples of this approach, linking regions and creating practical platforms for joint economic growth, not just transport routes.

3. Competitiveness: Quality as Proof of Trust

Trust returns as the third pillar, now tied directly to export strength. The argument is simple: no country can sustain a credible rise without products and services that compete on quality and competitiveness. When that standard is consistently met, deeper supply chain integration follows and the country becomes harder to replace, building influence through reliability rather than rhetoric.

India is framed as a rising power again, with the belief that India's prosperity has wider global benefits. Platforms that bring together partnerships and shared ambition are positioned as important enablers of this journey, reinforcing that the Viksit Bharat story is built through trust, connectivity, and purposeful engagement.

Context

India's manufacturing edge now depends on intelligence built into plants and supply chains, with factories that think, lines and logistics that predict, and systems that learn so precision and reliability can scale across large anchors and MSMEs. The ambition is to build a home grown Mittelstand by pairing specialization, quality and long term discipline with practical digital tools on the shop floor, rather than leaning only on scale or low costs. Financing is still tougher than in richer markets, yet access has broadened through SME IPOs, state facilitation, rising retail participation and early bond market options, which together can fund multi year upgrades when used deliberately. Progress rests on TPM, Kaizen, JIT and strict data discipline combined with collaborative technology acquisition; targeted public support such as a digital PLI and cluster infrastructure can help MSMEs adopt AI, traceability and automation. Most of all, mindset matters, design for global markets from day one, invest steadily in R&D, brand, quality and packaging, and uphold governance and day to day discipline so reliability is visible well beyond the factory gate.



From (L-R): Mr. Anoop Mehta, Chairman & Managing Director, Mohit Diamonds Pvt. Ltd., Mr. Avinash Gupta, Managing Director & CEO – India, Dun & Bradstreet, Mr. Nandkishor Kagliwal, Founder-Chairman, Nath Group of Industries, Honorary Consul of Tunisia in Mumbai , Mr. Ravinder Chhabra, Managing Director and Head - Global Financial Markets Sales, DBS Bank India, Mr. Sanjaya Mariwala, Executive Chairman and Managing Director, OmniActive Health Technologies Ltd., Immediate Past President, IMC, Mrs. Sunita Ramnathkar, President, IMC

Points Discussed

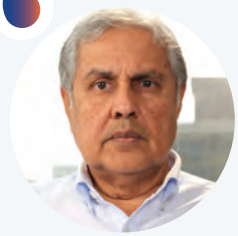
- Competing globally now means factories, supply chains, and decision systems must operate as continuous learning loops that use real time data to close the plan to execution gap and deliver predictable outcomes at scale, while the MSME backbone institutionalizes precision, specialization, and quality so capability builds in a structured, repeatable way.
- Capital spending has shifted from greenfield expansion to automation and process efficiency as a prudent response to uneven demand, and collaboration with global technology leaders, including European robotics partners, offers faster access to advanced know how and markets that compress learning cycles.
- Financing remains costlier than in developed economies, yet SME IPOs, state schemes, a growing base of retail investors, and exchange traded debt now allow serious firms to plan five to ten year Industry 4.0 upgrades, with targeted MSME allocations reaching more enterprises when eligibility is clear and disbursal is timely.
- Digital shop floor routines such as hourly station data, automated checks, and algorithmic monitoring enable faster model changeovers, smoother material flow, and tighter cross functional synchronization, while the transition from discrete parts to advanced sub assemblies requires tier 0.5 maturity with just in time logistics, precise line sequencing, and system led coordination.
- TPM and Kaizen, reinforced by analytics, are lifting throughput and cutting avoidable movement, and the use of robotics in fatigue prone welding together with vision systems for attendance, station assignment, and movement traceability improves repeatability and provides granular diagnostics without paper heavy workflows.
- Data led design and layout decisions are shortening the path from clay models to mass production, and AI is informing planning, procurement, production, and HR by surfacing options, spotting patterns, and quantifying performance, all while keeping human judgment at the center.

- Concerns about automation are best addressed through structured upskilling and redeployment, as expanding firms absorb talent into higher value roles when teams align with new tools, standards, and improvement rhythms.
- National competitiveness now hinges on predictable logistics, since reliable transit times drive planning accuracy, working capital efficiency, and the credibility of just in time commitments to customers.
- Governance has tightened through GST enabled compliance and lower cash intensity, but further simplification of rules and processes is needed to reduce the widely acknowledged challenge of doing business.
- A focused digital PLI for MSMEs, aligned incentives for buyers and sellers, and cluster based development that shares land and core infrastructure can narrow the affordability gap for AI, traceability, and data systems and speed up the diffusion of modern practices across supply networks.
- Product strategy should start with international markets in mind to avoid rework and to meet expectations on performance, safety, and aesthetics. Steady investment in R&D, branding, quality, and especially packaging often determines export acceptance.
- An export first mindset calls for disciplined risk taking on products and markets, patient brand building, and consistent leadership attention to execution, while extending plant standards to the civic environment signals reliability to customers and partners alike.

