



Annual Report

2025-2026

Bombay Chamber's 190th Foundation Day Celebration

Bombay Chamber of Commerce & Industry's 190th Foundation Day Celebration was held on Wednesday, December 17, 2025 at St Regis Hotel, Lower Parel, Mumbai.



Welcome Address

Rajiv Anand
President, Bombay Chamber &
MD & CEO, IndusInd Bank Limited



Keynote Speaker

Smt. Arundhati Bhattacharya
President & CEO, Salesforce South Asia



Fireside Chat

Latha Venkatesh (Moderator)
Executive Editor, CNBC TV18



Vote of Thanks

Sudhanshu Vats
Sr. Vice President, Bombay Chamber &
MD, Pidilite Industries Ltd.

The book titled '**DEI Dynamics in India Inc 2025**' was unveiled.



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Bombay Chamber's Board of Directors 2025-26



President

Rajiv Anand

MD & CEO, IndusInd Bank Limited

Rajiv Anand is a seasoned banking leader with over 35 years of experience across the Indian and global financial services sector, spanning capital markets, asset management, retail and wholesale banking, and digital banking. He is recognised for his strong institution-building capability, governance orientation, and balanced approach to growth and risk.

Prior to assuming his current role, Rajiv spent 16 years with the Axis Bank Group, where he held several senior leadership positions. He joined in 2009 as the founding CEO of Axis Asset Management Company, establishing the organisation from inception by putting in place robust governance frameworks, investment processes, and scalable distribution capabilities. Rajiv was elevated to the Board of Axis Bank in 2016 and led the Banks' Retail Banking franchise till 2019.

Rajiv later served as Deputy Managing Director at Axis Bank, overseeing key businesses including Wholesale Banking and Digital Banking, till his retirement in 2025.

He currently serves as President (2025–26) of the Bombay Chambers of Commerce and Industry and is a member of the CII National Committee on Banking.

Rajiv is a Commerce graduate and a Chartered Accountant.



Senior Vice President

Sudhanshu Vats

Managing Director, Pidilite Industries Ltd.

An Alumnus of IIM Ahmedabad and NIT Kurukshetra, Sudhanshu has a career spanning 33 years across sectors with a strong track record of propelling significant business growth and creating long-term value for all stakeholders of the company. He is an inspirational leader and mentors many young CEOs and CXOs, some of whom started their careers with him.

Before joining Pidilite, he was the Managing Director and CEO at EPL Limited (formerly Essel Propack Limited). Under his leadership, the company grew in double digits and developed a well-articulated strategy of "Leading the Pack" with Sustainability at its core.

As the Managing Director and Group CEO of Viacom18 Media Private Limited, he transformed the company into the fastest-growing full-play media organization with strong Digital footprint, expanding its presence across multiple screens and platforms. Viacom18 quadrupled its top line to \$ 600 m with consistently positive PAT delivery in this period.

Sudhanshu began his professional journey as Management Trainee at Hindustan Lever (now Hindustan Unilever) in 1991, where he spent 20 years across Sales & Marketing and General Management roles shaping, and elevating popular household brands like Lipton, Surf Excel, Rin, Wheel, Dove, Lifebuoy and Lux. He successfully launched Domex, Lipton Iced Tea, and Comfort in the Indian market. In his last role at Unilever, as Vice President - Laundry South Asia and Global Vice President - Radiant (Rin Brand), Sudhanshu grew these businesses by 20%+ crossing the € 1 Billion milestone. During 2004-2005, Sudhanshu worked with BP in India as VP Marketing, Castrol India Limited and successfully relaunched the Castrol Master Brand.

Sudhanshu is the Senior Vice President and Director on the Board of Bombay Chamber of Commerce and Industry. He is the Co-Chair of National FMCG Committee of CII. He is the Director and Vice President of ASCI. He is also on the Global Advisory Board of Columbia University, New York.

Sudhanshu is an NTSE Scholar (1983). He holds the Governor's Medal for All Round Best Student at MNSS Rai (1985) and Gold Medal for All Round Best Student at NIT Kurukshetra (1989). Sudhanshu is a Six Star (World Marathon Majors) Sub-4-hour marathon runner. His philanthropic focus is on education. He serves on the advisory board of several NGOs.

Directors/Additional Directors



A. Balasubramanian
Managing Director & CEO
Aditya Birla Sun Life AMC Ltd.



Anil Radhakrishnan
Chief Executive Officer
GMR Enterprises-GMR Group



Apurva Diwanji
Senior Partner
Desai & Diwanji



Ashith Kampani
Chairman
CosmicMandala15 Securities Pvt.Ltd.



Dhiraj Relli
Managing Director & CEO
HDFC Securities Ltd.



Girish Agarwal
Promoter Director
DB Corp Ltd.



Navneet Munot
Managing Director & CEO
HDFC Asset Management Co. Ltd.



Parameswaran Ramakrishnan
EVP–Accounts, Taxation & Investor Relations
Larsen & Toubro Ltd.



Rajan Raje
Founder & CEO
NICHEM SOLUTIONS



Rajeshree Sabnavis
Senior Advisor- Tax,
Regulatory & Consulting Ecosystems
Grant Thornton Bharat LLP



Sanjay Dutt
Managing Director & CEO
Tata Housing Development Co. Ltd.



Vibha Padalkar
Managing Director & CEO
HDFC Life Insurance Co. Ltd.

Invited Members



Aditya Kasyap
Head-Home Care India Fabric Cleaning
Hindustan Unilever Ltd.



Ajay Popat
Ion Exchange (India) Ltd



Amar Kaul
Global CEO and Managing Director
CG Power & Industrial Solutions Ltd



Amish Mehta
Managing Director & CEO
Crisil



Amit Sarda
Director
PT Invent India Pvt. Ltd.



Anup Vikal
Chief Executive Officer
Maple Infrastructure Trust



Arun Lakhani
Chairman & MD
Vishvaraj Environment Ltd.



Asit Bhatia
Vice Chairman, Global Corporate &
Investment Banking Group, India
Bank of America



Capt. Avinash Batra
Chairman
Seahorse Ship Agencies Pvt. Ltd.



Bharat Vasani
Senior Advisor-Corporate Laws
Cyril Amarchand Mangaldas



Girija Subramanian
Chairman-cum-Managing Director
The New India Assurance Co. Ltd.



Hemant Tawde
Director
Revti Industries Pvt. Ltd.

Invited Members



Joiel Akilan

Executive Director & Chief Representative
Banco Bilbao Vizcaya Argentaria (BBVA)



Kabir Ahmed Shakir

Chief Financial Officer
Tata Communications Ltd.



Pradip Shah

Chairman
IndAsia Fund Advisors Pvt. Ltd.



Prasad Chandran

Chairman
SEEGOS



Puneet Chhatwal

Managing Director & CEO
The Indian Hotels Co. Ltd.



Ravi Ramachandran

Managing Director
GAC Shipping (India) Pvt. Ltd.



Russell Parera

Partner
PricewaterhouseCoopers Services LLP



Dr Vinod Chopra

Managing Director
Sai Industrial Alliances Pvt. Ltd.

Special Invitees

From organisations
promoted by Bombay Chamber



S. Hajara

Chairman, Bombay Chamber
of Commerce & Industry Trust for Economic
and Management Studies

From the Government



Shri Bhushan Gagrani, IAS

Municipal Commissioner
Municipal Corporation of Greater Mumbai



Shri Gaurav Dayal, IAS

Chairperson
Jawaharlal Nehru Port Authority

Reciprocal Invitee



Sunita Ramnathkar

President
IMC Chamber of Commerce
and Industry

Bombay Chamber Secretariat



Sandeep Khosla
Director General

Past Presidents

[All Past Presidents are permanent invitees to the Board]



Pinky Mehta
2024-25



Ritesh Tiwari
2023-24



Nilesh Shah
2022-23



Anjali Bansal
2021-22



Sudhir Kapadia
2020-21



Dr V S Parthasarathy
2019-20



Sunil Mathur
2018-19



F N Subedar
2017-18



P R Ramesh
2016-17



R Mukundan
2015-16



Dr Hasit Joshipura
2014-15



Neera Saggi
2013-14

Administrative Sub Committees

The Board constituted the following Sub-Committees on 25th June 2025, under Article 13(2)(a) of the Articles of Association of the Bombay Chamber, to carry out administrative and financial functions on its behalf.

Investment, Finance & Advisory Committee

1. Rajiv Anand, President (ex-officio)
2. Sudhanshu Vats, Sr. Vice President (ex-officio)
3. Pinky Mehta, Past President
4. Nilesh Shah, Past President
5. Sudhir Kapadia, Past President
6. Dr. V. S. Parthasarathy, Past President
7. F.N. Subedar, Past President
8. P. R. Ramesh, Past President
9. Ashok Barat, Past President

Membership Approvals and Member Grievance Committee

1. Rajiv Anand, President (ex-officio)
2. Sudhanshu Vats, Sr. Vice President (ex-officio)
3. Apurva Diwanji, Board Member
4. Zia Mody, Member

Staff Committee

1. Rajiv Anand, President (ex-officio)
2. Sudhanshu Vats, Sr. Vice President (ex-officio)

Bombay Chamber Membership

Election of Members during the year 2025-26			Membership position as on March 31, 2026		
MEMBERS	<u>2024-25</u>	<u>2025-26</u>		<u>2024-25</u>	<u>2025-26</u>
• Special Corporate	8	6	MEMBERS	915	989
• Regular Corporate	19	68	ASSOCIATE	868	940
ASSOCIATE	122	72	ASSOCIATE LIMITED	1610	1612
ASSOCIATE LIMITED	10	0	TOTAL	3393	3541



Directors' Report

To,
The Members of Bombay Chamber of Commerce & Industry

The Board has pleasure in presenting the **190th Annual Report of the Chamber** together with the Audited Statement of Accounts for the year ended March 31, 2026.

1. Financial Results

The summary of financial results of the Company for the year ended March 31, 2026 is as follows:

(Rs. in Lakhs)

Particulars	2025-26	2024-25
Total Income	1334.83	1282.10
Total Expenditure	1174.53	1037.39
Excess of Income over Expenditure before exceptional item, tax & tax adjustments of earlier years	160.30	244.71
Add: Exceptional Item - Provision for service tax of earlier years written back on receipt of Refund	-	194.17
Excess of Income over Expenditure before tax & taxation adjustments of earlier years	160.30	438.88
Less: Tax expenses	-	-
Add/(Less) : Taxation Adjustments of Earlier Years	22.91	15.21
Balance Carried to Accumulated Surplus	183.21	454.09

During the year, the Chamber earned a total income of Rs. 1334.83 lakhs as compared to Rs. 1282.10 lakhs in the previous year. The excess of income over expenditure after tax & before taxation adjustments of earlier years is Rs. 438.88 lakhs as compared to Rs. 160.30 lakhs in the previous year.

Brief overview

Established in 1836, the Chamber has a long and illustrious history of continuous service to Trade and Industry. It represents a wide spectrum of highly reputed and professionally run companies which are based in the city of Mumbai, but whose manufacturing facilities and commercial influence spread not only all over India but also internationally. Approximately 60% of the Chamber's membership comprises Small and Medium Enterprises (SMEs), including Start-ups. One of the major focuses of the Bombay Chamber continues to be on how to expand Manufacturing setups and substitute imported products under "Atmanirbhar Bharat" so that MSME's can survive and grow in the current business climate. As part of its efforts to improve India's competitiveness, the Bombay Chamber has continued with its advocacy and has also hosted seminars and sessions on policy-related topics.

This year's theme Shaping the Future: Innovation, Inclusion, Impact has 5 mission elements - Catalysing Sustainable Economic Growth, Driving Technology and Innovation, Empowering Human Capital, Deepening Public-Private Partnerships and Modernising the Chamber for the Next Generation.

The Chamber, which acts as a communication link between Society, Government and Industry, is managed by professionals, having expertise in their respective sectors and, the member organizations that they represent have global presence and access to global talent. Many of the Board Members of the Chamber run transnational company operations, having access to international expertise and vast pool of knowledge. The Chamber also works in partnership with Central & State Government/Institutions, Municipal Corporations, various local authorities etc. to address the issues faced by the Nation, State & the City and improve the effectiveness of the administration for public benefit.

Since the Chamber's Unique Selling Point is the intellectual capital inherent in its membership, it concentrates on promoting good governance and ethical conduct in business and public life, in addition to ensuring equitable and balanced industrial growth of the country.

Although the name 'Bombay Chamber' may suggest a membership organization exclusive to the city of Mumbai, in reality the organization stands for a wide spectrum of highly reputed companies whose manufacturing facilities and commercial influence extend not only throughout India but also worldwide.

We are pleased to inform you that the Chamber is continuing the issuance of Certificate of Origin (Digital) for supporting our members from the exporter community and also continues in parallel, its CO office operation/counters at Ballard office, as per the required norms. For updation of its members during this period, the Chamber conducted webinars on various topics covering areas such as Legal, Taxation, Sustainability, Banking & Finance, etc. Our Labour Advisory Department has been regularly supporting members by providing opinion and advisory to our members on recent issues. The Centre for Mediation and Conciliation (CMC) has been actively spreading awareness about mediation to resolve disputes even in the time of lockdown. CMC has successfully conducted remote mediations over audio and/or video conferencing.

The Chamber continued to hold Conclaves, Conferences and Surveys on subjects of current interests. The Chamber also came out with various publications like DEI Dynamics in India Inc. 2025, CSR Year Book 2025: Making a Difference and The CEO's AI Playbook. In addition, the Bombay Chamber continued with its DEI Awards in 2025.

Key highlights of the Chamber during the year:

We are honoured to share that our President, Ms. Pinky Mehta and International Trade and Commerce Committee Chairman, Mr. Viraj Kulkarni, were in Cyprus on June 15, 2025, for the official Cyprus-India roundtable discussion "Advancing a Strategic Economic Partnership" in the presence of Hon. Prime Minister of India Shri Narendra Modi and His Excellency Mr. Nikos Christodoulides, President of the Republic of Cyprus. The Bombay Chamber was privileged to be the first Indian chamber represented at this important forum. They participated in a high-level business roundtable in Limassol aimed at enhancing bilateral trade and fostering new opportunities across key sectors.

Agriculture & Food Processing:

The Bombay Chamber partnered with Taiwan SMART Agriweek, held from September 2 to 5, 2025 at TaiNEX-1, Taipei City. As Asia's leading SMART 5-in-1 Expo covering Agriculture, Aquaculture, Livestock & Feed, and Cold-Chain, the event served as a dynamic hub for global collaboration, innovation, and knowledge exchange. A 15-member delegation from the Chamber engaged actively in networking, strategic dialogues, and knowledge exchange with international stakeholders. This partnership reaffirmed the Chamber's dedication to promoting sustainable agri-food systems and strengthening cross-border cooperation. Guided by its five core values—Sustainability, Market, Advance, Resilience, and Technology (SMART)—Agriweek spotlighted cutting-edge innovations spanning the farm-to-fork ecosystem, accelerating progress in food security, climate resilience, and agri-tech adoption.

The 16th AgriCorp Conference 2025, themed "Innovation in Agriculture: Unlocking New Growth and Sustainability," was held on 11-12 December 2025 at the Pune International Exhibition & Convention Centre, Pune, along with the Kisan Exhibition. The two-day conference brought together policymakers, industry leaders, farmers, agri-entrepreneurs, investors and technology providers to deliberate on emerging trends, policies and innovations shaping Indian agriculture. Key sessions focused on sustainable agriculture, AI-driven smart farming for livestock and dairy, agricultural tariffs and trade policies, financial empowerment in agriculture, and investing in Agri-AI. A major highlight was the Fund Quest: Agripreneurs 2025, a focused investment platform curated by the Bombay Chamber of Commerce & Industry with support from RampUp Advisory LLP, was held as part of the 16th AgriCorp Conference. The initiative offered startups a structured platform to present their business ideas, undergo expert evaluation and participate in live pitching sessions before investors and industry experts, enabling funding opportunities, strategic collaborations and partnerships. It enhanced startup visibility, facilitated access to growth capital and further strengthened the startup ecosystem through funding-focused initiatives across India. The conference reaffirmed the critical role of innovation, technology adoption and collaboration in driving sustainable growth and strengthening the resilience of Indian agriculture.



Banking, Financial Services & Insurance:

The Bombay Chamber successfully hosted a high-level roundtable discussion on the Future of Insurance Distribution in India – Innovation, Access, and Accountability on June 19, 2025. The closed-door event brought together senior leaders, policy influencers, and stakeholders from the insurance ecosystem to deliberate on emerging trends and regulatory shifts shaping the distribution landscape. Shri. Satyajit Tripathy, Member - Distribution, IRDAI, was the Chief Guest for the Roundtable Discussion. His insightful address set the tone for a meaningful exchange of ideas and perspectives around digital innovation, distribution accessibility, and the evolving accountability frameworks within the sector. The highlight of the event was a strategic dialogue with Shri. Tripathy, where participants explored collaborative approaches to navigate regulatory challenges and futureproof distribution strategies in a rapidly digitizing environment.