Conclusion

India can build its own Mittelstand by pairing MSME led specialization with disciplined shop floor digitalization, practical tech partnerships, and easier, better priced financing, while policy support such as a digital PLI and cluster infrastructure helps close the adoption gap for AI and traceability. The way forward is execution with a global design mindset: invest in R&D, brand and packaging, simplify rules and logistics, and let visible governance and data driven operations turn precision into export credibility.

SPEAKER QUOTES



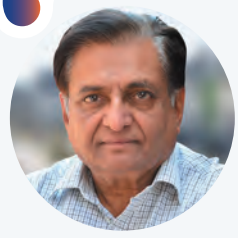
Mr. Anoop Mehta
Chairman & Managing Director, Mohit Diamonds Pvt. Ltd.

India's gems and jewellery export strength was built on clear policy support without day-to-day interference, and the next leap depends on smoother export infrastructure and financing, faster and less friction-heavy electronic systems, and moving beyond cutting and polishing into higher-value jewellery and market-specific design.



Mr. Avinash Gupta
Managing Director & CEO – India, Dun & Bradstreet

Priority is ease in movement and decisions, smarter use of abundant data and analytics, and a sharp reduction in the pain of doing business to truly compete at global speed.



Mr. Nandkishor Kagliwal
Founder-Chairman, Nath Group of Industries, Honorary Consul of Tunisia in Mumbai

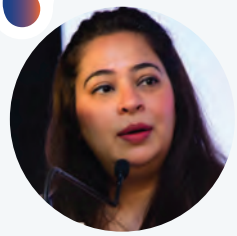
Shift policy from regimentation to simplification, adopt a Make in India for the world mindset, unlock agriculture's export and jobs potential including millets-led nutrition, and build Brand Bharat with a shared corpus while turning crises into opportunities.

SPEAKER QUOTES



Mr. Ravinder Chhabra
Managing Director and Head - Global Financial Markets Sales, DBS Bank India

Make capital flows efficient and almost invisible through wider factoring, a market for global export receivables and blockchain-based document matching and assume a mild rupee depreciation bias while following a clear, consistent hedging policy.



Ms. Priyam Gandhi Mody
Author and Political Communication Expert

The journey to Viksit Bharat 2047 runs on trust through deeper partnerships, new connectivity corridors and agile plurilateral groups, anchored in quality and competitiveness so India becomes integral to global supply chains and a prosperity engine for the world.



Mr. Sanjaya Mariwala
Executive Chairman and Managing Director, OmniActive Health Technologies Ltd., Immediate Past President, IMC

With FTAs expanding and logistics upgrading, India is moving toward export power status, and the path forward is faster execution, brand-led plays over commodities, and calculated risk-taking on markets and products.

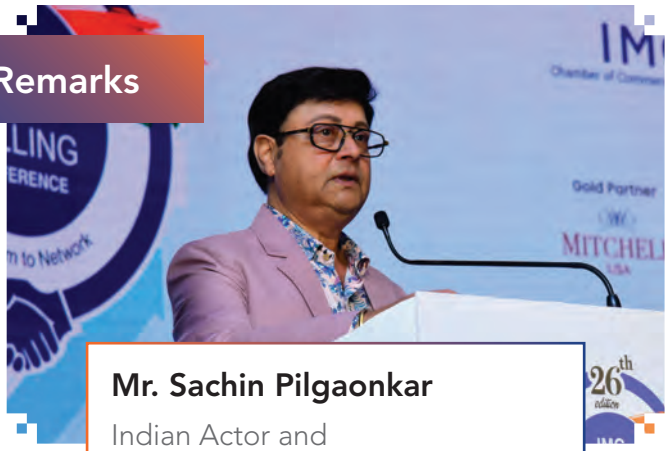
Creative & Content Industry: India Creates for the World: The Business of Stories, Screens and Soft Power

Opening Remarks



Mr. Subhash Ghai

Executive Chairman, Mukta Arts Ltd., Founder & Chairman, Whistling Woods International



Mr. Sachin Pilgaonkar

Indian Actor and Director

Context

India's global competitiveness is increasingly being shaped not only by what the country makes, but also by what it projects to the world and how quickly it builds capability, with "Bharat Calling" framing manufacturing, media, and leadership strength as one connected transformation agenda. The creative economy is treated as national "software" and soft power, where cinema and storytelling carry India's culture outward, influence global perception, and create long-term affinity. At the same time, today's platform and algorithm-driven reach means a creator in Mumbai or Hyderabad can reach "190 countries overnight," so regional narratives, multilingual storytelling, and authentic, heart-led stories become strategic assets for both brands and the nation. This opportunity is accelerating because India now operates across five distinct content consumption platforms, namely cinema, television, OTT, the creator economy, and the attention economy through vertical video, and India is described as the world's largest YouTube market by length, with the second market less than half its scale. This is driving a surge in production, discovery, and monetization models that can work for MSMEs as well as large studios.

On the technology side, audiences increasingly expect a Hollywood-grade viewing experience, which has pushed VFX from being an afterthought to becoming a core budget line, moving from roughly Rs 4-5 crore out of a Rs 100 crore film to around 20% of total production budgets. AI is also entering workflows in a hybrid way to speed up output, while speakers stress that AI is best used as a tool that supports people and removes repetitive "donkey work," rather than replacing the creativity and emotion that sit at the heart of storytelling. The same shift from tools to systems carries into industry through Factory Infinite, where the move is described as automation to autonomy, with machines and enterprise functions gaining "agency" to plan and act, supported by interoperable data and cross-functional AI agents that connect predictive insights to real execution across procurement, planning, production, quality, and dispatch.