The Bombay Chamber hosted the Insurance Summit 2025 at the Taj Santacruz, Mumbai, under the theme "Viksit Bharat – Catalysing Insurance for a Resilient Future". The summit brought together prominent figures from the insurance and reinsurance sectors, policymakers, technology leaders, and financial services experts to explore how insurance can drive inclusive growth and contribute to national development. In his Keynote Address, Nilesh Sathe, Former Whole-time Member of IRDAI, reflected on the transformative potential of technology, artificial intelligence, and micro-insurance, and urged the sector to strengthen public-private partnerships in flagship schemes such as PM Jan Arogya Yojana and PM Fasal Bima Yojana. He underscored the need to embrace insurance as a national mission on the path to Viksit Bharat, stressing that climate risk is also a financial risk. The summit emphasised the pressing need to widen access to insurance, noting that nearly half the vehicles on Indian roads remain uninsured, and called for innovative approaches to expand coverage and strengthen resilience. The summit also addressed about ongoing digital transformation in financial services, highlighting its critical role in building resilience and driving growth. The event also featured the launch of the PwC Position Paper on Agentic Automation in Insurance, which outlined how autonomous AI agents are transforming operational efficiency, customer engagement, and risk management. The summit had three engaging panel discussions which explored the opportunities and implications of the proposed amendments to the Insurance Bill 2025; examined how the industry can become more customer-centric and focused on tech-driven innovation, inclusion, and trust.

The Mutual Fund Conclave 3.0, organised by the Bombay Chamber on 19th November, 2025 pointed out that mutual funds have often provided exit routes to both FPIs and promoters, and reminded that such actions must always remain aligned with the long-term interests of Indian investors. It was observed that while equity participation has risen sharply, categories such as debt and precious metals remain significantly under-represented compared to traditional physical holdings. It was urged the industry to build products and investor engagement models that appeal to safety-seeking savers, supporting them on the journey from traditional accumulation to structured financial growth. It was recommended that the industry should maintain its mission-led approach as India progresses toward 2047, ensuring that capital markets contribute to broad-based prosperity and long-term value creation. The first panel discussion of the day, Mutual Funds – Mobilising Savings from Bharat, highlighted the importance of improving relevance and access for first-time investors, particularly across Bharat. A Fireside Chat explored the growing footprint of mutual funds across the country. It pointed out that directly or indirectly, every Indian is already a mutual fund investor, and highlighted that financial behaviour is shaped slowly through experience, trust, and sustained education. It called on the industry to scale responsibly, build deeper investor touchpoints, and continue nurturing a data-led, trust-driven investing culture across Bharat. The second panel of the day, titled Mutual Funds & IPOs – Growth Drivers for a Viksit Bharat, highlighted the importance of professionally managed portfolios, particularly for individuals who lack the time or expertise to manage investments, and pointed to GIFT City as a gateway opening global markets to Indian investors. It stressed the need to support households in building wealth prudently even during expensive market phases, reinforcing the value of discipline and long-term investing. While current flows remain concentrated in regulated markets, India is steadily moving toward greater participation in private markets—a shift that could unlock substantial wealth creation.

The Banking Conclave 3.0: Future of Banking, organised by the Bombay Chamber on 21st January, 2026 brought together senior bankers, policymakers, fintech leaders, and financial services experts to deliberate on how India's banking system must evolve to remain resilient, inclusive, and future-ready. The conclave examined the structural, technological, and regulatory shifts shaping the next decade of banking. The first panel discussion, "Changing Face of Banking," examined how technology, data analytics, and new-age players are redefining the banking landscape. The discussion focused on the convergence of banks and fintechs, the growing role of alternative data in credit assessment, and the shift towards embedded finance and platform-based banking models. A key highlight of the conclave was the Fireside Discussion on "The Bank of 2030," wherein discussion focused on how banks must navigate a rapidly evolving financial ecosystem marked by digital disruption, changing liability structures, the growing role of non-bank players, and increasing interlinkages across the financial system. The session emphasised the need to balance innovation with stability, underscoring the importance of sound governance, robust risk management, adequate capital and liquidity, and a regulatory framework that remains flexible while safeguarding systemic trust. The conversation offered a forward-looking regulatory perspective on consolidation, competition, and resilience in a technology-driven banking landscape. The second panel, "Consolidation and Regulation in Banking," examined consolidation as a strategic response to scale, competitiveness, and regulatory demands, while underscoring the importance of governance, capital strength, and institutional integration.

Corporate Social Responsibility & Sustainability:

The Sustainability Committee of the Bombay Chamber in collaboration with Siemens Ltd., had organised Certified Industrial Electrical Safety Training at Siemens Ltd, Kalwa on 3 & 4 April 2025. It was a two days Training program - theory and practical training. In this Training participants got hand on experience about Safety Management; Why Safety? Zero Harm Culture, Dangers from Electricity, Fundamentals of Electricity, Basic Principal of Electrical Accident Prevention, Golden Rules of Electrical Safety - Siemens Video Based Interactions; Disconnection from Supply (Isolation), Safeguard against reconnection (LOTO), Verify the safe isolation from supply (Absence of Voltage), Earth and Short Circuit and Corden off Neighboring Live Parts. Electrical Emergency Handling, Rescue, and Incident Reporting, Learning from Past Incidents and Route Causes, Case Studies & Importance of Safe Work Method Statement (SWMS) Story board and Assignments for preparation of SWMS, Importance of Single Line Diagram, Temporary Power Supply Distribution, Earthing / Grounding System, RCCB, MCB, AFDD, Importance of Protection in Electrical Systems, Assignments - SWMS Discussion & Review, LV Panels, HV Panels, Outdoor Equipment's, IP protection and its Importance, Working Near Live Parts under partial shutdown conditions, Assignments - SWMS Discussion & Review, Safety Commitment and Assessment. On the second day, participants appeared for an examination, based on which they will be awarded a certificate valid for two years under this training programme.

The Sustainability Committee of the Bombay Chamber organized an industrial visit to the Hindustan Unilever Limited (HUL) Amlī Factory in Silvassa on April 25, 2025. A comprehensive presentation was made on the factory's operations, highlighting key focus areas including workplace safety, sustainability initiatives, community engagement (such as the Prabhat program), employee skill development, diversity, and the overall manufacturing process. Key Highlights from the Visit were observation of product lines, manufacturing excellence, Digital Transformation and Commitment to Safety.

The Corporate Social Responsibility Committee of the Bombay Chamber conducted a focused and insightful webinar on "Understanding CSR Impact Assessment" on May 6, 2025. The session addressed about CSR as mandated under the Companies Act, 2013, which requires qualifying companies to engage in CSR activities. It emphasized the role of the Ministry of Corporate Affairs (MCA) in promoting impact assessment for large-scale CSR projects, aimed at ensuring effective utilization of funds. Key themes covered during the session included: i) The significance of CSR Social Impact Assessment in evaluating the social, economic, and environmental outcomes of CSR initiatives; ii) The importance of aligning CSR efforts with the Sustainable Development Goals (SDGs); iii) Stakeholder engagement and participation in CSR projects; iv) The role of impact assessment in enhancing transparency, accountability, and program effectiveness; v) Strategies to identify opportunities for improvement and scaling successful initiatives; The webinar also addressed importance of CSR Social Impact Assessment which will ensure accountability and transparency in CSR spending, measures the effectiveness and real-world outcomes of initiatives, aligns CSR objectives with broader development goals and helps organizations learn, adapt, and amplify impact.



The CSR Committee of the Bombay Chamber organized a webinar on “Carbon Offset Markets: Frameworks, Functionality, and Future Directions” on 7th August 2025. The discussion contextualized India's pledge to achieve Net Zero carbon emissions by 2070, announced at COP26 in Glasgow, and the submission of ambitious Nationally Determined Contributions (NDCs). Carbon markets were presented as a critical policy and financing instrument, enabling the trade of verified emission reductions, providing cost-effective pathways for industries to meet climate goals, channel finance into green technologies, and invest in nature-based solutions. Alignment with international standards, robust governance, and private sector participation were emphasized as essential for building a credible Indian Carbon Market (ICM). The webinar focused on four key thematic areas. Carbon Markets: Understanding the Basics explored the generation, verification, and trading of carbon credits, distinguishing between voluntary and compliance markets. Policy Landscape and Emerging Market Trends covered India's Net Zero roadmap, the upcoming ICM, and global frameworks such as Article 6 of the Paris Agreement and CORSIA. Business Engagement in Carbon Markets highlighted why and how businesses participate, practical considerations in buying, selling, and retiring credits, and the role of offsets in achieving sustainability goals. Best Practices in Project Engagement and Due Diligence examined high-integrity carbon offset projects, criteria such as additionality, permanence, and co-benefits, and safeguards against greenwashing.

At the CSR Conclave organised by the Bombay Chamber on 19th September, 2025, Dr. Bhaskar Chatterjee, former Secretary to the Government of India and currently Senior Advisor at Deloitte India and Dua Consulting, questioned the initial scepticism surrounding the legislation and highlighted how its unique features, such as board-level oversight and the requirement to allocate a percentage of profits (PoP) to CSR activities, have helped institutionalise the practice. A key theme of his speech was the importance of linking CSR spending to profitability, thereby ensuring that companies contribute meaningfully without compromising financial stability. He emphasised the role of India's vast network of non-governmental organisations (NGOs) and civil society organisations in executing CSR programmes, noting that their involvement has been instrumental in reaching underserved communities. Transparency and accountability, he argued, must remain central to CSR efforts, with companies publicly declaring their initiatives and outcomes. He outlined the project-based approach that has become standard in Indian CSR –beginning with baseline surveys and need assessments, followed by structured funding, documentation, monitoring and social impact evaluation. The highlight of the Conclave was the release of the Chamber's first edition of the CSR Year Book which featured CSR case studies of 12 projects of leading corporates including Aditya Birla Capital Foundation, Ambuja Foundation, Axis Bank, Deutsche Bank AG, Godrej Consumer Products, Hindustan Unilever Limited, HSBC India, IndusInd Bank, Kotak Mahindra Group, Larsen & Toubro, Mahindra and Mahindra and Siemens. A fireside chat outlined what corporates should do to be compliant and transformative and stressed on the need to encourage grassroots organisations. There were two panel discussions on 'Risk Assessment and Grantee/Partner Selection' and 'Call for a Robust Monitoring & Evaluation System for CSR Projects'.

The Corporate Social Responsibility Committee (CSR) of the Bombay Chamber hosted a Webinar on Understanding CSR Compliance on 8th October 2025. The objective of the webinar was to enable companies as also their CSR implementing agencies and other professionals get a more clear idea about compliance requirements under law. The session addressed understanding all the subsections of Section 135 of the Companies Act, Schedule VII and CSR Rules, etc. how CSR activities can be implemented, what activities would not qualify as CSR?, Failure to spend CSR funds, Excess CSR spends may be set off, surplus arising out of the CSR activities, Acquisition of capital assets, Impact assessment, Cap on administrative overheads, No cap on designing and monitoring and evaluation, CSR registration number, Role of international organisations, capacity building, annual plan, annual reporting, CSR compliance and governance and What companies are expected to do etc.

Bombay Chamber's annual Sustainability Conclave 2025 held on 19th November 2025 focused on Closing the Loop: Circular Pathways to Business. With a line-up of eminent leaders in the field, the Conclave touched upon the current scenario in circularity and the challenges within. Panelists were in agreement that policy interventions were the need of the hour to incentivise players who have entered the field. The panel discussion on 'Beyond Compliance: Leveraging EPR for Business Sustainability' was followed by a Fireside Chat on Collaboration Across Value Chains: Building Ecosystems for Circular Growth which outlined the purpose of

setting up CERO – to bring the hassle-free vehicle recycling experience to every doorstep and help everyone contribute towards a greener future. The second panel discussion was on 'Design to Disposal: Product Innovation, Data and Material Efficiency' deliberated on how it is necessary for organisations to move from compliance to competitiveness and design products sustainable by nature. It was agreed that scalability brings competitiveness and this will come only when consumers are aware of it. Brands and value chains need to brand around circularity which is not the scenario at the moment. It also discussed how digitalization can help move the needle on circularity.

Digitalisation:

Bombay Chamber organized an online Advanced Cyber Security Certification Course on April 15-17, 2025 focusing on enhancing their understanding of cyber security, regulations, and best practices. The session addressed the significance of cyber security awareness, protecting data and critical assets, leveraging social media effectively, understanding personal data vulnerabilities, comprehending and addressing attack vectors, responding to cyber security incidents, cyber security best practices, maintaining a strong security posture, advanced investigation techniques, establishing a strong ethical foundation, vendor and partner management.

Bombay Chamber organized an online Agentic AI Certification Course on April 22-23, 2025. On the first day there was a brief introduction to Agentic AI, Understanding AI agents vs. traditional AI models, Applications of autonomous AI agents in different industries, Agentic AI vs. Generative AI: Key differences and use cases, Ethical and safety considerations for autonomous AI, Fundamentals of AI Agents, Types of AI Agents Agent Architectures, State Representation & Memory, Goal-Driven & Task-Oriented AI Agents, Building Autonomous AI Agents, Creating AI Agents using LLMs (GPT, Claude, Gemini, etc.), Fine-tuning AI Agents for specific tasks, Prompt Engineering & Chain-of-Thought Reasoning for AI Agents, Understanding Multi-Agent Environments, Communication between AI Agents. Day two addressed about the Reinforcement Learning for AI Agents, Deep Reinforcement Learning (DRL) for autonomous decision-making, Reward Functions & Policy Learning, Q-Learning, PPO, DDPG & Other RL Techniques, Hands-on: Training an AI Agent to optimize decision-making, Memory, Retrieval & Planning in AI Agents, Adding Memory to AI Agents : Vector Databases, RAG (Retrieval-Augmented Generation), Hierarchical Planning & Task Execution, Tools for autonomous task prioritization, Hands-on: Building an AI Agent with a persistent memory system, Tool-Using AI Agents & API Integration, How AI Agents use external APIs, databases, and tools, Lang Chain & Auto-GPT frameworks, Automating business workflows with AI agents, Hands-on: Creating an AI agent that integrates with third-party APIs, Self-Learning & Self-Improving AI Agents, How AI Agents adapt & improve over time, Meta-Learning & Self-Evolution Strategies, Automated Model Fine-Tuning & Optimization, Hands-on : Developing an AI agent that learns from user feedback, AI Agents in Real-World Applications, Autonomous AI Agents in Business, Healthcare, and Finance, AI Agents for Personal Productivity (Automating Emails, Scheduling, etc.), Building Autonomous Research & Trading Agents, Hands-on : Deploying an AI agent for real-world automation, Deployment & Scaling Agentic AI Systems, Deploying AI Agents in Cloud & Edge Environments, Scaling AI Agents for high-performance applications, Monitoring & Optimizing AI Agent Performance, Final Project: Building and Deploying a Fully Functional AI Agent.

Bombay Chamber organized an online Session Unlocking the Power of AI for SMEs on June 4, 2025. The session addressed on how to use AI and how it is reshaping the industries He further explained the practical use case on AI in Marketing, Customer Service, Operations and Decision making and also enlightened the participants with Live AI Tools & Demos that can be used immediately, also asked participants to explore challenges, and get clear action steps tailored to SME realities.

Bombay Chamber organized an intensive and immersive 2-day online course on AI Auditing and AI tools for Auditing on July 3-4, 2025. AI Auditing isn't about using Gen AI to speed up compliance tasks. The real deal is auditing native Gen AI/ML systems—their behavior, bias, decision paths & governance. The course addressed 1) LLM Ops from a GRC perspective; 2) GRC Engineering - turning governance into systems thinking; 3) Policy-as-Code and CI/CD for Compliance Compliance-by-Design frameworks for AI pipelines; 4) Threat Modeling of AI systems; 5) Responsible AI, Ethical AI, Explainability & real-world risk alignment. The session also addressed Vibe Coding for AI Auditing—a qualitative, sentiment-layered lens using Replit to catch tone-driven risks in AI interactions. Participants also built a unified compliance tool from scratch and benchmarked it against platforms



like Lovable and Bolt to explore the trade-offs in trust portal design. And it wasn't slideware. This was more than a workshop—it was a compliance architecture lab for a future where AI is both the product and the risk surface. As AI systems become infrastructure, compliance must become code. The audit of tomorrow is not just faster. It's context-aware, model-grounded, and ethics-led.

Bombay Chamber organized an online Advanced Cyber Security Certification Course on July 8-10, 2025 focusing on enhancing their understanding of cyber security, regulations, and best practices. The course addressed: 1) The Significance of Cybersecurity Awareness; 2) Protecting Data and Critical Assets; 3) Leveraging Social Media Effectively; 4) Understanding Personal Data Vulnerabilities; 5) Comprehending and Addressing Attack Vectors; 6) Responding to Cybersecurity Incidents; 7) Cybersecurity Best Practices; 8) Maintaining a Strong Security Posture; 9) Advanced Investigation Techniques; 10) Establishing a Strong Ethical Foundation; 11) Vendor and Partner Management.

Bombay Chamber organized an online workshop on 11th July 2025 Prompt Engineering with Gen AI which showcased how AI can truly revolutionize our capabilities, elevating them to new heights, rather than dulling the human mind. AI is poised to enhance and expand it. The session not only delved into a diverse range of AI tools and prompt engineering but also sparked intriguing, philosophical contemplations.

Bombay Chamber organized online Workshop on Indian DPDPA Awareness on August 13, 2025. The session addressed about the Concept of Privacy and Data, the distinction of Personal and Non-Personal Data from Security Perspective, The Information Technology Act 2000 and Privacy. DPDPA Applicability, Obligations of Data fiduciaries, Rights and Duties of Data Principals, Exemptions and Legitimate uses, Data Protection Board and Grievance redressal mechanism, Data Breach and Penalties. The session also enlightened on Compliance Requirements under ITA 2000 and DPDPA 2023 and the Role of DPOs and Data Auditors and Career prospects. The program ended with a vote of thanks to the speaker and participants.

Bombay Chamber organised an nline Workshop on Create Your Own GPT Assistant – A No-Code for Business Leaders on September 4, 2025. The session addressed about the AI Assistants for the Real World, Platforms & Setup – GPT, Gemini, Copilot, Build a Simple GPT – Step by Step, Use Cases & Sharing GPTs in Your Org, Hands-On GPT Creation.

Bombay Chamber organized online Cyber Security Audit Certification Course on September 9-10, 2025 which addressed about the Importance of cybersecurity: recent breaches and business impacts, Threat Assessment & Management, Authorization Processes & Governance, Asset, Configuration, Change & Patch Management Practices and Enterprise Identity & Information Access Management (IAM). The training further enlightened the participants on Cybersecurity Audit, Cyber & Legal Regulatory Requirements, Incident Response & Business Continuity Planning, Emerging Threats, Security Awareness & Human Factor and Security Operations & Continuous Improvement.

Bombay Chamber organized an online Agentic AI certification course on November 19-20, 2025 which provided a comprehensive introduction to designing, building, and deploying autonomous AI agents. On Day 1, the focus was on core foundations, explaining how Agentic AI differs from traditional and generative AI models, and exploring real-world applications across business, healthcare, and finance. Participants learned key agent concepts such as agent types (reactive, planning, learning), agent architectures (perception, decision, action), the BDI model, memory structures, and how to build autonomous agents using large language models with prompt engineering, fine-tuning, and multi-agent systems supported by reinforcement learning. Day 2 covered advanced capabilities and real-world implementation. Topics included adding memory using vector databases and RAG, hierarchical planning, tool-using agents with API integration, and frameworks like LangChain and Auto-GPT. The course also addressed self-learning mechanisms, feedback loops, industry use cases, and best practices for deployment, scaling, monitoring, security, and governance. The course concluded with a hands-on project where participants built, deployed, and presented a fully functional autonomous AI agent, demonstrating its architecture, workflow, and performance.

Bombay Chamber organized an online Artificial Intelligence Automation in Global Trade Operations certification course on December 16-17, 2025. The AI Automation in Global Trade course provided a comprehensive overview of how artificial intelligence and automation technologies are transforming modern trade operations. Day One focused on building foundational knowledge. It addressed the core concepts of AI and automation in trade operations, helping participants understand essential AI fundamentals relevant to trade professionals. The sessions explored the use of Robotic Process Automation (RPA) to streamline trade documentation, customs processes, and operational workflows. Participants also learned how AI enhances supply chain and logistics management through improved forecasting, real-time visibility, and operational efficiency. It also emphasized advanced applications and strategic implementation. Mr. Basu covered trade compliance, risk, and security automation, highlighting how AI supports regulatory adherence and risk mitigation. The course examined digital trade infrastructure and cross-border automation, along with intelligent decision support systems that enable data-driven trade operations. Key discussions addressed sustainable and ethical AI practices in global trade and explored the future of AI-driven trade ecosystems. The course concluded with a capstone exercise and action planning session, where participants designed an AI and automation roadmap for a trade organization. This included identifying key metrics for measuring AI ROI and governance and developing policy recommendations to support AI-enabled global trade systems.

Bombay Chamber organized an online Generative AI for Finance & Accounting Certification Course on January 6-7, 2026. The Generative AI in Finance & Accounting course provided participants with a comprehensive overview of how artificial intelligence is reshaping modern accounting and financial practices. The session began with an introduction to accounting and finance in the AI era, highlighting the evolving role of professionals as automation, data intelligence, and decision-support systems become increasingly embedded in financial operations. Participants explored key AI applications in accounting, including automated bookkeeping, invoice processing, audit support, and compliance monitoring. The course then delved into AI in financial analysis, demonstrating how machine learning models and generative tools enhance forecasting, risk assessment, budgeting, and strategic decision-making through advanced data insights. A dedicated module on AI-driven financial reporting showcased how AI improves accuracy, speed, and transparency in report generation while supporting real-time analysis and regulatory compliance. To bridge theory with practice, the course featured case studies in AI for accounting and finance, illustrating real-world implementations, measurable benefits, and lessons learned from various industries. The session also addressed future trends and challenges, such as ethical considerations, data security, regulatory constraints, and the need for upskilling finance professionals. A summary of AI benefits in accounting and finance emphasized increased efficiency, reduced errors, enhanced analytical capabilities, and improved strategic value. The course concluded with practical recommendations for implementing AI solutions, guiding organizations on readiness assessment, tool selection, data governance, and change management to ensure successful and sustainable AI adoption.

Bombay Chamber organized an online Generative AI for Operations & Supply Chain Certification Course on January 20-21, 2026. The Generative AI for Operations and Supply Chain course provided a comprehensive overview of how advanced AI technologies are reshaping modern supply chains. Participants were introduced to the fundamentals of Generative AI and its growing role in enhancing efficiency, visibility, and decision-making across operations. The sessions explored practical applications of AI in procurement and supplier management, including smarter sourcing, contract analysis, and supplier risk evaluation. Discussions on logistics and transportation management highlighted AI-driven route optimization, cost reduction, and real-time tracking. The event also covered production and quality control, demonstrating how AI supports predictive maintenance, defect detection, and process optimization. A key focus was placed on risk management and supply chain resilience, where Generative AI enables scenario modelling and proactive disruption response. The program further emphasized customer-centric supply chains, showing how AI enhances demand sensing, personalization, and service levels. The course concluded with insights into ethical AI practices and future trends, addressing responsible adoption, governance, and the evolving impact of AI on operations and supply chain strategy.

Bombay Chamber organized a Data to Decisions Analytics & AI Certification Course (Online) on February 17-18, 2026. The day one focused on building strong analytical foundations. Participants learn Data Arrangement & Data Filtering to organize raw data effectively, followed by Data Summarization & Analysis to extract meaningful insights. The session on Working with Power Query introduces practical data transformation techniques used in



modern analytics workflows. A key segment, Data-Driven Decision Making, connects analysis to real business choices, helping participants understand how insights translate into action. The day concludes with AI Demystified for Professionals, which explains core AI concepts in simple terms, along with Copilot at Work, showing how AI assistants enhance everyday productivity. The day two shifted towards applied AI and workplace productivity. It begins with Prompting Like a Pro (Without Coding) and Excel + AI = Superpowers, demonstrating how to interact effectively with AI tools and enhance spreadsheet capabilities. Participants then explored content creation and communication tools such as From Blank Slide to Boardroom-Ready Deck, Email, Docs & Meetings—Handled Smarter, and Data Storytelling with AI Support, focusing on turning data into compelling narratives and presentations. The day also covered Responsible & Secure Use of AI at Work, ensuring ethical and safe adoption of AI tools. It wraps up with Productivity Hacks & Real-World Use Cases, showcasing practical scenarios where AI improves speed, accuracy, and decision-making in daily work.

Bombay Chamber organized a Agentic AI for Business Certification Course (Online) on March 4-5, 2026. The key focus is on understanding what agentic AI is and building your first working systems. Day 1 began with Foundations of Agentic AI (Concept + Business Context)—how autonomous AI agents differ from traditional automation, and where they create business value (operations, sales, support, workflows). Participants then moved into Foundations + Building Real Agentic Systems, where they learn how agents reason, plan, and execute tasks using tools and APIs. A major hands-on segment was the n8n Deep Dive, where you build your first AI agent visually—connecting triggers, actions, and decision logic without heavy coding. Participants then explored Memory + Databases using Supabase, learning how agents store context, user history, and structured data to become stateful and intelligent over time. Day 2 began with Advanced Systems, Products + Monetization focuses on scaling agents into real products and businesses. It was followed by Multi-Agent Systems using n8n, where multiple specialized agents collaborate (e.g., research agent + sales agent + execution agent). Participants then built Voice AI Agents using Vapi Integration, enabling real-time conversational agents for calls, assistants, and customer support. A key product-building module was Building AI SaaS Apps with Lovable + Supabase, where you learn to quickly ship full-stack AI applications with authentication, database, and AI logic. The course ended with Monetization and Client Acquisition, covering how to package agent systems into services, find clients, price solutions, and turn AI agents into revenue-generating products.

Bombay Chamber organized a Digital Personal Data Protecting Act Certification Course (Online) on March 24-25, 2026. The 2-day Digital Personal Data Protection certification course built around India's Digital Personal Data Protection Act 2023 (India) typically blends legal foundations with practical system design for compliance and AI governance. The structure usually moves from conceptual framing on Day 1 to applied engineering and a capstone on Day 2. The course opened by helping participants frame use cases and understand DPDP scope, focusing on identifying when and how personal data processing falls under regulated activity. Participant map real business scenarios to compliance obligations, distinguishing between personal data, sensitive contexts, and AI-driven processing. Next, Data Lifecycle x AI Lifecycle Mapping connects how data flows through collection, storage, model training, inference, and deletion. This helps participants see where compliance risks emerge across AI pipelines rather than only in static databases. A key module on Consent Engineering & Consent UX focuses on designing user consent systems that are legally valid, transparent, and usable. It emphasizes granular consent, purpose limitation, and interface design that reduces dark patterns while remaining business functional. The day one ends with Data Principal Rights as Workflows, translating rights such as access, correction, grievance redressal, and erasure into operational workflows and API-driven systems rather than manual legal processes. The day 2 begins with Breach Engineering: Harm-Based Notification, where participants learn how to classify incidents, assess harm severity, and trigger notification workflows aligned with regulatory expectations. A major segment covers DPB Enforcement, Penalties, and Appeals, explaining how the Data Protection Board functions, how penalties are determined, and how organizations can structure audit-ready compliance records and appeal processes. The module on Significant Data Fiduciary Controls + DPIA-as-Code focuses on advanced obligations like algorithmic accountability, independent audits, and building Data Protection Impact Assessments (DPIAs) into automated CI/CD pipelines for software systems. The program concluded with a Capstone: Unified DPDP + AI Compliance Portal, where participants design a working blueprint for a compliance system that integrates consent management, rights handling, breach response, and AI governance into a single operational dashboard.

As Artificial Intelligence moves from buzzword to boardroom priority, the Bombay Chamber brought together some of India's foremost business leaders at its CEO AI Conclave 2026 organised on 13th March, 2026 to explore how enterprises must evolve in an AI-driven world. The panel discussion that followed observed, that many organisations are still treating AI as a series of projects. The real shift is toward building an AI operating system that fundamentally transforms how businesses function. At the same time, the panel acknowledged India's unique position in this transition. Mahendra pointed to the country's inherent adaptability as a critical strength, noting, AI adoption in India is happening at an encouraging pace. There is a natural openness to adapt, and that gives Indian enterprises a strong edge in leveraging emerging technologies. The conversation also turned to the transformative implications for India's vast MSME ecosystem. As the discussion progressed, the panel collectively reflected on AI's broader role in shaping India's development trajectory. There was a shared recognition that AI could replicate—and even amplify—the impact of earlier digital innovations. A key highlight of the evening was the launch of The CEO's AI Playbook: Unlocking the Strategic Value of AI, a landmark publication by the Bombay Chamber in collaboration with the Indian Express Group (Express Computer). Featuring insights from nearly 50 CEOs, the Playbook captures how AI is driving enterprise transformation—shaping growth strategies, governance, operational excellence, and customer impact across industries. Bringing together diverse perspectives and practical insights, the AI Conclave 2026 reinforced a clear message: for India Inc., the future of AI lies not in isolated adoption, but in integrated, enterprise-wide transformation—one that has the potential to redefine competitiveness, inclusion, and growth in the years ahead.

Direct and Indirect Taxes:

In response to a new series of trade measures, the United States government invoked emergency powers through executive orders signed by President Donald Trump on 2 April 2025. These directives imposed a blanket additional 10% tariff on all imports, effective from 5 April 2025, with escalated tariffs of 27% specifically targeting Indian imports, taking effect from 9 April 2025. To provide timely insights to its members, the Bombay Chamber of Commerce & Industry, under the aegis of its Indirect Tax Committee, hosted a webinar titled 'US tariffs and impact on Indian business as well as opportunities' on 9 April 2025. A comprehensive analysis of US tariff policies and their impact on Indian businesses was made after outlining the key challenges and strategies for compliance with newly established US trade guidelines. The session also addressed potential avenues for India to mitigate the adverse effects of these tariffs, including leveraging bilateral trade negotiations and conducting detailed tariff impact assessments to support strategic business adaptations.

The Bombay Chamber, through its Direct Tax Committee, hosted a seminar on Recent Trends in Corporate Reorganisation on 25th June 2025, at The Ball Room, Hotel ITC Grand Central, Parel, Mumbai, offering a comprehensive platform for dialogue and insight into evolving approaches to tax and corporate structuring. The seminar featured two focused panel discussions -- Strategic value unlocking and promoter shareholding realignment and IPO and upside sharing. Expert speakers shared perspectives on key aspects of corporate reorganisation, including strategic value unlocking, realignment of promoter shareholding, upside sharing mechanisms, and fast-track mergers and demergers. Case studies based on recent trends offered attendees practical frameworks to navigate increasingly complex reorganisation scenarios. The first session addressed on aligning reorganisation strategies with long-term business goals. Discussions focused on tax implications and value creation arising from promoter realignments and transaction structuring. The second session, centred on initial public offerings and upside sharing, addressed the shifting deal landscape -- from private transactions to public offerings -- alongside complexities such as lock-in restrictions and withholding tax during offer for sale (OFS) events. Additional themes covered included advance tax obligations, cost of acquisition, accounting and disclosure frameworks, tax treaty compliance, evolving tax insurance practices, and valuation methodologies within earn-out structures and cross-border mergers or demergers. The interactive format allowed participants to engage with EY M&A Tax Partners, who provided hands-on guidance for navigating structuring challenges across sectors. The seminar underscored the importance of multidisciplinary collaboration and regulatory clarity in executing successful reorganisations.

The Bombay Chamber, under the aegis of its Indirect Tax Committee, hosted an informative webinar on the Goods and Services Tax (GST) Invoice Management System (IMS) on 16th July 2025. The session provided participating tax professionals and finance teams with timely updates and practical guidance on the evolving invoice reconciliation framework.



The session centred on operational and strategic implications of the IMS, introduced by the GSTN and also discussed updates effective July 2025. The system is designed to enable recipient taxpayers to reconcile purchase invoices in real time, with functionality to accept, reject, or defer invoices – ultimately streamlining the Input Tax Credit (ITC) claim process. The webinar elaborated on technological integrations and practical workflows in managing indirect taxes, real-world applications and sectoral impact across industries such as energy, TMT, pharmaceuticals, consumer goods, and small and medium enterprises (SMEs). The session gave a clear understanding of the IMS structure, from invoice submission by suppliers to the recipient's actions and the cascading effects on GSTR-2B and GSTR-3B filings. The session offered a comprehensive walkthrough of the IMS dashboard, invoice tracking capabilities, and the communication loop between supplier and recipient. The presenters also navigated scenarios involving invoice exceptions and discussed best practices for streamlining compliance efforts in light of recent regulatory amendments. Legal updates and their implications for IMS usage were thoroughly reviewed, ensuring participants left with actionable clarity.

A webinar on “GST Council Rate Rationalization – Key Updates and Insights” was conducted on Tuesday, 9th September 2025, from 3:00 PM to 4:00 PM via Zoom. The webinar began with a keynote address by Mr. Radheshyam Maheshwari, Principal Commissioner, Mumbai South on “GST 2.0”, offering a strategic perspective on the future of India’s GST regime. He highlighted the need for simplification, digitization, and structural reforms in the next phase of GST implementation. The session provided valuable insights and practical perspectives on the implications of these changes. The session focused on the recent proposals and decisions of the GST Council related to the rationalization of GST rates, covering key topics such as changes in tax slabs, sector-specific impacts, compliance challenges, and transitional provisions.

The Bombay Chamber, under the auspices of its Direct Tax Committee, organised the Post Budget Webinar on 4th February, 2026. The Panel Discussion focussed on key issues discussed during the panel discussion included : how MAT related amendments will impact domestic corporates to accelerate opting into new regime; issues related to pendency of litigation before CIT(A) and other appellate forums and the cohort of amendments relating to revised return, updated return, penalty, immunity from penalty, etc.; Buy Back related amendments; deductibility of employee’s contributions to employee welfare funds; significant changes to the Transfer Pricing safe harbour proposals; Niti Aayog’s recommendations of October 2025 on decriminalization of income tax laws; nuances involved in the three new provisions dealing with foreign companies and non-residents pertaining to data centre activity, providing capital equipment to contract manufacture for electronic manufacturing and relieving global income taxation for expatriate technical experts; reliefs provided for taxpayers on foreign asset/income disclosures and Black Money Act implications; etc. The Panel discussion was followed by a brief Q&A session.

Diversity & Inclusion:

The Bombay Chamber concluded the second edition of its Mentoring for Enrichment (ME) Program 2025. The program began in February 2025 and continued till May 2025. 31 pairs of Mentors and Mentees had registered for the same. At the DEI Forum 2025, on June 18, 2025, we thanked the Mentors for their time and efforts in mentoring and awarded them with a certificate of appreciation. The mentees were awarded certificate of completion.