In this framing, efficiency comes from intelligence and coordination, not from low labor cost alone. Concrete signals of momentum include public and industry alignment under the Create in India mission, the announcement of 15,000 content creator labs in schools and colleges, the expansion of national learning platforms such as SWAYAM, with 5,000+ credited courses from 500-600 institutions, and SWAYAM Plus, as well as examples of scaled automation such as Amazon warehouses deploying over one million robots. The transition is also described as a workforce shift, where some roles reduce, for example a 60-70% dispatcher reduction cited, while new job families emerge, for example 700 new role families cited. Finally, the conference closes by grounding industrial ambition in leadership and inner stability, arguing that sustainable progress must account for human cost, including mental health and premature mortality burdens, and urging leaders to build structural strength through values, resilience, purpose, and discipline so that volatility in markets and identity does not translate into instability in people.



From (L-R): Mr. Anant Roongta, Managing Director, Famous Studio, Ms. Devyani Pawar, Serial Entrepreneur, DP House of Media & Forsapio Foundation, Mr. Chaitanya Chinchlikar , Vice President, Business Head, Chief Technology Officer & Emerging Media Head, Whistling Woods International, Mr. Dinesh Joshi, Chairman, IMC International Business Committee.

Cinema and storytelling were positioned as a core source of India's soft power and a scalable economic opportunity, shaping global perceptions of Bharat and building cultural bridges beyond entertainment. The discussion noted that authentic, multilingual, and deeply rooted narratives tend to travel best, and that India's content economy is reaching an inflection point where pragmatic use of AI and VFX, supportive policy, and stronger storytelling capability can convert local stories into global intellectual property. It further observed that consumption is now distributed across five rails, cinema, television, OTT, the creator economy, and the vertical video attention economy, requiring creators and brands to prioritize credible narratives over manufactured influence. At the same time, AI is reshaping creative and post-production workflows without displacing human judgment,

while enablers such as creator labs, SWAYAM and SWAYAM Plus, and BHASHINI, together with an MSME-heavy industry structure, are widening access for talent and entrepreneurship beyond the metros and strengthening new routes for distribution and monetisation.

Points Discussed

- Cinema and storytelling were positioned as strategic soft power, shaping how Bharat is perceived globally and translating cultural strength into long-term economic opportunity through films, music, and narrative craft.
- The discussion highlighted India's depth of epics and rooted narratives and noted that authentic, multilingual storytelling tends to travel best; in the digital era, algorithm-led discovery can allow creators beyond metros to reach audiences in about 190 countries, while regional films, series, documentaries, animation, and VFX are gaining international traction.
- Consumption was assessed as operating at historic scale across five rails—cinema, television, OTT, the creator economy, and the vertical video attention economy, with creator-led distribution moving from a secondary channel to a core route to audience and monetisation; YouTube consumption in India was cited as materially larger than the second-placed market.
- Brand and creator strategy was linked to durability over spikes, with local-language, smartphone-led narratives from tier-2 and tier-3 towns increasingly shaping influence.
- The enabling ecosystem was described as becoming more concrete, with the "Create in India" mission proposing about 15,000 content creator labs, momentum from the WAVES summit, work toward an Indian Institute of Creative Technology, and a national AVGC framework. Learning and language rails were also emphasized, including SWAYAM and SWAYAM Plus (IIT Madras) and BHASHINI for Indian-language NLP and translation, alongside a roadmap of 15,000 to 60,000 additional courses across 22 ministries over the next four years.
- AI and VFX were framed as productivity accelerators when used pragmatically: AI can remove routine work (for example rotoscoping) and assist a subset of shots, while most output continues through conventional CG and VFX; an indicative split discussed was roughly 150–160 standard CG/VFX shots out of 200, with the balance AI-assisted. The quality bar was described as rising sharply, with VFX budgets moving from about 4–5% of a Rs 100-crore film to around 20%, reinforcing the need for early VFX planning and design discipline.
- Commercial outcomes were linked to emotional resonance as well as craft; the mythic animation "Narasimha" was cited as having reportedly cost around Rs 15–25 crore and earned about Rs300 crore at the box office (with additional OTT revenues), illustrating how cultural grounding can outweigh technical imperfections.
- Scaling Indian IP was presented as requiring stronger business architecture, including global distribution, IP ownership, risk capital, world-class writers' rooms, cross-border co-production treaties, and global-first talent management. MSME-friendly routes to market were also noted, including direct-to-consumer apps (estimated at USD 10,000–15,000 to launch) and international co-productions; "Delhi Crime" was cited as a show accepted in the United States before streaming in India. The discussion also pointed to a widening talent funnel beyond metros and improved inclusion, citing women's growing presence on sets and female-led successes such as "Article 370" and "Stree," alongside the need to extend mentorship and investor networks to tier-2 cities.

Conclusion

India's rise as a manufacturing and export powerhouse is being shaped as a coordinated national effort, where policy and enterprise move together across factories, innovation ecosystems, and the creative economy. Session reinforces that global competitiveness is also about perception and influence, with Subhash Ghai describing cinema as "software" in the sense of cultural perception and urging organizations across sectors to actively nurture cultural initiatives, not treat storytelling as only a film-industry function. Sachin Pilgaonkar extends this by framing soft power as the ability to influence through culture, values, and ideas, noting that algorithms reward engagement and that creators can take Indian stories to global audiences, making rooted, multilingual narratives a strategic asset. The discussion also reflects how content creation is being democratized through multiple consumption formats, with growing emphasis on authenticity, stronger storytelling systems (distribution, IP, talent development), and the practical use of AI to speed workflows while keeping human emotion and creative judgment at the center. In parallel, "Factory Infinite" is presented as the next leap from automation to autonomy, built on the idea of "agency" where connected systems can plan and act across functions, making data, skilling, and responsible adoption critical to sustainable competitiveness.

SPEAKER QUOTES



Mr. Subhash Ghai
Executive Chairman, Mukta Arts Ltd., Founder & Chairman, Whistling Woods International

Cinema is "the cultural perception of a country," a soft power that lets India share "10,000 stories" with the world; not just business but a future economy, where every organization nurtures culture and "educates people about this software.



Mr. Sachin Pilgaonkar
Indian Actor and Director

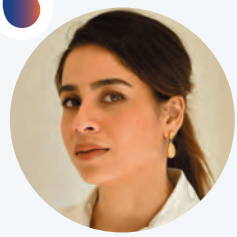
Audiences are "stronger than the content" and soft power flows when stories travel beyond geography; rooted Indian narratives now reach 190 countries and "the more rooted you are, the more global you become.



Mr. Chaitanya Chinchlikar
Vice President, Business Head, Chief Technology Officer & Emerging Media Head, Whistling Woods International

There has never been a better time for Indian media, with five thriving platforms and India as the biggest YouTube market; use AI as a copilot, build skills through creator labs and national platforms, and let authenticity lead.

SPEAKER QUOTES



Ms. Devyani Pawar
Serial Entrepreneur, DP House of Media & Forsapio Foundation

Brands want "stories led from the heart and authentic," so bridge high end brands with rural voices, use ethical social media to give visibility to schools and kids, and close the mentorship gap for tier 2 and tier 3 founders.



Mr. Anant Roongta
Managing Director
Famous Studio

VFX moved from afterthought to core with bigger budgets and higher expectations; AI speeds routine shots while emotion still wins at the box office, so tasks may shift but new creative opportunities open.

Panel Discussion: Factory 4.0 to Factory Infinite: What Comes Next?



From (L-R): Mr. Raghav Aggarwal, Co-Founder, Fluid AI, Mr. Rasesh Shah, Chief Practice Officer, Fractal Analytics Academy, Mrs. Sunita Ramnathkar, President, IMC Chamber of Commerce and Industry, Mr. Raj Nair, Chairman, Avalon Consulting, Past President, IMC

Context

Factory Infinite marks a decisive shift beyond Industry 4.0, as machines progress from automating tasks to exercising agency, meaning they can reason, plan and act while a supervisory layer coordinates activity across procurement, production, quality and dispatch so prediction flows straight into action. It recasts manufacturing as an agentic, data driven enterprise, moving from isolated shop floor fixes to autonomy across the whole business where AI agents negotiate parts, plan schedules and align upstream inventory with downstream demand. Dark, lights out plants already demonstrate what high automation can do, and the next step is full autonomy that minimizes manual intervention and raises remaining roles into knowledge work. Rapid progress from statistical models toward reasoning systems, combined with compressed expectations for general intelligence, will accelerate this shift and force new operating models, stronger data foundations and continuous upskilling so professionals using AI outpace those who do not.

Points Discussed

- Factory Infinite describes a move beyond automation in which machines exercise agency to plan and act toward defined goals, while a supervisory layer coordinates procurement, production, quality control and dispatch in real time, capturing the core of the vision.