The Bombay Chamber hosted the third edition of its flagship DEI Forum & Awards 2025 on June 18, 2025, in Mumbai, reinforcing its continued commitment to fostering a culture of diversity, equity, and inclusion within corporate India. The winners of the awards were announced at a glittering ceremony at the Taj Santacruz Mumbai. The awards ceremony, which recognised outstanding contributions to DEI across six categories, was underpinned by a transparent and unbiased evaluation process. The event brought together prominent industry leaders, DEI champions, and stakeholders for an engaging and reflective evening focused on inclusive growth and transformative practices. One of the evening’s most engaging moments was a Fireside Chat on the theme “Inclusive Leadership: What Does It Really Look Like?” The panel featured four powerhouse leaders Arundhati Bhattacharya, President and CEO of Salesforce South Asia; Dr. Indu Shahani, Founding President and Chancellor of ATLAS SkillTech University; and Mansi Madan Tripathy, Chairperson of the Shell Group of Companies in India and Senior Vice President of Shell Lubricants, APAC and moderator Meenakshi Priyam, Chair, D & I Committee,

Bombay Chamber and Sr VP & HR Head - Automotive Sector, Mahindra & Mahindra. A key segment of the Forum, titled “The Exchange – Part 1,” featured former DEI Award winners - Shell India, Tata Communications and NICHEM Solutions, who shared candid insights into their DEI journeys, outlining both achievements and ongoing challenges in creating inclusive workplaces. The presentations were followed by a participatory group activity where attendees discussed the core enablers of DEI success and the barriers that continue to persist. The Forum also celebrated the participants of the Chamber’s Mentoring for Enrichment Program 2025, with certificates awarded to both mentors and mentees in recognition of the completion of their Mentoring for Enrichment (ME) Program 2025. In the session titled “The Exchange – Part 2,” participants came together once more to share their insights from the Gallery Walk and earlier discussions, culminating in the identification of one actionable idea to take back to their own organisations. This session also encouraged peer commitments for continued collaboration and knowledge exchange, ensuring that the day’s conversations would translate into tangible action.

The Diversity & Inclusion Committee of the Bombay Chamber conducted the third session on Speed Mentoring. The session saw a participation of 26 pairs of Mentors and Mentees. ‘Speed Mentoring’ session involves a mentee rotating between a number of mentors with a limited time available for each conversation to garner multiple perspectives on certain targeted questions or professional guidance. The process of speed mentoring and the roles of Mentors and Mentees were clearly laid down. Each Mentee was able to spend upto 15 minutes with 4 mentors in a duration of 1 hour. The session was well appreciated by both Mentors as well as Mentees. The meeting then ended with distribution of Certificate of Appreciation to the Mentors and Certificate of Participation to the Mentees and a Vote of Thanks.

The Diversity & Inclusion (D&I) Committee of the Bombay Chamber conducted a D&I Certification Workshop titled “Building and Leading Inclusive Organisations” on 3rd December 2025. The workshop highlighted that organisational culture is dynamic—continuously shaped by people, interactions, and societal influences. Key questions addressed during the session included: What are the different facets of diversity; What does equity look like in practice; What does it truly mean to be inclusive; Does inclusion require courage. The objective of the workshop was to build awareness and consciousness around diversity, activate equity in everyday decision-making, and encourage the practice of inclusion through immersive learning. Key takeaways from the session included: Developing empathetic listening skills; Being more visible and vocal about inclusive actions; and embedding inclusion into everyday leadership and workplace behaviours.

Economic Policy Research & Development (EPR&D):

The Bombay Chamber convened a high-level panel discussion titled ‘Tariffs, Trade and India’s Economic Future’ on 19th September 2025, bringing together sectoral leaders to assess the impact of recent US tariff measures on Indian exports. The consensus was clear: while diversification and long-term reform are essential, immediate government intervention is critical to prevent lasting damage to employment and industry. The panel aimed to examine the wide-ranging impact on Indian industries, particularly MSMEs, and highlight the importance of vigilance and adaptability in navigating the challenges ahead. The new tariffs will have a measurable impact on India’s overall economic growth, even after accounting for recent Goods and Services Tax (GST) reductions. The effects ripple beyond the obvious sectors, noting that even IT services – initially considered resilient – have experienced project delays and revenue slowdowns due to broader economic uncertainty. The session also observed that front-loading shipments offered temporary relief, but the long-term threat is real. Competing countries are already positioning themselves to take our market share. The Panel discussion was followed by an insightful presentation by Shri Vishwajeet G. Chimankar, Deputy Director General of Foreign Trade (DGFT), Ministry of Commerce and Industry, Government of India.

The Bombay Chamber, under the aegis of its Economic Policy Research & Development (EPR&D) Committee hosted a post-budget discussion on 5th February, 2026 on the economic perspective following the Union Budget 2025-26. Key budget highlights included the Prime Minister Dhan-Dhaanya Krishi Yojana, which aims to enhance agricultural productivity across 100 districts, and the announcement of five National Centres of Excellence for skilling, supporting India’s ambition to become a global manufacturing hub. The panel discussion focused on tax reforms, economic growth, fiscal discipline, and global trade, highlighted the need for better tax



compliance and expressed optimism for a more favourable tax regime in the coming years. The session stressed the importance of removing the inverted duty structure to create a level playing field for Indian industries and noted that policy changes are advancing the Make in India initiative. The session also emphasised the need for India to engage in strategic partnerships to avoid negative impacts from ongoing trade tensions. The panellists agreed that the Union Budget 2025-26 maintains a strong balance between fiscal prudence and economic growth, with continued policy implementation and regulatory reforms being key to sustaining long-term stability.

Human Resource Management:

The Bombay Chamber hosted a two-day Certification Program for Internal Committee members on November 27-28, 2025 to strengthen organisational preparedness under the PoSH Act. Designed and facilitated by Ungender, a leading advisory and legal-tech organisation in the field of workplace safety and compliance. The curriculum provided a structured understanding of statutory obligations, inquiry procedures, timelines, documentation standards and interim relief mechanisms. It also addressed behavioural and procedural competencies essential for fair and consistent redressal, including bias mitigation, effective communication and trauma-aware engagement. Participants engaged with judicial developments, case analyses, and decision-making frameworks to support defensible outcomes. The program aimed to standardise IC practices, reinforce accountability and equip members with the clarity and tools required to uphold workplace safety with rigour and responsibility.

Bombay Chamber organized its HR Conclave themed HR Kinetic: Leadership in the Age of Gen Z on 13th March, 2026. The panel discussion on 'Leading with Authenticity: What Leaders expect from Gen Z & Vice versa' highlighted the core leadership challenge of understanding who Gen Z really are and adapting leadership and supervision styles accordingly. The members observed that what Gen Z truly seek is Authenticity, Trust and Transparency. The second panel discussion deliberated on 'Empowering Gen Z: Technology, Hybrid Work and the Skills for Tomorrow' wherein key takeaways were that Gen Z is a catalyst, not a challenge, AI must enhance judgement, inclusion and empathy and learning must be relevant, short, and human. The panel concluded that flexibility, purpose, and trust are universal—not generational and that organisations must evolve with Gen Z, not design for Gen Z alone. This was followed by The Great HR Debate on AI a Tool for Business Value Creation Or Disruption. The debate was followed by a CEO session.

International Trade & Commerce:

Bombay Chamber organized an Advanced Certificate Course on International Trade and Custom Regulations on April 8 & 9, 2025. Day 1 addressed on Global Trade Fundamentals and Post-Clearance Audits with an insightful discussion on the genesis and evolution of global trade organizations such as the World Trade Organization (WTO) and the World Customs Organization (WCO). Participants learned about the core functions of these institutions, their impact on global trade, and the obligations of member countries under various trade agreements. The session also covered post-clearance audits and the advance ruling mechanism, offering participants practical insights into navigating the complexities of customs compliance and decision-making processes within the international trade framework. Day 2 addressed Customs Valuation, Rules of Origin, and Advanced Audits wherein the focus was on customs valuation, rules of origin, export controls, and audits and investigations, with special attention to the newly introduced advanced customs audit processes. Participants engaged in a robust Q&A session, where they discussed complex scenarios and solutions tailored to their industries.

Bombay Chamber organised an Online Certificate Course on International Logistics Management on April 23-24, 2025. The session addressed about the global business environment and its impact on International Business, The procedure of export and Import Sea and Air, impact of incoterms on international business, modes of transport selected by shipper and consignee. The session further enlightened the participants on the various service providers in global trade and air cargo operations.

Bombay Chamber organized an Online Certificate Course on AI in Supply Chain on June 24-25, 2025. The session addressed how Artificial Intelligence (AI) is transforming supply chains into intelligent, agile networks capable of adapting to real-time changes and anticipating future needs. By harnessing vast amounts of data, AI enables smarter decisions across every link in the chain—from sourcing to delivery. Demand Forecasting has

become significantly more accurate through AI algorithms that analyze historical data, seasonal trends, weather, and market behavior. This reduces stockouts, excess inventory, and improves customer satisfaction. In logistics, AI optimizes routes, monitors traffic, and predicts delays, ensuring faster and more reliable deliveries. Warehouses increasingly rely on AI-powered robotics to manage inventory, automate picking, and streamline operations. The session on the second day addressed the participants on Predictive maintenance and production planning are also evolving. AI can identify machinery failures before they happen, reducing downtime and keeping operations smooth. In procurement, AI analyzes vendor performance, pricing trends, and compliance risks, helping businesses make data-driven sourcing decisions. In summary, AI empowers supply chains to be not just more efficient, but also predictive, adaptive, and resilient—core traits for competing in a fast-changing global economy.

In continuation of our efforts to promote bilateral trade and investments opportunities under the auspices of the International Trade and Commerce Committee, the Bombay Chamber organised a Networking Meeting with the German Medical Institute (GMI), Cyprus on Wednesday, September 17, 2025 wherein participants from the healthcare, technology, MSMEs, and start-ups sectors attended. Prof. Dr. Constantinos Zamboglou, MHBA, PhD – Medical Director and Director of the Research and Innovation Department, highlighted the three core pillars of GMI i.e., medical services, Education and research and shared the insights and avenues for potential collaboration with Indian stakeholders in terms of Premium medical data access, Clinical trial partnerships, Real-world pilot testing and EU market entry support. Mr. Paul Doolan, PhD – Director of the AI Department and Medical Physics briefed about the Specialized Services & Technology in the oncology centre, diagnostic centre, Internal Medicine Center, Genitourinary Center and the Surgery Centre at GMI. Mr. William De Doncker, PhD – AI and BI Officer presented their 2025 vision of advancing global healthcare through cutting-edge medicine, research, and artificial intelligence. Its medical expertise spans radiation and medical oncology, radiology, nuclear medicine, pathology, hematology, and a wide range of surgical specialties, supported by advanced technologies. GMI has collaborations around the globe like Berlin, San Francisco, Stanford, Mumbai, Sofia, and Heidelberg. Members present expressed their interest to explore opportunities for collaboration and promoting bilateral trade and investment activities. Some of the Indian delegates who are from healthcare, technology, MSMEs, and start-ups like Nanavati Max Super Speciality hospital, Hinduja Group Limited, Castle Advanced Technologies And Systems Pvt Ltd., LifeUno, Solomon & Co. and Riidl Foundation.

Bombay Chamber organized Online Masterclass on AI in Custom & Compliance on July 18, 2025. The session addressed about the Digital Twins, Automation and Application, principles of AI, GenAI, ML, Data Science, Data analysis in AI, the overview of pre-processing techniques (ULIP, ANTRANG & ACE 2.0), Customs Risk Management and ML (Customs now use machine learning to flag under-invoicing, suspicious routing, and even non-compliant HS codes.), Understanding usage of AI in Customs: Global Outlook (Explore how customs globally use AI to validate invoices, AI in Valuation, Rules of Origin & Classification: Overview, Paperless Precision through AI agent (OCR + AI-Agent + NLP + RPA) The Future of AI in Customs Applications: Crystal Glass (A visionary walkthrough, from today's narrow AI to a future where Artificial General Intelligence).

Bombay Chamber organised an Online Certificate Course on International Logistics Management on August 13-14, 2025. The course addressed about the global business environment and its impact on International Business, The procedure of export and Import Sea and Air, impact of incoterms on international business, modes of transport selected by shipper and consignee. the training further enlightened the participants on the various service providers in global trade and air cargo operations.

In continuation of our efforts to promote bilateral trade and investment opportunities under the auspices of the International Trade and Relations Committee, the Bombay Chamber hosted an incoming Iranian Insurance Delegation on Tuesday, October 07, 2025. The visit was supported by the Consulate General of the Islamic Republic of Iran in Mumbai. The delegation comprised representatives from twelve leading insurance companies. It was mutually discussed that, going forward, a virtual awareness session will be organised to further strengthen engagement and explore collaboration opportunities.



Bombay Chamber organized an Online Generative AI for Operations & Supply Chain Certification Course on January 20-21, 2026. The Generative AI for Operations and Supply Chain course provided a comprehensive overview of how advanced AI technologies are reshaping modern supply chains. Participants were introduced to the fundamentals of Generative AI and its growing role in enhancing efficiency, visibility, and decision-making across operations. The sessions explored practical applications of AI in procurement and supplier management, including smarter sourcing, contract analysis, and supplier risk evaluation. Discussions on logistics and transportation management highlighted AI-driven route optimization, cost reduction, and real-time tracking. The event also covered production and quality control, demonstrating how AI supports predictive maintenance, defect detection, and process optimization. A key focus was placed on risk management and supply chain resilience, where Generative AI enables scenario modelling and proactive disruption response. The program further emphasized customer-centric supply chains, showing how AI enhances demand sensing, personalization, and service levels. The course concluded with insights into ethical AI practices and future trends, addressing responsible adoption, governance, and the evolving impact of AI on operations and supply chain strategy.

Legal Affairs & IPR:

The Bombay Chamber, under the aegis of its Legal Affairs & IPR Committee, hosted a seminar on SEBI Insider Trading Regulations - Recent Amendments, Trends, and Practical Challenges on Wednesday, April 23, 2025. The event facilitated an insightful discussion on the evolving landscape of insider trading regulations in India. The seminar highlighted significant developments in insider trading regulations and the compliance requirements prescribed by SEBI. A particular focus was given to SEBI's recent decision to extend the automated trading window closure mechanism to include immediate relatives of designated persons (DPs) in listed companies. This proactive measure by SEBI seeks to curb inadvertent non-compliance with insider trading norms by restricting trading activities of those who may have access to unpublished price-sensitive information (UPSI), such as financial results, during specific periods. The session made detailed analysis of the recent amendments to SEBI's insider trading regulations, including the expansion of UPSI's definition, permissible avenues for information sharing, necessary compliance frameworks, and the structural digital database requirements, the roles and responsibilities of individuals and enterprises, particularly boards of directors, from a listing regulations standpoint. Additionally, the session shed light on critical judicial pronouncements shaping insider trading laws in India.

In today's increasingly complex business environment, the fraud landscape has evolved. Fraudsters are becoming more digital, more sophisticated, and harder to detect—placing immense pressure on organisations to go beyond traditional controls and enhance their detection capabilities. What's most alarming is that the typical fraudster is often someone you'd least suspect—highly respected, long-serving, and seemingly loyal. This underscores the critical need for vigilance and robust internal controls. To explore these important topics further, Bombay Chamber hosted an insightful session on Tuesday, August 12, 2025. The session shared valuable insights into current fraud trends, prevention strategies, and real-world case studies that highlighted the importance of proactive measures. The session centered around three main points by focussing on who the fraudsters are, what methods they use and How to protect against themselves? The session equipped participants with actionable knowledge to strengthen their organization's resilience.

The Bombay Chamber, in partnership with PwC India, convened a focused conversation on how AI is moving from buzzword to business value in legal practice. The session explored the concrete ways AI can augment day-to-day legal work—speeding up research and drafting, improving contract review and obligation tracking, strengthening compliance oversight, and supporting litigation and investigations—while freeing lawyers to focus on higher-value strategy and judgment. A recurring theme was practical adoption: how legal teams can evaluate use cases, pilot responsibly, establish guardrails, and build internal capability. Speakers underscored the importance of ethics and professional responsibility—bias awareness, transparency, human oversight, and client trust—so that AI enhances decision-making without compromising legal standards. They also discussed organisational readiness: change management in firms and corporates, collaborating across legal, compliance, and technology functions, and upskilling lawyers for “intelligent lawyering.” The conversation highlighted sector-specific opportunities—from contracts and compliance to disputes and investigations—and stressed the value of case-based learning and tool demonstrations to translate concepts into practice.

The session concluded by introducing the forthcoming AI & Law Leadership Series, a practical, case-driven initiative aimed at helping lawyers and legal teams gain hands-on familiarity with leading tools and adopt AI responsibly. The session provided a roadmap for legal practitioners and tech innovators alike to cross the boundary from passive interest to informed adoption.

The Bombay Chamber hosted a Seminar on Recent SEBI Amendments to LODR and ICDR- perspective of Experts on Wednesday, 19th November 2025. The event brought together industry leaders, legal experts and regulatory professionals to examine the implications of these changes and their impact on corporate governance and compliance. The keynote address was delivered by Mr. Jeevan Sonparote, Executive Director at SEBI. He provided an overview of the amendments, emphasising SEBI's commitment to enhancing disclosure standards and streamlining compliance processes. His remarks set the tone for the evening, underscoring the significance of these changes in strengthening investor confidence and promoting fair practices in the capital markets. The first panel discussion examined the ICDR amendments in detail and discussed the removal of the ₹50 crore threshold for rights issue applicability and the shift in filing draft offer documents from SEBI to stock exchanges. The session also examined the evolving role of merchant bankers and the increasing involvement of legal professionals in capital market transactions. The second panel discussion focused on the latest amendments to LODR regulations and their impact on compliance, offered valuable insights into navigating these challenges. It also discussed the role of audit committees in determining arm's length pricing and ensuring compliance with the amended regulations.

The Bombay Chamber, through its Legal & IPR Committee, convened a high-level webinar on the Digital Personal Data Protection (DPDP) Act and the newly notified rules. The programme brought together leading legal experts and industry representatives to explore the legislation's wide-ranging impact and to share practical insights on how businesses can adapt to an evolving regulatory environment. Held on December 5, 2025, the session clarified the compliance requirements organisations must meet within the 18-month transition period. The session outlined the scope of the Act and explained how it reshapes organisational accountability. It emphasised that the law introduces binding standards for consent, data minimisation, breach response, retention controls and governance. The discussion highlighted that these obligations are not routine adjustments but fundamental changes to how enterprises handle personal data. Participants were reminded that the compliance window is short and that delaying action could expose organisations to operational disruption, legal consequences and reputational damage. It examined practical steps for implementation, including revising contracts, updating internal processes and strengthening technical safeguards. They also addressed the role of consent managers, the handling of children's data, and the responsibilities of significant data fiduciaries. The session explored the challenges of breach reporting, particularly the requirement to notify multiple regulators and affected individuals. Attention was also given to data retention and deletion, with guidance on navigating the new framework. It was noted that organisations must prepare for audit-ready governance and be able to demonstrate compliance at short notice. Cross-border data transfers were another area of focus, with discussion on how the rules alter existing practices and what safeguards are now expected. The webinar also touched on mergers and acquisitions, stressing that data protection consideration will become central to due diligence and transaction planning. The panel discussion and Q&A session highlighted the need for companies to treat compliance as an immediate priority, not something to be delayed. The speakers stressed that the Act requires organisations to act now, both to meet legal requirements and to maintain the trust of customers and stakeholders. The webinar helped cut through the complexity of the legislation and gave attendees clear, practical insights. By explaining the law's requirements and the risks of non-compliance, it underscored the need for proactive preparation during the transition period.

The Bombay Chamber continued to play a catalytic role in shaping future-ready professional discourse through its recently concluded webinar, "The AI Advantage – Empowering the Legal Profession", and the launch of the AI & Law Leadership Series, a structured learning initiative designed to prepare legal and compliance professionals for the realities of artificial intelligence in practice. The discussion focused on a critical question facing the profession today: How should lawyers, in-house counsel, and regulators respond to the rapid integration of AI into legal workflows. Participants—ranging from law firm partners and general counsels to compliance leaders and technology professionals—engaged actively, reinforcing the need for a deeper, practice-oriented learning platform beyond introductory conversations. Unlike conventional training, the Leadership Series is positioned

as a hands-on learning journey that equips professionals to understand and use AI tools across multiple legal forums, including courts, arbitration, mediation, compliance, investigations, and corporate advisory work. The program focused on: Practical exposure to current legal AI tools, rather than abstract theory; Real-world case studies showcasing both successful and problematic AI adoption; Responsible AI and governance, addressing confidentiality, bias, accountability, and professional duty. The AI & Law Leadership Series responds to this moment by helping participants become the individuals their organisations turn to when navigating AI-related change—professionals who understand both the law and the tools shaping its future.

The Bombay Chamber, under the auspices of its Legal & IPR Committee, organised a seminar on “DPDP Act and Rules” on 21st January 2026. The seminar covered in-depth understanding of Implementation aspects of the core compliance obligations, Board and Senior Management Accountability for Data Governance, Interplay between the DPDP Act and Artificial Intelligence and Intra-Group Data Sharing: Legal Guardrails etc.

Mediation & Conciliation:

In India, mediation has become something of a people's movement. Mediation presents a fundamentally new kind of settlement perspective, one that is collaborative, facilitative, and focused on supporting parties in achieving an agreement. Mediation is a method in which an impartial third party is engaged to promote organised dialogue between disputing parties and assist them in reaching a mutually acceptable solution. In addition to helping sustain relationships by supporting an acceptable resolution, mediation helps to save time and reduce litigation costs. Mediation Training Programs held by CMC during the year was a transformative experience for all participants involved. Over the course of several weeks, we delved deep into the art and science of mediation, learning invaluable skills that will undoubtedly shape our future as mediators. The programs provided a comprehensive curriculum that covered various aspects of conflict resolution, from communication techniques to understanding the psychology behind disputes. Through interactive workshops and role-playing exercises, we honed our ability to remain impartial, empathetic, and non-judgmental in the face of challenging situations. Additionally, the programs emphasised the importance of ethics and professionalism in mediation, instilling a strong sense of responsibility and integrity in all of us. The Chamber is contemplating in the process of bringing Arbitration and Mediation under a single ADR platform.

MSME Forum:

“MSMEs are not just the backbone of Maharashtra's economy—they are its growth engines, its job creators, and its promise for the future,” said Hon'ble Shri Uday Samant, Cabinet Minister, Ministry of Industries, Government of Maharashtra, during his special address at the Bombay Chamber of Commerce and Industry's MSME Conclave 2025 - 1.0, held on June 18 2025 at the Taj Santacruz in Mumbai. Themed “New Business Opportunities for MSMEs,” the conclave brought together a distinguished gathering of policymakers, industry leaders, diplomats, and financial experts to chart new pathways for the growth and global integration of India's MSMEs. A key highlight of the day was the unveiling of the Bombay Chamber's new survey report titled “MSME Workforce Insights 2025.” Based on inputs from over 100 MSMEs across the Mumbai Metropolitan Region, the report revealed pressing employment-related challenges in the sector. It found that MSMEs currently require 55,000 skilled workers, with the majority of demand for fitters, electricians, and welders. A high-impact session on Trade Finance and Factoring featured presentations exploring practical financing solutions aimed at improving liquidity, supporting working capital, and scaling exports for MSMEs. This was followed by a session on digitisation opportunities for MSMEs discussed how digital tools and platforms can transform operational efficiency, customer outreach, and competitiveness for small and medium enterprises. The final segment of the conclave was a session on bilateral trade opportunities, featuring the diplomatic community which explored areas such as sourcing, market representation, joint ventures, and strategic collaboration.

The Bombay Chamber hosted the MSME Conclave 2025 - 2.0, themed Global Partnerships, Smart Finance & Dispute Resolution For MSME Growth. The conclave brought together policymakers, economists, international trade experts, mediators, industry leaders, and MSME representatives to deliberate on the challenges and opportunities shaping India's micro, small, and medium enterprises (MSMEs). With over 82.63 lakh MSME units in Maharashtra, contributing nearly 40% of the state's Gross State Domestic Product and employing 1.3 crore people, the conclave underscored the sector's critical role in driving inclusive growth, exports, and employment.

Setting the tone for the day, a Fireside Chat highlighted that digital lending has revolutionised the process, paperwork has been simplified, and banks are moving towards cash-flow-based lending models. With deep relationships across PSUs and corporates, banks are able to act as a platform for ecosystem financing which lowers transaction costs, reduces risk, and today nearly 60% of our MSME portfolio runs through supply chain financing. The conclave highlighted insurance as a vital safeguard for small enterprises. The first panel discussion examined the impact of tariff escalations on MSMEs, with particular attention to exporters in sectors such as textiles, auto components, and engineering goods. It discussed the rising cost pressures faced by enterprises, the need for diversifying markets to reduce vulnerabilities, and the importance of responsive policy and financial support to help MSMEs manage shrinking margins, delayed payments, and liquidity challenges. The second panel discussion, "Unlocking Growth through Mediation – A New Era for MSMEs," broadly focused on the challenges MSMEs face with contractual disputes, the benefits of mediation as a cost- and time-efficient resolution method, and the importance of preventive legal practices. The session also explored the role of Micro, Small Enterprises Facilitation Councils, the need for stronger collaboration between chambers, facilitation councils, and government bodies, and the potential of digital platforms to make dispute resolution faster and more transparent. In the sessions that followed, the focus shifted to international opportunities wherein a business delegation to Cyprus was introduced. The discussions then expanded to a global canvas with Cristina Chiriboga, Chief Trade & Investment Officer of the Republic of Ecuador, sharing strategies to connect Indian MSMEs with Latin American markets. The conclave concluded with a strong call for greater collaboration between financial institutions, government, and industry bodies to build an enabling ecosystem that empowers MSMEs to scale globally and contribute significantly to India's vision of self-reliance and sustainable growth.

Bombay Chamber organised a MSME Conclave on 21st January, 2026 on theme 'Reimagining MSME Growth: Opportunities in A Smart Finance Era' that explored innovative financing, trade finance, factoring, and working capital solutions designed to fuel MSME growth in the smart finance era. In his keynote address, Mr Rajesh Kumar, Deputy Managing Director (Retail - Agri & SME), State Bank of India, stated that Inclusion of all MSMEs must be intentional and there should be awareness drives for digital offerings from the government, data privacy and ethical use of technology. Technology should not replace human capital; it should co-operate with the existing working structure. This was followed by a Fireside Chat on The Implications of the New Labour Codes on MSMEs covering practical insights into their implications for MSMEs, including compliance, workforce management, and operational efficiency. The next session was on Country Spotlight: Trade Corridors for Indian MSMEs, where Honourable Consul Generals and Trade Commissioners of Argentina, Finland, Flanders and Alberta Canada shared first-hand perspectives on global business and trade opportunities including sourcing, technology partnerships, market access and export facilitation. A panel discussion on "Powering India's Growth Cycle through MSME IPOs," aimed to familiarise enterprises with the IPO process and highlight how public markets can support long-term expansion.

Power & Infrastructure:

Shop floor management requires effective leadership. Effective shop floor leadership results in improved staff motivation and sustained success. To ensure that production floor supervisors are well-equipped for this task, a workshop on Shop Floor Leadership was conducted. The application of various techniques and tools ensures a smooth transitional journey from a manager to the leader. This step is crucial in any career. It is the beginning of the journey of a leader, who must be equipped with the required qualities and necessary skills to utilise this opportunity. To prepare them for appropriately utilising such opportunities, the Power & Infrastructure Committee of the Bombay Chamber organised a one-day workshop on Shop Floor Leadership on May 23, 2025. The program included a high-impact custom learning module for production floor supervisors. This one-day program aimed to impart knowledge on the skills to manage the daily work of their teams by using the Daily Management System. This system enables leaders to effectively lead their teams with effective communication methods for daily problem solving. By incorporating our In the Know methodology, this unique program is even more effective at developing the manufacturing leadership team. The workshop incorporated In the Know training philosophy and methodology. The session addressed different topics, such as 'managing myself and others' and 'increasing productivity'. The participants learned to identify shop floor problems and production process failures encountered because of a lack of interpersonal skills. They were provided a corrective action plan tool to effectively communicate with their team and develop techniques to motivate their employees. This program incorporated different aspects, including effective rapport building, feedback, and conflict management. A similar workshop was conducted on 18th July, 2025.



The Bombay Chamber hosted its flagship Infrastructure Conclave, “Uddishta – Pathway to a \$1 Trillion Sustainable Maharashtra” on 8th August 2025, convening a distinguished line-up of leaders from business, policy, and academia to discuss the state’s roadmap to a \$1 trillion economy. The opening session, “Powerhouses Behind Maharashtra’s Growth” stressed that “Mumbai carries the economic burden of the entire state, and skilling and education will be key to inclusive, sustainable and fast economic growth.” It was observed that “part ownership is now viable, and alternative asset classes are becoming increasingly attractive for investors with instincts for capital appreciation and safety.” From the tourism and hospitality perspective, tourism “one of the brightest opportunities India has been sitting on for a very long time.” It advocated for mission-mode development of destinations such as Sindhudurg as an alternative to Goa and stressed the need to target both business and leisure travellers. “International tourists are as important as domestic,” The session highlighted the need to redevelop all of Mumbai’s slums into affordable housing, address a shortage of two million skilled workers in the sector, and grant infrastructure status to real estate. The second session, “Driving MMR’s Growth Through Strategic Infrastructure Development”, outlined MMRDA’s partnership with NITI Aayog, identifying eight policy shifts and seven growth drivers, and securing \$40 billion in FDI commitments at Davos. Apart from urging rapid utilisation of Maharashtra’s 300 km coastline and busy inland waterways the development of multiple coastal hubs for tourism, logistics, and sector-specific industries such as textiles and automobiles, along with a dedicated state cell for cruise tourism was proposed. The session stressed that for India to get into the growth trajectory, the GDP growth will have to be raised from 6% to 9–10%, which would require “doing things differently.” It advocated for circular economy models, a climate action plan, and increasing green cover. The session concluded by highlighting how Maharashtra’s key growth drivers contribute to this milestone, with particular emphasis on strategic infrastructure development, robust financial regulation, and the effective implementation of government initiatives.

Private Equity & Venture Capital:

The Bombay Chamber hosted its PEVC Conclave on the theme “Future of Fund Management: AIFs in GIFT City” on 24th April 2025. The event brought together fund managers, policymakers, regulators, and industry experts to explore the growing significance of GIFT City and its role in shaping India’s financial services landscape. The keynote address emphasised that GIFT City represents a transformational shift in India’s financial sector, offering regulatory transparency, tax incentives, and infrastructure that rival global standards. The first panel discussion, titled GIFT AIFs: Unlocking Inbound and Outbound Investment Potentials, addressed the game-changing nature of 100 percent NRI-focused funds, the challenges faced by domestic SEBI AIFs in making offshore investments, and how the FEMA non-resident status of GIFT AIFs offers a compelling solution. The discussion also covered recent amendments to the Fund Management Entity Regulations and the tax advantages of launching asset-specific funds through GIFT City, especially for investing in Indian mutual funds. The second panel, Dual Listing in GIFT City, provided insights into IFSCA’s regulatory vision, the readiness of market infrastructure institutions, and the broader ecosystem required to make dual listings a viable and attractive route for Indian and global market participants.

The Bombay Chamber hosted the REITS – Asset Tokenisation Conclave 2025: From Bricks to Blocks on 25th June 2025 at ITC Grand Central, Mumbai, bringing together senior regulators, policy influencers, industry pioneers, and legal experts to discuss the shifting contours of real estate investment in India. As the sector moves towards greater digitisation, accessibility, and transparency, the Conclave served as a timely platform to spotlight how fractional ownership and tokenisation are reshaping the real estate investment landscape. In his keynote address, G.N. Bajpai, Former Chairman of LIC and SEBI, examined the global financial environment and its implications for Indian investors. He emphasised that in today’s inflation-prone and uncertain world, democratising investment through technology is no longer aspirational but essential. He argued that tokenisation, backed by strong regulatory support, has the power to transform real estate into an accessible and liquid asset class for the common investor—not just the ultra-wealthy. Shri Pramod Rao, Executive Director at SEBI, delivered a special address focusing on the regulatory view of fractional ownership and tokenisation. He offered a nuanced distinction between regulated products like REITs and unregulated financial innovations like tokenised real estate. Highlighting SEBI’s openness to learning from sandbox approaches and pilot projects, he called for thoughtful differentiation between these instruments and urged industry players to prioritise investor protection. He also pointed to the significant monetisation potential in government and municipal assets and shared his optimism on how technology and regulatory engagement could bridge investment gaps.

The first panel discussion delved into key market triggers—from faster licensing and simplified processes to investor education and institutional viability. The panellists also addressed the importance of platform credibility, noting that investor confidence will grow when there are clear skin-in-the-game mechanisms and greater governance frameworks. The second panel discussion navigated the layered dimensions of real estate tokenisation—touching upon the technology stack, financial implications, and legal frameworks. The panellists shared insights into how smart contracts, cyber security, and interoperable platforms are foundational to scaling tokenisation.

The REITs & Asset Tokenisation Conclave 2026: Blocks to Billions – Advancing India’s Real Estate Future, organised by the Bombay Chamber on 13th March 2026 brought together regulators, legal experts, real estate professionals, investors, and technology innovators to discuss how digitalisation, tokenisation, and regulatory reforms are reshaping India’s real estate investment ecosystem. The conclave examined the growing role of Real Estate Investment Trusts (REITs), fractional ownership, and blockchain-enabled tokenisation in unlocking liquidity and expanding investor participation in real estate markets. Delivering the Keynote Address, Rajesh Bansal, Former Chief Executive Officer, Reserve Bank Innovation Hub, spoke about the transformative potential of REITs and asset tokenisation in India’s real estate ecosystem. He noted that digitalisation can significantly enhance accessibility in real estate investments while improving transparency and efficiency across the sector. Emphasising that tokenisation represents an inevitable evolution in financial markets, he highlighted the need for a more professional, well-regulated, and investor-friendly real estate environment to support sustainable growth. The first panel discussion, Regulatory Reforms and Investor Perspectives, examined the evolving regulatory landscape and the structural challenges associated with tokenised real estate assets. The discussion highlighted that tokenisation represents a shift toward a more digital real estate marketplace, but its success will depend on reliable digital land records, strong blockchain infrastructure, and supportive regulatory frameworks. Panellists emphasised that global experience suggests the need for a well-developed ecosystem before tokenised assets can scale effectively. They also noted that investors must clearly understand that purchasing tokens represents a financial interest linked to an asset rather than direct ownership of property. Additionally, transparency of assets, governance standards, and gradual regulatory adoption were identified as key factors for building long-term market confidence. Delivering a Special Address on the Roadmap to Tokenised Assets, Pramod Rao, Former Executive Director, Securities and Exchange Board of India (SEBI), underscored the importance of strong regulatory frameworks in enabling innovation within financial markets. He noted that the responsible adoption of new instruments such as REITs and tokenised assets must be supported by transparency, investor protection, and regulatory oversight to ensure long-term stability and trust in India’s capital markets. The second panel discussion, Real Estate Funds 2.0: Tokenisation Meets Digital Distribution, explored how technology platforms are transforming the way real estate investments are structured and distributed. The panel highlighted how digital platforms and tokenisation can expand access to real estate investment by lowering entry barriers and enabling fractional ownership structures. Speakers noted that digital distribution models could improve liquidity in traditionally illiquid real estate assets, allowing a broader pool of investors to participate. At the same time, they stressed that regulatory clarity, strong governance frameworks, and transparent investment structures will be critical for building investor confidence and scaling these innovations in India’s real estate market.