- The timing is propelled by compounding progress in artificial intelligence, illustrated by AlphaFold's leap from solving 25 of 43 protein structures in 2018 to predicting about 200 million by 2020, which signals how quickly manufacturing AI can jump from dashboards to decision making.
- Expectations for general intelligence have moved from distant estimates around 2075 to windows such as 2035 to 2050, with a view that 2026 to 2028 is plausible, and once that threshold is crossed the strategic focus shifts from whether autonomy will happen to how fast operating models and enterprise designs must change.
- True autonomy must span maintenance, procurement, inventory and sales forecasting; otherwise, predictive insights stall in handoffs, for example when spare parts are still ordered too late even though early failure warnings are available.
- Closed loops are now feasible in which agents detect impending failures, identify required spares, check inventory, solicit and compare vendor quotes on price, terms and lead time, then surface a ready to approve recommendation that compresses response time from days to hours.
- Warehouses already show the pattern as redesigned processes plus robotics and AI dynamically reposition high velocity pallets near dispatch based on seasonality and live trends, with near real time decisions replacing fixed, manual layouts.
- Scale is visible because modern warehouses have deployed more than a million robots over roughly 14 to 15 years; while some roles have shrunk by about 60-70%, approximately seven hundred new job family archetypes have appeared, echoing prior technology shifts.
- Data is the flywheel, since MSMEs can launch with small human teams augmented by many agents if ERP, IoT and operations data are clean, connected and easy to query, which favors a mindset of being a manufacturer with agentic AI built in rather than bolted on later.
- Indian industry already demonstrates scale with dozens of generative AI use cases rolling out across functions at large enterprises, including in oil and gas, showing readiness to move beyond pilots into enterprise wide autonomy.
- Lights out plants exist in India and prove the ceiling of high automation, yet the next step is autonomous coordination across machines and flows that reduces headcount while elevating the remaining roles into knowledge work.
- Human work will evolve rather than disappear, as professionals who use AI outperform those who do not, and functions such as procurement shift from habitual vendor choices to AI augmented decisions that people validate through transparent, white box rationales.
- The technical base is also shifting from large language models that predict the next word to large reasoning models that promise stronger inference with lower compute and energy, enabling deeper autonomy on the factory floor.
- Financial markets may overheat, but broad adoption is already locked in through internet scale distribution, which means valuations will churn even as operational AI continues to spread across industry.
- Outcomes ultimately depend on culture and capability, because process redesign, AI literacy and incentives aligned to evidence matter as much as models and robots, and teams win when they learn to trust justified AI choices over legacy habits.

Conclusion

Factory Infinite reframes manufacturing as an agentic, data driven enterprise where AI plans and executes across functions, people upshift into higher order knowledge work, and competitiveness flows from process re design, trustworthy autonomy and strong data foundations; with AGI timelines compressing and real world use cases scaling, the strategic question is no longer whether to adopt autonomy but how quickly to re architect the business around it.

SPEAKER QUOTES



Mr. Raj Nair
Chairman, Avalon Consulting,
Past President, IMC

Factory Infinite moves from automation to autonomy by giving machines agency to plan and act; India must compete with intelligent labor and knowledge workers orchestrating intelligent, often dark, factories.



Mr. Rasesh Shah
Chief Practice Officer
Fractal Analytics Academy

Reimagine processes first, then let AI adapt in real time as demand shifts; roles change, some reduce, yet hundreds of new job families emerge when augmentation and automation work together.



Mr. Raghav Aggarwal
Co-Founder
Fluid AI

True autonomy links insight to action across the enterprise, with agents predicting failures, sourcing parts, negotiating terms and triggering orders under human review; clean data foundations let small teams scale like giants.

Valedictory Session: Inner Stability, Industrial Strength: The Leadership Mindset for Modern Manufacturing



From (L-R): Mr. Gauranga Das, Monk and Spiritual Leader, ISKCON and Ms. Shivani Divecha, Founder, The Story Brewer

Context

Long before output is measured, inner steadiness determines what factories and the leaders who guide them can truly deliver. Modern manufacturing is a people first enterprise in which technology, systems, and GDP figures remain fragile unless mental, emotional, and ethical resilience sits at the core. The argument contrasts position driven success with disposition led leadership, calls for a reset from prosperity, property, and power to purpose, principles, and perspective, and anchors its case in evidence on mental health burdens and preventable mortality to show why strengthening the person behind the machine is now a business imperative.

Points Discussed

- Inner steadiness is positioned as the decisive variable for modern manufacturing, because technology and targets cannot offset unattended mental, emotional, and ethical stability among workers and leaders; rising suicide incidence, large mental health costs, and premature mortality translate human fragility into business risk. The recommended leadership lens shifts focus from prosperity, property, and power to purpose, principles, and perspective, aligning performance with the strength of the person behind the machine.
- Identity management is treated as a first order discipline. When self worth is tied to rank, wealth, or popularity, shocks destabilize judgment; resilience grows when identity rests on what does not fluctuate, reinforced by

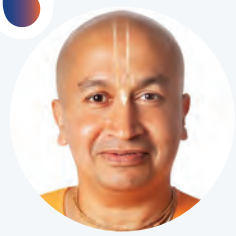
examples from public life and education, and by the counsel to compete first with the inner self.

- Foundations are placed above appearances. The structural versus interior design analogy underlines why character and values deserve primary investment, redirecting leadership development from credential obsession toward humility, discrimination, renunciation, and deep confidence, while warning against comparing, complaining, and criticizing; leaders are urged to favour focused action over social media driven paralysis.

- A compact self leadership frame supports execution. Conviction about core identity, concentration on the task at hand, and courage to act beyond comfort restore when skill is insufficient, illustrated by the battlefield crisis of Arjuna; ambition is elevated through a ladder of pleasures culminating in the spiritual, and perspective is used as a tool to keep action moving even when problems remain the same size.

- Audience dialogue translates principles into guardrails. Tolerance is defined as calling off the war on reality and choosing battles wisely, with a distinction between righteousness and self righteousness; expectation inflation is flagged, and service to the less privileged is recommended as responsibility and remedy, supporting the broader claim that embedding spirituality into social and institutional frameworks strengthens renewal.

SPEAKER QUOTES



Mr. Gauranga Das
Monk and Spiritual Leader,
ISKCON

An economy rests on the inner health of its people; build conviction, concentration and courage, avoid the cancers of comparing, complaining and criticizing, and in prosperity or adversity "search for opportunity to serve.