Shipping Transport & Logistics:

The Bombay Chamber and SOFOFA, the Chilean Federation of Industry, have formally entered into a historic Memorandum of Understanding (MoU) aimed at deepening economic engagement between India and Chile. The agreement was signed by Rosario Navarro, President of the Chilean Federation of Industry, and Pinky Mehta, President of the Bombay Chamber of Commerce & Industry and CFO of Aditya Birla Capital, during a networking meeting organised by the Bombay Chamber in collaboration with the Chile Business Forum on April 3, 2025. The signing ceremony was attended by several eminent dignitaries, including Jose Miguel Benavente H. Vice Presidente Ejecutivo, Corfo; Viraj Kulkarni, Chairman of the International Trade and Commerce Committee of the Bombay Chamber; Ivan Marambio, President of the Chilean Chapter of the Chile-India Business Council; Nandan Mehta, Corporate Affairs-EMEA, Tata Consultancy Services; and Siddhartha Roy, Business Head-New Country Development, Marico and other esteemed guest from Chile & India. A key pillar of the MoU is to establish a strategic commitment by both organisations to support their respective governments in the negotiation of a



Comprehensive Economic Partnership Agreement (CEPA) between Chile and India. Through technical insights and industry perspectives, both parties aim to contribute constructively to the advancement of trade discussions. Additionally, should a CEPA be successfully concluded, the Bombay Chamber and SOFOFA will collaborate to facilitate its effective implementation, monitor emerging business opportunities, and drive private sector participation through trade missions, industry briefings, and sectoral collaboration initiatives.

Through new trade and economic agreements, it intends to tap into global demand, especially in advanced countries where growth has been strong in the last few years. The Free trade agreements (FTAs) are an effective way to increase a country's exports and step up engagement in global value chains. It would impart a fresh boost to India's export trajectory too. To gain insights appropriately in utilising such opportunities, the Ports, Shipping, Logistics and Supply Chain Committee of the Bombay Chamber organised a half day workshop on Free Trade Agreements & Their Advantage in Exports on June 24, 2025. The workshop reflected the growing interest among Indian businesses to leverage preferential trade arrangements. The session delved deep into the mechanics of FTAs, PTAs, CEPAs, and CECAs — offering not just definitions, but actionable insights on their practical applications. The core of the session revolved around real-world examples of tariff savings across various product categories. From decorative laminates to stainless steel kitchenware, and from personal care items to packaging goods, each case study highlighted the potential for Indian exporters to enjoy substantial duty benefits under different FTAs — often reducing customs duties from as high as 25% to 0%. These illustrations weren't just academic; they served as wake-up calls to exporters not yet utilizing these agreements. A special segment was dedicated to the Rules of Origin (RoO) — the backbone of any preferential trade claim. The workshop emphasized the importance of understanding RoO requirements and the need for proper documentation, particularly Certificate of Origin. Beyond regulations, the seminar explored the strategic impact of FTAs on business. The engaging and proactive interactions helped participants in gaining insights on significant advantages of FTA's for Indian exporters.

The Ports, Shipping, Logistics and Supply Chain Committee of the Bombay Chamber organised a virtual session on Understanding forex Markets and Managing foreign exchange risk on June 27, 2025. The session addressed the What and Why of forex risks, impact of exchange rate movement, why rates move, factors affecting exchange rates between two currencies, and the impact of exchange rate movement on exporters and other market users. The session also elaborated on the Hedging tools, as available with FEMA and RBI guidelines for the exporters, including foreign currency accounts, Set off and Net off of payables v/s receivables, and other tools of hedging. He explained in detail how Forward contracts, Options and Futures work and can be used by exporters to hedge their receivables. The second half of the session shared the insights on how to use the market infrastructure with the help of their application called FX Retail, a brief about the Clearing corporation of India Limited, CCIL providing guaranteed settlements to all banks in India and also providing trading platforms for the foreign exchange markets for government securities and T Bills. These platforms are wholly available to the wholesale market players. By adopting a structured approach to risk management, exporters and importers can make informed decisions that safeguard their profitability and support long-term business growth.

The Suez Canal's strategic geographic location offers substantial opportunities for Indian businesses aiming for global expansion and collaboration. In continuation of our efforts to promote bilateral trade and investments opportunities, the Bombay Chamber organised a virtual networking event with the General Authority of the Economic Zone of the Suez Canal (SCZONE) in association with the Consulate General of the Arab Republic of Egypt in Mumbai on 1st July 2025.

The session focused on the implications of the 50% reciprocal tariffs imposed by the USA on Indian-origin goods, effective from 27th August 2025, which have had a serious impact on trade. India's exports to the U.S.A. amounted to USD 86 billion in FY 2025—almost 20% of our total exports. Needless to say, understanding the overall impact of these policy changes and taking necessary steps is essential to achieve the target of USD 2 trillion in exports by 2030. To gain appropriate insights on utilising such opportunities, the Ports, Shipping, Logistics and Supply Chain Committee of the Bombay Chamber of Commerce & Industry organised a full-day workshop titled "Session on Tariff, Trade and Trends - How to Grow Exports" on October 16, 2025. India has adopted a multi-pronged strategy that includes filing retaliatory tariff measures at the WTO, diversifying export markets, and fast-tracking Free Trade Agreements (FTAs) with key partners such as the UK, EU, and EFTA nations to enhance market access and competitiveness. Mr. Kasture highlighted the growing importance of compliance

with CAROTAR 2020 regulations to ensure the correct utilisation of preferential tariffs. He also emphasized the need for initiatives such as creating district export hubs, developing postal and e-commerce export mechanisms, and enhancing MSME participation in global value chains. He further elaborated on key policy initiatives—including the Export Promotion Mission (Rs. 25,000 crore) and the Production Linked Incentive (PLI) schemes—which aim to strengthen domestic manufacturing and boost export performance, especially in sectors such as electronics and mobile phones where India has already achieved significant progress. The session shed light on structural reforms, technological advancements, digitalization, and sustainability-led trade strategies that will support India in achieving its ambitious goal of USD 1 trillion each in goods and services exports by 2030.

India must move decisively to scale up shipbuilding capacity, deepen financial ecosystems and accelerate the green transition to emerge as a global maritime powerhouse. This was the underlying theme at the Global Harit Nauka Summit: Trust, Collaborate, Impact, organised by the Bombay Chamber of Commerce and Industry on February 24, 2026, at ITC Grand Central Hotel, Mumbai. The International Shipbuilding Conference brought together senior government officials, naval leadership, shipyard heads, financiers, insurers and global maritime stakeholders to chart India's pathway towards becoming a top-five shipbuilding nation by 2047. In his keynote address on Shaping a Globally Competitive and Sustainable Shipbuilding Ecosystem: India's Path Forward, Shri Shyam Jagannathan, IAS, Director General, Directorate General of Shipping, Ministry of Ports, Shipping and Waterways, Government of India, outlined the strategic and regulatory roadmap for India's maritime growth. Noting that India is now a \$4.19 trillion economy and the world's fourth largest, he highlighted that 95% of India's trade by volume and 70% by value moves by sea, making shipbuilding central to economic security. Referring to geopolitical disruptions in the Red Sea and Black Sea regions and shifting global trade routes, he stressed the importance of strengthening domestic shipbuilding to secure supply chains and strategic autonomy. Under Maritime India Vision 2030 and Maritime Amrit Kaal Vision 2047, India aims to enter the top 10 shipbuilding nations by 2030 and the top 5 by 2047, scaling annual production significantly while generating large-scale employment.

Shri Jagannathan detailed the government's four-pillar approach: the Shipbuilding Financial Assistance Scheme, the Shipbuilding Development Scheme, the Maritime Development Fund and comprehensive legal and process reforms, backed by a ₹69,725 crore policy framework. He underlined the impact of the Merchant Shipping Act, 2025 and the Coastal Shipping Act, 2025 in modernising maritime governance, streamlining vessel registration and promoting Indian-flagged tonnage. He also highlighted green vessel incentives, ship recycling reforms and opportunities emerging from GIFT City as a competitive ship leasing and maritime finance hub. Delivering the special address on "Shipbuilding as a Strategic Driver of India's Maritime Vision," Arjun Chowgule, Managing Director, Chowgule Group, emphasised that shipbuilding must be viewed as a strategic enabler of trade security, naval strength and industrial self-reliance, calling for long-term policy visibility and stronger public-private collaboration. Earlier, Sudhanshu Vats, Sr. Vice President, Bombay Chamber and Managing Director, Pidilite Industries, welcomed delegates and underscored the Chamber's long standing engagement with the maritime sector. Setting the theme, Shri Rajiv Jalota, Former IAS, Former Chairman of Mumbai Port Authority and DG Shipping, Government of India, and Conference Chairman, underscored that shipbuilding sits at the intersection of trade competitiveness, energy security, national security, technology leadership and climate responsibility. He outlined three global forces shaping the next shipbuilding cycle — fleet renewal, decarbonisation and geopolitical resilience — and stressed that green shipbuilding must be viewed as a full ecosystem spanning engines, fuel systems, fabrication, digital planning, classification, repair capacity and skilled manpower. He called for stable multi-year policy support, industrial-scale production, innovative financing and demand visibility to achieve the ambition of becoming a top-five shipbuilding nation by 2047. Manish Sharma, Partner and Leader, Infrastructure, Transport and Logistics, PwC India, presented key recommendations from an industry survey, highlighting supply-side constraints, financing gaps and the need for cluster-based expansion.

The session on Shipbuilding in a Shifting World: India's Role in the Indo-Pacific was moderated by Mohanlal Pillai, CEO, Mech Marine Engineers. The panel featured Vice Admiral Ankur Sharma, Admiral Superintendent (ASD), Naval Dockyard Mumbai; Arjun Chowgule, Managing Director, Chowgule Group; Vishal Kanwar, Partner, PwC India; and Sapna Dipu, AGM (Forward Design & Contracts), Mazagon Dock Shipbuilders. The discussion examined shipbuilding as a pillar of maritime security, Indo-Pacific trade and naval collaboration, global competition and technology transfer opportunities.



The subsequent session on “Financing Shipyards, Technology, and Infrastructure: Unlocking Supply-Side Growth” was moderated by K. Mukundan, Senior Principal – Strategic Initiatives and Policy Advisory, National Investment and Infrastructure Fund (NIIF). Panelists included Rajeev Nayyar, Advisor, Swan Defence & Heavy Industries; Sachin Kulkarni, Head – Marine Business Sales (South Asia), Wärtsilä India; Naveen Rawat, GM (PF&S SBU), State Bank of India; and Jayati Roy, Deputy General Manager, Aviation, Marine Hull & Marine Cargo Technical Department, The New India Assurance Co. The panel highlighted blended finance structures, PPP models, insurance-backed risk mitigation and green finance tools as essential enablers for capacity expansion. A special address on Collaborating for a Sustainable Maritime Future was delivered by Daiyu Kurachi, Technical Group, NYK Line, who shared perspectives on Japan’s green shipping initiatives and collaboration opportunities with India. A key highlight of the afternoon was the panel on Financing Fleet Expansion: Meeting Global & Domestic Shipping Demand, chaired by Capt. B. K. Tyagi, Chairman & Managing Director, Shipping Corporation of India, and moderated by Anil Radhakrishnan, CEO, GMR Enterprises and Director, Bombay Chamber. Panelists included Anil Devli, CEO, Indian National Ship Owners Association; Pallavi Raje, Executive Director – Transportation Finance, Standard Chartered Bank; and Pravin Kirolikar, CEO, Yeoman Marine Services. The discussion explored innovative ship leasing and bareboat charter models, financing mechanisms for LNG, methanol and hydrogen-powered vessels, and the use of cargo-backed long-term contracts as risk mitigation tools, with particular emphasis on the role of GIFT City in ship financing. Girija Subramanian, Chairman-cum- Managing Director, The New India Assurance Co. Ltd., delivered a special address highlighting the evolving role of marine insurance in supporting fleet modernisation and mitigating emerging risks in a dynamic global shipping environment. The session on “Building Human Capital for a Competitive Shipbuilding Industry,” chaired by Dr. (Mrs.) Malini V Shankar, IAS (Retd.), Vice Chancellor, Indian Maritime University, was moderated by Capt. Hemant Gupta, Deputy Director, Drewry Maritime Advisors. Panel members included Uday Chaitanya Ganivada, Country Manager – India, Sri Lanka & Bangladesh, DNV; Sahay Raj, Managing Director, Shoft Shipyard and P. K. Mishra, Managing Director, Indian Register of Shipping. The discussion focused on advanced skills, industry-academia partnerships, employment generation and strengthening India’s maritime talent pipeline. The valedictory session on “Policy to Practice: How State Clusters/Maritime Boards can Anchor India’s Global Shipbuilding Ambitions” featured addresses by Mr. Kalpesh Vithlani, Gujarat Maritime Board; Capt. Dharma Sastha, Andhra Pradesh Maritime Board; Mr. Prabakaran, Associate Vice President, Guidance Tamil Nadu; and Capt. Praveen Khara, Chief Port Officer, Maharashtra Maritime Board.

Young Bombay Forum:

The Young Bombay Forum (YBF) of the Bombay Chamber hosted a compelling Thought Leadership Session on May 22, 2025, featuring Mr. Dhiraj Relli, MD & CEO of HDFC Securities Ltd. Wherein he shared insights on leadership, business strategy, and market transformation. Mr. Relli emphasized the importance of reach and value proposition in marketing; Leadership, Technology, and Continuous Learning; Quality, Strategy, and Execution; Industry Insights & Case Studies. Mr. Relli shared comparative insights across various sectors such as Retail & Fashion, Manufacturing, Hospitality as also Broking & Financial Services. He also addressed on disruption and innovation.

Chamber events:

We are honoured to share that our President, Ms. Pinky Mehta and International Trade and Commerce Committee Chairman, Mr. Viraj Kulkarni, were in Cyprus on June 15, 2025, for the official Cyprus-India roundtable discussion “Advancing a Strategic Economic Partnership” in the presence of Hon. Prime Minister of India Shri Narendra Modi and His Excellency Mr. Nikos Christodoulides, President of the Republic of Cyprus. The Bombay Chamber was privileged to be the first Indian chamber represented at this important forum. They participated in a high-level business roundtable in Limassol aimed at enhancing bilateral trade and fostering new opportunities across key sectors.

189th Annual General Meeting:

The Bombay Chamber held its 189th Annual General Meeting on 25th June, 2025 in Mumbai. Mr. Rajiv Anand, Deputy Managing Director, Axis Bank took over as the Bombay Chamber President while Mr. Sudhanshu Vats,

Managing Director, Pidilite Industries, became the Sr Vice President of the Chamber. In his keynote address, Mr. B.V.R. Subrahmanyam, CEO of NITI Aayog, delivered an inspiring vision for India future, highlighting the nation remarkable transformation since independence. He also spoke about India ambitious goal to become a developed nation by 2047, with a targeted gross domestic product (GDP) of \$30 trillion and a per capita income of \$14,000. He said that this transformation isn't just an economic target, but a national movement that requires participation from every citizen. He spoke extensively on human capital development covering aspects like leveraging India demographic dividend (median age of 29), expanding higher education to 9 crore students, increasing women workforce participation and comprehensive skilling programs. On the economic transformation front he spoke about expanding manufacturing from half a trillion to \$8-10 trillion, becoming a global services hub, developing agriculture beyond traditional cereal crops and creating global-standard financial and banking systems. Subrahmanyam called for business and industry leaders to be agents of change, working together to achieve a bold and inclusive vision for India's future.

Ms. Pinky Mehta, outgoing President Bombay Chamber and Director, Aditya Birla Sun Life Insurance Co Ltd. & CFO, Aditya Birla Capital Ltd. shared her reflections on the Chamber's impactful journey over the past year. Under her leadership, the Chamber championed four key pillars—Digitalisation, ESG & Sustainability, Ease of Doing Business, and Diversity, Equity & Inclusion—hosting over 100 knowledge-led events that advanced innovation, sustainability, and inclusive growth. She highlighted global engagements such as the Indian delegation to Cyprus during Prime Minister Narendra Modi's visit to the country, thought leadership at the International Agri Hackathon, the third edition of the Chamber's DEI Forum and Awards, and dialogues with diplomats and regulators. She also reaffirmed the Chamber's digital and green commitments through initiatives like the CSR in the Digital Era Conclave, the Green Growth Forum, and the Smart City Leaders' Conclave. Following this, Mr. Rajiv Anand, President Designate, Bombay Chamber and Deputy Managing Director, Axis Bank, shared his vision for the year ahead under the theme 'Shaping the Future: Innovation, Inclusion, Impact.' He outlined five strategic priorities for 2025–26: catalysing sustainable economic growth, driving technology and innovation through the launch of a Centre for Emerging Technologies, empowering human capital with a focus on women and youth deepening public-private partnerships, and modernising the Chamber for the next generation. He stressed the Chamber's mission to align closely with national priorities such as Atmanirbhar Bharat and Viksit Bharat@2047, and work in tandem with NITI Aayog on entrepreneurship, energy transition, and inclusive development. The evening also saw the launch of the "Dispute Resolution @ Bombay Chamber" website, an initiative focused on mediation as a structured and efficient tool for resolving commercial disputes. The launch was presented by Ashok Barat, Past President, Bombay Chamber and Mentor, Dispute Resolution @ Bombay Chamber & Director, Bata India, who emphasised the need for industry-led mechanisms to ease legal burdens and promote amicable solutions. Concluding the evening, Sudhanshu Vats, Sr Vice President Designate, Bombay Chamber and Managing Director, Pidilite Industries, delivered the vote of thanks, expressing gratitude to the speakers, members, and stakeholders for their continued support and commitment. He reiterated the Chamber's vision to serve as a forward-thinking, solutions-oriented platform for business leadership and policy engagement, dedicated to building an inclusive and prosperous future for Mumbai and India.

190th Foundation Day:

Bombay Chamber of Commerce and Industry organised its 190th Foundation Day on December 17, 2025 in Mumbai. Delivering the Keynote Address, Ms. Arundhati Bhattacharya, President and Chief Executive Officer of Salesforce South Asia and former Chairperson of the State Bank of India advised to leverage artificial intelligence and technology as enablers, rather than fear them. She mentioned that AI will change the way we work and it is a change here to stay, not to be resisted. Learning it will make you far more powerful than otherwise. Welcoming the audience, Mr. Rajiv Anand, President of the Chamber and MD & CEO of IndusInd Bank, emphasised that the Foundation Day was not only a commemoration of the Chamber's past but also a reaffirmation of its commitment to progress and transformation. He noted that the Chamber's membership today reflects the breadth of India's enterprise ecosystem, ranging from some of the country's largest corporates to a dynamic small and medium enterprise sector that now accounts for two-thirds of its base. This diversity has been central to the Chamber's ability to adapt and evolve over nearly two centuries.



The Foundation Day also saw the unveiling of a book capturing DEI journeys authored by the winners of the third edition of the Bombay Chamber DEI Forum & Awards, held in June. Building on the momentum of the Awards, the initiative seeks to advance DEI conversations by presenting these journeys as practical and inspirational case studies for industry. This was followed by a highly illuminating fireside chat with Ms. Arundhati Bhattacharya which was moderated by Latha Venkatesh., The conversation explored the intersections of technology, banking, and societal progress. In his vote of thanks, Sudhanshu Vats, reflected on the key themes of the discussion and India's evolving opportunity landscape. Acknowledging Bhattacharya's session, he noted how digital adoption and artificial intelligence can help level the playing field, particularly for MSMEs. He also observed that technology is reshaping economic narratives, offering pathways that extend beyond traditional global comparisons.

Budget Day Meeting:

As every year, the Chamber had organized a Budget Day Meeting on 1st February 2026. After the meeting, the highlights of Union Budget 2026-27 prepared by the Chamber as also the views of some members of the Board and Expert Committees, were hosted on the Chamber's website.

On April 21, 2025, the Bombay Chamber hosted an exclusive session on "FDI in India: Unlocking Opportunities in a Shifting Global Market". The session featured a comprehensive presentation by Mr. Sudhir Kapadia, Past President of the Bombay Chamber and Senior Advisor at EY, who highlighted a 13% increase in FDI inflows to India in 2024, amidst a global decline driven by geopolitical tensions and monetary tightening. He emphasised key sectors such as digital infrastructure, renewable energy, manufacturing, and semiconductors, which are attracting foreign investments due to government incentives like the PLI (Production-Linked Incentive) schemes. The keynote address by Mr. Sunil Mathur, Past President of the Bombay Chamber and Managing Director & CEO of Siemens Limited, underscored India's growing importance in the global economic landscape. He highlighted the nation's 6% GDP growth and stressed the need for greater ambition to achieve the vision of Viksit Bharat. Mr Mathur discussed the opportunities arising from global geopolitical disruptions, shifting trade dynamics, and the redefinition of competitive landscapes. He noted that India's political stability, skilled workforce, and digital momentum make it an attractive destination for global investors. Furthermore, he called for India to lead on global standards, particularly in emerging sectors like AI, data centers, and semiconductor manufacturing. Mr. Mathur emphasised the role of FDI in fostering economic growth, advocating for the nurturing of global tech champions and accelerating digitalisation to convert today's challenges into long-term economic opportunities.

The Four Labour Codes were brought into force with effect from 21st November, 2025, and replaced 29 Labour Statutes. For the benefit of Member Companies, the Chamber organized a Seminar on Understanding the Implications of the New Labour Codes on ease of doing business, Social Security for Employees, Management of Employee Relations, Employment Contracts and Management of Contract Labour together with important changes and stringent penal provisions on 20th December, 2025. The session addressed the participants on the major changes and the compliances under the Social Security Code in respect of Employees Insurance and also gave clarifications on issues raised by the participants on implementation of the relevant provisions of the Social Security Code. It enlightened the participants on the various benevolent provisions of the Social Security Code for coverable employees, including tie-ups with major hospitals state of the art facilities. The seminar addressed on the various provisions of the Codes, which would be detrimental to the interest of the workers and their employment. One such instance was the increase in the threshold limit from 100 workers to 300 workers for seeking prior permission of the Government for closure, retrenchment and lay off. The view that the fixed term employment provisions could be exploited by the employers. The seminar also addressed the participants on the important provisions of the Code on Wages, Industrial Relations Code and the Occupational Safety & Health Code. It was pointed out that under the new Code on Wages any employee can file a criminal case directly against his employer without first approaching the Office of the Labour Commissioner. The implementation of the Labour Codes have become uncertain and difficult as the Rules have not been notified or brought in force. Several provisions in the Codes which were capable of being implemented only after framing of the prescribed Rules. The seminar also addressed the penal provisions prescribing stringent penalties including exorbitant fines and enlightened the participants on the liability of every officer of the Company, who is responsible for

looking after the affairs, for prosecution, if the Company is held guilty of committing any offences under the Code. With such stringent penalties, it would be imperative for every employer to have a proper compliance team to ensure that there is no violation of any of the provisions of the Codes. The seminar also highlighted the important changes in engagement of contract labour. The OSH Code abolishes contract labour in all core activities. However, the Code permits certain activities, although being core in nature, to be carried out through contract labour. The seminar also highlighted that the definition of “contract labour” excludes certain categories of third Party employees provided that such third Party employees are issued letters of appointment by the contractor with a provision for permanency in service, mutually acceptable service conditions, periodical increments and grant of all social security benefits. The Code permits engagement of contract labour provided the conditions satisfied in the exclusion part of the definition of contract labour are satisfied. Notwithstanding the above, there is always a risk of facing litigations on allegations of sham and bogus contracts.

The Indian Navy stands at a pivotal juncture in its journey toward comprehensive maritime self-reliance. The vision aligns closely with the Government of India’s flagship initiative of Aatmanirbhar Bharat Abhiyan, which seeks to strengthen indigenous capabilities across strategic sectors, particularly defence manufacturing and high-technology domains. For the Navy, this translates into reducing dependence on foreign Original Equipment Manufacturers (OEMs) for critical systems, spares, lifecycle support, upgrades, and emerging technologies across its expanding fleet of aircraft carriers, destroyers, frigates, submarines, aviation assets, and shore-based infrastructure. It is in this spirit that the Bombay Chamber of Commerce and Industry, in partnership with Headquarters, Western Naval Command, convened this exclusive Navy-Industry Synergy Conclave on March 06, 2026. The interaction commenced with an address by Krishna Swaminathan, Flag Officer Commanding-in-Chief, Western Naval Command. Commodore Pathak presented key initiatives undertaken by the Naval Command, highlighted current operational and technological challenges, and invited support from the industry leaders present to explore collaborative pathways for strengthening maritime capabilities and advancing development in the maritime sector. The Navy-Industry Interaction concluded with a shared commitment to building a resilient maritime ecosystem where innovation is indigenous, supply chains are secure, capabilities are scalable, and operational readiness remains uncompromised. By harnessing the collective expertise of India’s industrial leadership and the operational insight of naval commanders, the nation can accelerate its journey toward true maritime self-reliance—strengthening defence preparedness, technological sovereignty, and economic growth. The programme concluded on a positive note, followed by an exclusive visit to INS Imphal (Warship) and INS Vela (Submarine), offering participants a first-hand perspective on frontline naval capabilities.

A few services provided by Bombay Chamber:

Certificate of Origin [COO]:

The Chamber provides the service of issue of Digital Certificate of Origin in respect of goods exported from India, Visa facilitation, and attestation of Export Documents like Invoices, Packing List, Declaration etc.

Labour Advisory:

The Chamber provides Labour Advisory services in matters pertaining to industrial and labour relations, including various services provided to companies such as representation & appearance in Courts, legal opinions & consultative advice and arbitration in Labour matters.

Arbitration:

The Chamber provides arbitration services for settlement of disputes arising out of commercial transactions between parties willing or agreeing to abide by the judgment and decision of the Chamber.

Mediation:

Giving emphasis to the process of Alternate Dispute Resolution, the Bombay Chamber had established the Centre for Mediation and Conciliation (CMC), under the guidance of the Bombay High Court. The CMC has been empanelled by the High Court and the City Civil Court as mediation centre. CMC has its set of Rules and Panel of Eminent, Senior and other Mediators, which also include domain experts. Commercial disputes from certain corporate have been referred to CMC for mediation.

Other Events:

For the benefit of its members representing various sectors, the Chamber, under the auspices of its Expert Committees, had also conducted the following conducted Seminars/workshops/ training on important topics to cover key national initiatives like Inclusive Growth, Ease of Doing Business, Make in India, Digital India, Swatch BharatClimate Change and Skill India.

- Excel Training webinar
- Webinar on Customer Service Excellence-
- Advanced Excel with AI Online Workshop
- Communication, Presentation and Report Writing Skills Workshop
- Succession Planning Strategies Webinar
- Mastering Leadership Communication Workshop
- Strengthen Sales Execution in Q-2 - Leadership Masterclass
- Recently Elevated Manager Workshop
- Lead to Succeed: Workshop on Sales Mentoring Workshop
- Workshop on “Level-Up: Mastering Soft Skills for Future-Ready Professionals”
- Webinar on The Productivity Edge for Business Leaders: Leadership Time Mastery to Build a High-Performing Business
- Webinar on Managing Difficult Conversations
- Designing Policies to Attract and Retain Next-Gen Talent-Webinar
- Advanced Purchase Negotiation Certification Course Online
- Generative AI for Microsoft Excel-Online Course
- Advance Excel Training
- Behavioural Skills Training for Executive Assistants & Secretaries -Workshop
- AI Augmented Marketing-Workshop

The details of all such activities conducted by the Chamber are provided in the Annual Report.

The Chamber expresses its gratitude towards its members for their invaluable contribution for the activities organised by it.

The Chamber also expresses its gratitude and sincere thanks to the Past Presidents for providing intellectual inputs which will guide the Chamber in achieving its endeavours.

2. Dividend:

Your Chamber being a “Company Limited by Guarantee and not having Share Capital’, the disclosure relating to dividend is not applicable.

3. Amount transferred to Reserve:

During the year, the Chamber has transferred Rs. 137.41 Lakhs to ‘Premises Reserve’.

4. **Capital:**

Your Chamber being a “Company Limited by Guarantee and not having Share Capital”, the disclosure relating to Capital is Not applicable.

5. **Future Outlook:**

The Chamber is in the process of extending digitization to enhance its reach and visibility for Chamber activities and operations, including events, Certificate of Origin, qualitative and quantitative participation for the events and meetings organised by the Chamber.

6. **Meetings:**

During the Financial Year 2025-26, 5 Board Meetings were held with requisite quorum.

At the Annual General Meeting held on 25th June, 2025, a total of thirteen (13) Directors were elected. The details of the same are provided in the Annual Report.

7. **Board Committees:**

During the Financial Year 2025-26, the Board had re-constituted the following Sub-Committees from amongst its members to carry out administrative and financial functions on its behalf.

- (i) Membership Approvals & Member Grievance Sub-Committee
- (ii) Investment Finance & Advisory Sub-Committee and
- (iii) Staff Sub-Committee

8. **Independent Directors:**

The Directors on the Board of the Chamber are Non-Executive Professional Directors.

9. **Key Managerial Personnel:**

Mr. Rajiv Anand, President, Mr. Sudhanshu Vats, Senior Vice President and Mr. Sandeep Khosla Director General and Secretary are the Key Managerial Personnel of the Chamber. Note N(5)(a)(i) of the Audited Accounts of the Bombay Chamber provides reference to the same.

10. **Statutory Auditors and Auditor’s Report:**

Pursuant to the provisions of Section 139 and other applicable provisions, if any, of the Companies Act, 2013 (the “Act”) read with the Companies (Audit and Auditors) Rules, 2014, and other applicable Rules, if any, (including any amendment thereof), M/s. Sharp & Tannan, Chartered Accountants, had been appointed as statutory Auditors of the Bombay Chamber for a period of 5 years at the 186th Annual General Meeting (AGM) held on 8th August, 2022.

The auditor’s report is self-explanatory and does not contain any qualification, reservation or adverse remarks.

11. Particulars of Loans, Guarantees or Investments:

The Chamber had disbursed loans aggregating to Rs. 6.90 lakhs to its employees and made Rs. NIL lakhs investments during the year.

12. Related Party Transactions:

Details of Related Party for F.Y. 2025-26 are disclosed in Note No.O(5) to the Financial Statements.

13. Deposits:

The Chamber has neither accepted nor renewed any deposits from the public during the financial year.

14. Material Changes and Commitments Affecting the Financial Position of the Company

There were no material changes or commitments undertaken by the Chamber which will significantly affect its financial position.

15. Chamber's policy relating to Directors' appointment, payment of remuneration and discharge of their duties:

During the Financial Year 2025-26, 5 Board Meetings were held with requisite quorum.

At the Annual General Meeting held on 25th June, 2025, a total of thirteen (13) Directors were elected. The details of the same are provided in the Annual Report.

Remuneration: Nil

16. Corporate Social Responsibility Initiatives:

The Chamber is not required to constitute a Corporate Social Responsibility Committee as it does not fall within the purview of Section 135(1) of the Companies Act, 2013 and hence it is not required to formulate policy on Corporate Social Responsibility.

17. Subsidiary, Joint Venture and Associate Company:

The Chamber does not have any Subsidiary, Joint Venture or Associate Company.

18. Extract of Annual Return:

In terms of the requirements of Section 92 (3) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, an extract of the Annual Return in the prescribed form MGT- 9 is attached herewith as Annexure and forms part of this Report.

19. Disclosure under The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013:

Your Directors state that during the year, there were no complaints received and pending pursuant to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

20. Conservation of Energy, Technology Absorption and Foreign Exchange Earning and Outgo:

A: Conservation Of Energy

The requirement of disclosure of particulars with respect to conservation of energy as prescribed in Section 134(3)(m) of the Act read with Rule 8(3) of the Companies (Accounts) Rules, 2014, is not applicable to the Company.

B: Technology Absorption

(i)	the effort made towards technology absorption	As part of its activities, the Chamber has organised programmes on technology absorption including: <ul style="list-style-type: none"> • Online Artificial Intelligence Automation in Global Trade Operations certification course; • Advanced Cyber Security Certification Course;
(ii)	the benefits derived like product improvement cost reduction product development or import substitution	
(iii)	in case of imported technology (important during the last three years reckoned from the beginning of the financial year)	
	(a) the details of technology imported	
	(b) the year of import	
	(c) whether the technology been fully absorbed	
	(d) if not fully absorbed, areas where absorption has not taken place, and the reasons thereof	
(iv)	the expenditure incurred on Research and Development	Nil

C: Foreign Exchange Earning and Outgo

During the year, foreign exchange earnings were NIL and foreign exchange outgo was NIL lakhs.

21. Particulars of Employees:

None of the employees are drawing remuneration in excess of the limits prescribed under Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

22. Directors' Responsibility Statement:

Pursuant to Section 134 (3)(c) of the Companies Act, 2013, the Board of Directors confirm that:

- in the preparation of the annual accounts of the Company, the applicable accounting standards had been followed along with proper explanation relating to material departures,
- the Directors had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Chamber at the end of the financial year , i.e., March 31, 2025 and of the Income and Expenditure for that period;



- the Directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets of the Chamber and for preventing and detecting fraud and other irregularities;
- the Directors had prepared the annual accounts on a going concern basis;
- the Directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that and that such systems were adequate and operating efficiently.
- the Directors had laid down and maintained adequate internal financial controls with reference to financial statements.

23. Significant and Material Orders Passed by the Regulators or Courts:

No significant and material orders were passed by the regulators, courts and tribunals impacting the going concern status and Chamber's operation in future.

24. ACKNOWLEDGEMENTS

The Directors acknowledge and place on record their appreciation for the dedicated work and efforts made by the Director General and the staff members.