Concluding Remarks

Mr. Ajit Mangrulkar
Director General, IMC Chamber of Commerce and Industry

The conference closed with a clear mix of reflection and urgency. India is at a decisive point in its push to become a globally competitive manufacturing and export powerhouse, and this needs to be understood as a coordinated transformation rather than a collection of isolated reforms. A consistent thread through the day was that competitiveness must be tracked in real terms, measured, benchmarked, and improved continuously. The IMC and Dun & Bradstreet report underlined that progress must be evidence-led, not assumption-led. There was also a strong sense that India is aligned with the moment and positioned well, but long-term global confidence will rest on the basics such as scale, strong governance, dependable access to capital, and credible institutions. The emphasis on execution was unmistakable too, with Maharashtra's action-oriented message of "Move on Urgently" capturing the need for speed in decisions and delivery.

The closing also acknowledged the people and institutions that strengthened the platform. This included the Hon. Chief Guest Mr. Jaykumar Rawal, Guests of Honour Mr. Anant Goenka and Mr. Ashish Kumar Chauhan, and the support of the Ministry of External Affairs, Invest India, Reliance Industries, Mitchell USA, State Bank of India, National Stock Exchange, DBS Bank, and Dun & Bradstreet. Overall, Bharat Calling has grown into more than an annual event. Over 26 years, it has become a steady statement of confidence where policy meets enterprise, and domestic capability connects with international opportunity. Looking forward, India's rise will be intentional and built across factories, innovation labs, boardrooms, logistics parks, and creative ecosystems, carrying the momentum into the next edition.

Glimpses of the Conference











Media Monitoring Report For IMC Bharat Calling Conference 2026

Let us build a globally competitive Bharat: Rawal



Jaykumar Rawal, Minister of Marketing and Protocol, Government of Maharashtra addressed the inaugural session as the Chief Guest at the IMC Bharat Calling Conference 2026 themed 'Building a Globally Competitive Manufacturing and Export Powerhouse' organized by the IMC Chamber of Commerce and Industry (IMC) on Friday in Mumbai. Rawal underscored that "Maharashtra is not waiting for an opportunity, it is engineering it. He highlighted that Maharashtra is building scale, trust and global competitiveness and mentioned that MSMEs are the nervous system of our economies while agriculture is its foundation. Sunita Ramnathkar, President, IMC highlighted in her address that the coming decade will shape India's role in the global economy and as manufacturing, digitalisation, sustainability and supply chains evolve, nations that combine scale, speed, skill and stability will lead. She further stressed that "Made in India" must stand for quality, reliability and innovation.

Publication/Channel
Free Press Journal

Edition
Mumbai

Date
28/2/2026

Publication/Channel
Sakal

Edition
Mumbai

Date
1/3/2026



मुंबई : आयएमसीच्या भारत कॉलिंग परिषदेत मंत्री जयकुमार रावल यांच्यासह अनेक मान्यवरांनी उपस्थिती दर्शवली होती.

महाराष्ट्राने ताकद दिलेला बलवान भारत बनवूया

मंत्री जयकुमार रावल यांचे प्रतिपादन

मुंबई, ता. १ : महाराष्ट्र हा संधींची वाट बघत नसून त्याने करून दाखवले आहे. महाराष्ट्राने उद्योग, व्यापार क्षेत्रात विश्वास आणि जागतिक स्पर्धात्मकता आणि वाढ मिळवली आहे, असे राज्याचे पणन आणि राजशिष्टाचार मंत्री जयकुमार रावल यांनी शुक्रवारी (ता. २७) सांगितले.

आयएमसी चेंबर ऑफ कॉमर्सच्या आयएमसी भारत कॉलिंग परिषदेत ते बोलत होते. मध्यम, छोटे व सूक्ष्म उद्योग हे आपल्या अर्थव्यवस्थेचा कणा असून, कृषी क्षेत्र हा पाया आहे. आपण शेतकऱ्यांना कृषी उद्योजक बनवले पाहिजे आणि त्यांना धोरणात्मक पाठिंबा देऊन त्यांना जागतिक व्यापारात सहभागी केले पाहिजे, असेही त्यांनी आवर्जून सांगितले.

सक्षम नेतृत्वामुळे महाराष्ट्राने आता नवे उद्योगस्नेही औद्योगिक धोरण आणले असून, त्यामुळे महाराष्ट्र लवकरच एक लाख कोटी डॉलरची अर्थव्यवस्था होईल. या धोरणात उच्च तंत्रज्ञान, उत्पादन आणि हरित आणि पर्यावरणपूरक उद्योग, सेमीकंडक्टर यांच्याबरोबरच व्यवसाय सुलभता, विशिष्ट कालमर्यादेत मंजुरी आणि रोजगार वाढ, निर्यात आणि विभागीय संतुलन यांच्याशी संबंधित उपक्रम हाती घेतले जातील, असेही रावल म्हणाले.

आपण विकसित भारताकडे जाताना ब्रँड उभारणी, दर्जेदार उत्पादन, संशोधन आणि विकास यात गुंतवणूक आणि जागतिक स्पर्धात्मकतेला तोंड देणे, या गोष्टी केल्यास आपण उत्पादन आणि निर्यातीचे ऊर्जा केंद्र बनू, असे फिकीचे अध्यक्ष अनंत गोएंका म्हणाले. तर जीडीपीच्या तुलनेत आपल्या उत्पादनाची टक्केवारी १६ आहे आणि भारताला जर जागतिक उत्पादन आणि निर्यात ऊर्जा केंद्र बनायचे असेल, तर ही टक्केवारी २५ वर गेली पाहिजे, असे एनएसईचे एमडी व सीईओ आशीष कुमार चौहान म्हणाले.

येत्या दशकात उत्पादन, डिजिटायझेशन, पर्यावरण पूरकता आणि पुरवठा साखळ्यांची निर्मिती याद्वारे भारताची जागतिक अर्थव्यवस्थेतील भूमिका निश्चित होईल. जी देश उत्पादनवाढ, वेग, कौशल्य आणि सातत्य दाखवेल तोच जगाचे नेतृत्व करेल. मेड इन इंडिया उत्पादने, दर्जा, विश्वासार्हता आणि नवकल्पना यासाठी ओळखली गेली पाहिजेत, असे आयएमसीच्या अध्यक्ष सुनिता रामनाथकर म्हणाल्या.



Publication/Channel
Business Standard

Edition
Mumbai

Date
2/26/2026

Publication/Channel
MumbaiMirror

Edition
Mumbai

Date
2/27/2026





સંક્ષિપ્ત સમાચાર

મુંબઈમાં IMC ચેમ્બર ઓફ કોમર્સ એન્ડ ઇન્ડસ્ટ્રીદ્વારા આયોજિત IMC ભારત કોલિંગ કોન્ફરન્સ. 2026

મહારાષ્ટ્ર સરકારના માનનીય માર્કેટિંગ અને પ્રોટોકોલ મંત્રી શ્રી જયકુમાર રાવલે આજે મું બઈમાં IMC ચેમ્બર ઓફ કોમ સ એન્ડ ઇન્ડસ્ટ્રીદ્વારા આયોજિ ત IMC ભારત કોલિંગ કોન્ફર ન્સ 2026 થીમ પર માનનીય મુખ્ય અતિથિ તરીકે ઉદ્ઘાટન સત્રને સંબોધન કર્યું. શ્રી રાવલે ભાર મૂક્યો કે મહા રાષ્ટ્ર તકની રાહ જોઈ રહ્યું નથી, તે તેનું એન્જિનિયરિંગ કરી રહ્યું છે. તેમણે ભાર મૂક્યો કે મહારાષ્ટ્ર સ્કેલ, વિશ્વાસ અને વૈશ્વિક સ્પર્ધાત્મકતાનું નિર્માણ કરી રહ્યું છે અને ઉલ્લેખ કર્યો કે MSME એ આપણા અર્થતંત્રનું ચેતાતંત્ર છે જ્યારે કૃષિ તેનો પાયો છે.

Publication/Channel
Gujarat Mitra

Edition
Mumbai

Date
28/2/2026

UPDATE (IMC)

IMC Bharat Calling Conference

Shri Jaykumar Rawal, Hon'ble Minister of Marketing and Protocol, Government of Maharashtra addressed the inaugural session as the honourable Chief Guest at the IMC Bharat Calling Conference 2026 themed 'Building a Globally Competitive Manufacturing and Export Powerhouse' organized by the IMC Chamber of Commerce and Industry (IMC) today in Mumbai. Shri Rawal underscored that ''Maharashtra is not waiting for an opportunity, it is engineering it. He highlighted that Maharashtra is building scale, trust and global competitiveness and mentioned that MSMEs are the nervous system of our economies while agriculture is its foundation. He reiterated that we should convert farmers into agriculture entrepreneurs and encourage their participation in global trade with adequate policy support.



Publication/Channel: Financial Express

Edition: Mumbai

Date: 10/03/2026

UPDATE (IMC)

IMC Bharat Calling Conference

Shri Jaykumar Rawal, Hon'ble Minister of Marketing and Protocol, Government of Maharashtra addressed the inaugural session as the honourable Chief Guest at the IMC Bharat Calling Conference 2026 themed 'Building a Globally Competitive Manufacturing and Export Powerhouse' organized by the IMC Chamber of Commerce and Industry (IMC) today in Mumbai. Shri Rawal underscored that ''Maharashtra is not waiting for an opportunity, it is engineering it. He highlighted that Maharashtra is building scale, trust and global competitiveness and mentioned that MSMEs are the nervous system of our economies while agriculture is its foundation. He reiterated that we should convert farmers into agriculture entrepreneurs and encourage their participation in global trade with adequate policy support.



Publication/Channel: Indian Express

Edition: Mumbai

Date: 11/03/2026

Online Coverages

Website	Date	Edition	Link
ANI News	28/2/26	Online	https://www.aninews.in/news/business/india-poised-for-major-leap-in-ai-to-become-global-services-powerhouse-like-it-revolution-nse-md-amp-ceo-ashish-kumar-chauhan20260227115637/
Zee Business	28/2/27	Online	https://www.zeebiz.com/india/news-nse-ceo-ashish-kumar-chauhan-highlights-india-s-path-to-ai-and-tech-dominance-391164
Tribune India	28/2/28	Online	https://www.tribuneindia.com/news/business/india-poised-for-major-leap-in-ai-to-become-global-services-powerhouse-like-it-revolution-nse-md-ceo-ashish-kumar-chauhan/
newkerala.com	28/2/29	Online	https://www.newkerala.com/news/a/india-poised-major-leap-ai-become-global-services-789.htm
Divya Marathi	28/2/30	Online	https://divyamarathi.bhaskar.com/business/news/nse-md-ceo-ashish-kumar-chauhan-said-india-poised-for-major-leap-in-ai-to-become-global-services-powerhouse-like-it-revolution-137311594.html
Bhaskar	28/2/31	Online	https://www.bhaskar.com/g/business/news/nse-md-ceo-ashish-kumar-chauhan-said-india-poised-for-major-leap-in-ai-to-become-global-services-powerhouse-like-it-revolution-137311382.html

Post by Chief Guest/ Speakers on social Media Handles

		Handle	Link
Official account of Shri Jaykumar Rawal - (Chief Guest at the inaugural session)	27/2/26	jaykumar_rawal_official	https://www.instagram.com/p/DVQNsmwCVWB/?img_index=1&igsh=MTJmeHh1OW9oeXB3bA
Official Account of NSE India - address of Mr. Ashishkumar Chauhan, NSE	26/2/26	nseindia	https://www.instagram.com/p/DVQCR4mDYvo/?igsh=MTRzbnN3ZzRucXpuOA==
LinkedIn post from official account by Mr. Sanjaya Mariwala, Past President, IMC and speaker at the conference	26/2/26	Online	https://www.linkedin.com/posts/sanjayamariwala_bharatcalling2026-exportgrowth-ugcPost-7433407336284753921-
LinkedIn post from official account by Mr. Raj Nair, Past President, IMC and speaker at the conference	26/2/26	Online	https://www.linkedin.com/feed/update/urn:li:activity:7434100198416560128/
LinkedIn post from official account by Mr. Mahendrakumar Chouhan, Vice President, IMC	28/2/26	Online	https://www.linkedin.com/feed/update/urn:li:activity:7432326808559271936/
LinkedIn post from official account by Mr. Anish Damania - a speaker at the conference	28/2/26	Online	https://www.linkedin.com/posts/anish-damania-b608ab2_imcbharatcalling-bharatcalling2026-industry40-activity-7433440101654876160-rpJv?utm_source=social_share_send&utm_medium=android_app&rcm=ACoAAAfh9nEB-WDwBzSstdWqqznJAszfPE9lZYT4&utm_campaign=copy_link

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AudioBridge-Lexiphoria	Consulate General of the Kingdom of the Netherlands	Finance Industry Development Council
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Director – Strategy and Engagement

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About IMC Chamber of Commerce and Industry

IMC Chamber of Commerce and Industry has a rich legacy of over a century of existence. It was founded on September 07, 1907 by few Indian Merchants, who came together to establish a Swadeshi institution to fight for the rights of the swadeshi businesses. The Chamber exclusively served the interests of Indian business community and also took part in several key political movement pre-independence. In recognition of the Chamber's contribution to nation building, Mahatma Gandhi accepted honorary membership in 1931, the only Chamber which has this distinction. After independence, IMC has played a significant role in consolidating Indian business interests and making the Indian economy self-reliant. At its 100th year, a postal stamp was issued by the government of India recognizing the services of the Chamber.

Over the years, a galaxy of leaders, both Indian and International, including Presidents and Prime Ministers, have adorned the Chambers by their visits. The foundation stone of the Chambers' building in Churchgate at Mumbai was laid by first Home Minister of India Sardar Vallabhbhai Patel.

Headquartered in Mumbai, the Chamber has since evolved into an industry body that represents the voice of over 400,000 businesses and industry establishments across India from diverse sectors of industry with its membership base of over 5000 members and over 150 trade associations affiliated to it. The Chamber's core function is to provide policy inputs and to promote interests of industry and economic growth of the country.

Since its inception in 1907, the Chamber has evolved into an institution keeping pace with the time by adapting itself to contemporary trends, while at the same time continuing on the path of its proud legacy of over a century in the service of nation building and simultaneously fulfilling its responsibility towards the welfare and well being of society. The Chamber is now a cradle for nurturing young talents and promoting emancipation of women through Young Leaders' Forum and Ladies' Wing which have become embodiment of youth enterprise, positivism, proactive thought leadership, and movement for women empowerment and entrepreneurship.

The Chamber's expansive global network with formal understanding with over 150 chambers and government agencies, the IMC platform offers its members benefit of this network opportunities to explore and expand their operations. The year round activities of dialogues and discussions with eminent business, political, societal and government leaders on a wide range of issues to create environment for sustainable economic and social development is uniquely enriching, knowledge sharing and relationship building experience.

The Chamber's state-of-the-art International ADR Centre offers institutional arbitration of disputes in international standard facilities and established rules and panel of arbitrators.

IMC has selected "Manifest a Better Bharat with AI" as its theme for the year 2025-26. Various programmes and activities undertaken by the Chamber throughout the year will center around this theme.

NOTES

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