On behalf of the Board

Rajiv Anand
Director
DIN: 02541753

Sudhanshu Vats
Director
DIN: 05234702

Place: Mumbai
Date: 15th May, 2026

FORM NO. MGT-9

EXTRACT OF ANNUAL RETURN AS ON THE FINANCIAL YEAR ENDED ON 31ST MARCH 2026

[Pursuant to section 92(3) of the Companies Act, 2013 and rule 12(1) of the Companies (Management and Administration) Rules, 2014]

I. REGISTRATION AND OTHER DETAILS:

i.	CIN	U74999MH1924NPL001128
ii.	Registration Date	18 th June, 1924
iii.	Name of the Company	Bombay Chamber of Commerce and Industry
iv.	Category / Sub-Category of the Company	Section 8 of The Companies Act, 2013
v.	Address of the Registered office and contact details	Mackinnon Mackenzie Building, 3 rd Floor 4, Shoorji Vallabhdas Marg, Ballard Estate Mumbai 400 001
vi.	Whether listed company	No
vii.	Name, Address and Contact details of Registrar and Transfer Agent, if any	Not Applicable.

II. PRINCIPAL BUSINESS ACTIVITIES OF THE COMPANY

All the business activities contributing 10% or more of the total turnover of the company shall be stated:-

Sr. No.	Name and Description of main products / services	NIC Code of the Product/ service	% to total turnover of the company
1	Other professional, scientific and Technical activities	M9	100%

III. PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES -

Not Applicable

No.	Name And Address of the Company	CIN/GLN	Holding/ Subsidiary /Associate	% of shares held	Applicable Section
1.					

IV. SHARE HOLDING PATTERN (Equity Share Capital Breakup as percentage of Total Equity)

Not Applicable

Category-wise Share Holding

Category of Shareholders	No. of Shares held at the beginning of the year				No. of Shares held at the end of the year				% Change during the year
	Demat	Physical	Total	% of Total Shares	Demat	Physical	Total	% of Total Shares	
A. Promoter									
1. Indian									
a) Individual/ HUF	-								
b) Central Govt									
c) State Govt(s)									
d) Bodies Corp									
e) Banks / FI									
f) Any Other....									
Sub-total (A)(1):-									
2. Foreign									
a) NRIs-Individuals									
b) Other-Individuals									
c) Bodies Corp.									
d) Banks / FI									
e) Any Other....									
Sub-total (A)(2):-									
B. Public Shareholding									
1. Institutions									
a) Mutual Funds									
b) Banks / FI									
c) Central Govt									
d) State Govt (s)									
e) Venture Capital Funds									
f) Insurance Companies									
g) FIs									
h) Foreign Venture Capital Funds									
i) Others (specify)									
Sub-total (B)(1)									
1. Non Institutions									
a) Bodies Corp.									
(i) Indian									
(ii) Overseas									
C. Individuals									
(i) Individual shareholders holding nominal share capital upto Rs. 1 lakh									
(ii) Individual shareholders holding nominal share capital in excess of Rs 1 lakh									
D. Others(Specify)									
Sub-total (B)(2)									
Total Public Shareholding (B)=(B)(1)+ (B)(2)									
C. Shares held by Custodian for GDRs & ADRs									
Grand Total (A+B+C)									

ii. Shareholding of Promoters

Sr. No	Shareholder's Name	Shareholding at the beginning of the year			Shareholding at the end of the year			% change in share holding during the year
		No. of Shares	% of total Shares of the company	% of Shares Pledged / encumbered to total shares	No. of Shares	% of total Shares of the company	% of Shares Pledged / encumbered to total shares	
1.								
2.								
	Total							

iii. Change in Promoters' Shareholding (please specify, if there is no change)

	Shareholding at the beginning of the year		Cumulative Shareholding during the year	
	No. of shares	% of total shares of the company	No. of shares	% of total shares of the company
At the beginning of the year				
Date wise Increase / Decrease in Promoters Share holding during the year specifying the reasons for increase/decrease (e.g. allotment / transfer / bonus/ sweat equity etc):				
At the End of the year				

V. INDEBTEDNESS

Indebtedness of the Company including interest outstanding/accrued but not due for payment

	Secured Loans excluding deposits	Unsecured Loans	Deposits	Total Indebtedness
Indebtedness at the beginning of the financial year				
i) Principal Amount				
ii) Interest due but not paid				
iii) Interest accrued but not				
Total (i+ii+iii)				
Change in Indebtedness during the financial year				
- Addition				
- Reduction				
Net Change				
Indebtedness at the end of the financial year				
i) Principal Amount				
ii) Interest due but not paid				
iii) Interest accrued but not due				
Total (i+ii+iii)				

REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL - NOT APPLICABLE

A. Remuneration to Managing Director, Whole-time Directors and/or Manager

Sl. No.	Particulars of Remuneration	Name of MD/WTD/ Manager				Total Amount
1.	Gross salary (a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961 (b) Value of perquisites u/s 17(2) Income-tax Act, 1961 (c) Profits in lieu of salary under section 17(3) Income- tax Act, 1961					
2.	Stock Option					
3.	Sweat Equity					
4.	Commission - as % of profit - others, specify...					
5.	Others, please specify					
6.	Total (A)					
7.	Ceiling as per the Act					

B. Remuneration to other directors:

Sl. No.	Particulars of Remuneration	Name of MD/WTD/ Manager				Total Amount
	<u>Independent Directors</u> · Fee for attending board committee meetings · Commission · Others, please specify					
	Total (1)					
	<u>Other Non-Executive Directors</u> · Fee for attending board committee meetings · Commission · Others, please specify					
	Total (B)=(1+2)					
	Total Managerial Remuneration					
	Overall Ceiling as per the Act					

C. Remuneration to Key Managerial Personnel Other Than MD /Manager /WTD- NA

Sl. no.	Particulars of Remuneration	Key Managerial Personnel			
		CEO	Company Secretary	CFO	Total
1.	Gross salary (a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961 (b) Value of perquisites u/s17(2) Income-tax Act, 1961 (c) Profits in lieu of salary under section17(3) Income-tax Act, 1961				
2.	Stock Option				
3.	Sweat Equity				
4.	Commission				



	- as % of profit				
	- others, specify...				
5.	Others, please specify				
6.	Total				

VI. PENALTIES / PUNISHMENT/ COMPOUNDING OF OFFENCES:

The Chamber has not committed or convicted of any offences and is not liable to any penalties or punishment.

On behalf of the Board

Rajiv Anand
Director
DIN: 02541753

Sudhanshu Vats
Director
DIN: 05234702

Place: Mumbai
Date: 15th May, 2026



Key Theme for 2025-26

This year's mission statement Shaping the Future: Innovation, Inclusion, Impact has 5 mission elements - Catalysing Sustainable Economic Growth, Driving Technology and Innovation, Empowering Human Capital, Deepening Public-Private Partnerships and Modernising the Chamber for the Next Generation.

Conclave

The 16th AgriCorp Conference 2025, themed "Innovation in Agriculture: Unlocking New Growth and Sustainability; partnership with Taiwan SMART Agriweek, at Taipei City as Asia's leading SMART 5-in-1 Expo covering Agriculture, Aquaculture, Livestock & Feed, and Cold-Chain which served as a dynamic hub for global collaboration, innovation, and knowledge exchange; Insurance Summit 2025 under the theme "Viksit Bharat - Catalysing Insurance for a Resilient Future"; Banking Conclave 3.0: Future of Banking which brought together experts to deliberate on how India's banking system must evolve to remain resilient, inclusive, and future-ready; CSR Conclave 2025 on Beyond Giving: Responsible CSR and Due Diligence; Certification courses on topics such as advance cyber security, Agentic AI an AI auditing and AI tools for auditing; seminar on Recent Trends in Corporate Reorganisation; Session on GST Council Rate Rationalization - Key Updates and Insights; DEI Forum & Awards 2025; HR Conclave themed HR Kinetic: Leadership in the Age of Gen Z; Masterclass on AI in Custom & Compliance; Seminar on Recent SEBI Amendments to LODR and ICDR- perspective of Experts; seminar on DPDP Act and Rules; Infrastructure Conclave on Uddishta - Pathway to a \$1 Trillion Sustainable Maharashtra; PEVC Conclaves on Future of Fund Management: AIFs in GIFT City and REITS - Asset Tokenisation Conclave 2025: From Bricks to Blocks; International Shipbuilding Conference on 'Global Harit Nauka Summit: Trust, Collaborate, Impact'; participation in the Cyprus-India roundtable discussion "Advancing a Strategic Economic Partnership"; Seminar on Understanding the Implications of the New Labour Codes.

Mediation

The Centre for Mediation and Conciliation (CMC), set up by the Bombay Chamber, provides a much-needed neutral, institutional platform for resolving commercial disputes and wishes to promote an efficient, sustainable, and solution-oriented dispute resolution process, on the lines of ADR, for resolving commercial disputes.

The Centre, affiliated with the High Court of Bombay and the City and Sessions Court, Mumbai, as a Mediation Centre, successfully administers court-referred commercial mediations. Over the last year, CMC took various initiatives to propagate mediation among corporate and various institutions/agencies for its adoption as an ADR tool for the speedy resolution of commercial disputes.

MSMEs

The Chamber organised three MSME Conclaves on the themes (i) New Business Opportunities for MSMEs, (ii) Global Partnerships, Smart Finance & Dispute Resolution for MSME Growth and (iii) Reimagining MSME Growth: Opportunities in A Smart Finance Era.

Diversity & Inclusion

The Bombay Chamber DEI Awards 2025 held on June 18, 2025 celebrated organisations that have innovatively made DEI part of their corporate DNA. The awards saw nominations from companies across six categories: DEI Champion Award, Award for Gender Equality Champion, LGBTQIA+ Inclusion Award, Disability Confidence and Inclusion Award, DEI Award for Best Program (Underrepresented DEI groups other than Gender, LGBTQIA+, and PwD), and a Special Award for Micro, Small, and Medium Enterprises (MSMEs).

The Protection of Women against Sexual Harassment at Workplace (Prevention, Prohibition and Redressal) Act, 2013

As per the Act, the Bombay Chamber of Commerce and Industry had constituted an Internal Complaints Committee (ICC). The external independent ICC member is also on the panel. The Chamber has not received any complaint under the ICC for the F.Y. 2025-26. Number of cases disposed of during the year: NIL

Bombay Chamber Activities

Session on FDI in India: Unlocking Opportunities in a Shifting Global Market - April 21, 2025

SPEAKERS: Pinky Mehta, President of the Bombay Chamber and CFO of Aditya Birla Capital; Sunil Mathur, Past President, Bombay Chamber and Managing Director & CEO of Siemens; Sudhir Kapadia, Past President Bombay Chamber and Senior Advisor at EY; Rajiv Anand, Sr. Vice President, Bombay Chamber and Deputy Managing Director at Axis Bank.



Change of Guard at Final Board Meeting for 2024-25 - May 9, 2025

Rajiv Anand, Senior Vice President and Sudhanshu Vats, Vice President of the Bombay Chamber presented a silver salver to Pinky Mehta, outgoing President of the Bombay Chamber.



India-Cyprus Business Delegation

- June 15, 2025

Ms. Pinky Mehta, President, Bombay Chamber of Commerce & Industry, visited Cyprus as part of the Indian delegation during Hon. Prime Minister Shri Narendra Modi's official visit.

She participated in a high-level business roundtable in Limassol aimed at strengthening bilateral trade and fostering new opportunities between India and Cyprus.

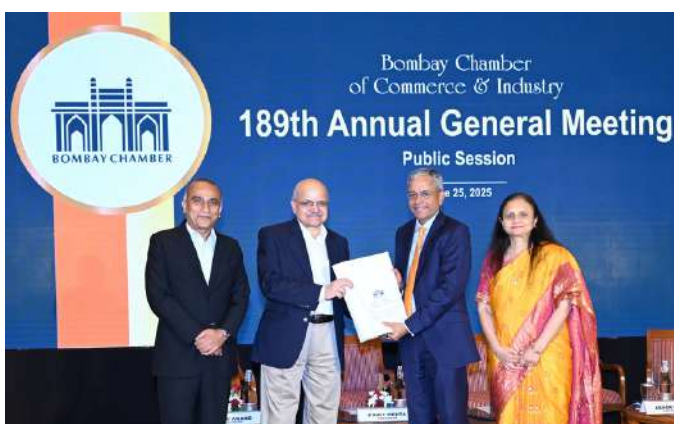


Bombay Chamber's

189th Annual General Meeting

- June 25, 2025

For details, please refer to the inside back cover of the report.



AI & Law Leadership Series, organised by the Bombay Chamber of Commerce & Industry in collaboration with PwC India and Ikigai Law

- November 3-15, 2025

SPEAKES: Akhilesh Shinde, Director, Agentic Automation, PwC India; Nikhil Rajkumar Nagda, Associate Director, Agentic Automation, PwC India; Krishna Mohan, Associate Director, PwC India; Pallab Das, Manager, PwC India; Aman Taneja, Partner, Ikigai Law; Vijayant Singh, Principal Associate, Ikigai Law; Rahil Chatterjee, Senior Associate, Ikigai Law; and Vaishali Gopal, Vice President, Counselect.

Bombay Chamber's

190th Foundation Day Celebration

- December 17, 2025

For details, please refer to the inside front cover of the report.



Expert Committees: 2025-26

The Bombay Chamber has fourteen specialized/expert committees & three forums with membership drawn from Senior Management Executives of the Bombay Chamber's Corporate Members, who meaningfully contribute to the deliberations of the Committee by pooling their experience and technical expertise.

1. Agriculture & Food Processing
2. Banking, Financial Services & Insurance
3. Corporate Social Responsibility & Sustainability
4. Digitalisation
5. Direct Tax
6. Diversity & Inclusion
7. Economic Policy, Research & Development
8. Human Resources Management
9. Indirect Tax
10. International Trade & Commerce
11. Legal Affairs, IPR & Governance
12. Power & Infrastructure
13. Private Equity & Venture Capital
14. Shipping & Logistics

Forums

1. MSME
2. Start-ups
3. Young Bombay Forum

Agriculture & Food Processing

MENTOR	Dr. Sudhir Kumar Goel, IAS Former Additional Chief Secretary (Agriculture & Marketing), Govt. of Maharashtra
CHAIRMAN	Rajan Raje Founder & CEO, NICHEM SOLUTIONS
CO-CHAIRPERSON	Chinmayee Deulgaonkar Managing Director, Control Union India
INDICATIVE AREAS	Agriculture, Food Processing, Food Security and PDS, Horticulture, Fisheries

**Memorandum of Understanding (MoU)
with the Office of the District
Collector, Pune**
- April 21, 2025



Pune Agri Hackathon 2025, Pune
June 1-3, 2025

Under the above collaboration, the Chamber supported India's first International Agri Hackathon, held from June 1 to 3, 2025, at the College of Agriculture, Pune. The hackathon was organized by the Department of Agriculture, Government of Maharashtra; the Collector Office, Pune; and Mahatma Phule Krishi Vidyapeeth (MPKV). The initiative brought together key stakeholders to develop scalable, technology-driven solutions for agricultural challenges, contributing to the future of Indian agriculture.



As per the mandate, the Bombay Chamber evaluated and reviewed the submissions, provided key recommendations, and facilitated the release of the Progress Report for the Second Tranche Disbursement.

**Taiwan Smart
Agriweek Exhibition, Taiwan**
- September 2-5, 2025

The Bombay Chamber of Commerce & Industry was delighted to partner with Taiwan SMART Agriweek, at TaiNEX-1, Taipei City. A 15-member delegation from the Chamber, led by Sandeep Khosla, Director General, Bombay Chamber and Rajan Raje, Chairman, Agri Committee, Bombay Chamber.



**16th AgriCorp Conference 2025:
Innovation in Agriculture: Unlocking New Growth and Sustainability**
- December 11-12, 2025

SPEAKERS: Dr. Mahanand S. Mane, Associate Dean, College of Agriculture, Pune; Rajan Raje, Chairman, Agriculture & Food Processing Committee, Bombay Chamber and CEO, NICHEM SOLUTIONS; Azhar Tambuwala, ED, Sahyadri Farmers Post Harvest Care Ltd (Sahyadri Farms) & Expert Committee Member, Agriculture & Food Processing Committee, Bombay Chamber; Tushar Karande, Global Commercial & Business Development Lead - Digital Farming, Netafim; Krishnendu Chattopadhyay, VP - Agri



Business, Nature Bio Foods Ltd (NBFL), Business Head- Africa; Dr. Chetan Parmar, Senior Vice President Europe & Asia, FoodChain ID; Anurag Kashyap, Project Manager & Lead for CDR projects, Grow Indigo; Ketan Sodha, Founder & CEO, Berry Fresh Agrotech; Dr. Sunil Gorantiwar, Ex. Head, Dept of Irrigation & Drainage Engineering, Mahatma Phule Agricultural; Dr. Somnath Mane, Chief Scientist, ICRTC, Pune; Girish Chitale, Partner & MD, Chitale Dairy; Pushkaraj Kale, CEO, atQor; Prashant Kulkarni, Founder-Director, Neopeak Dairy Tech Pvt Ltd; Vishal Kuyate, Sales Manager-West, Delaval India; Chinmayee Deulgaonkar, MD, Cert ID India Pvt Ltd & Co-Chairperson, Agriculture & Food Processing Committee, Bombay Chamber; Rajesh Sinha, Angel Investor, Consultant & Expert Committee Member, Agriculture & Food Processing Committee, Bombay Chamber; Abhay Dandwate, CRO & Head Strategy, National Bulk Handling Corpn Pvt Ltd; Ajit C Lad, Director & Agribusiness & Commodity Analyst, Farmeducon Research Foundation; Shrikant Kuwalekar, Commodity Price Risk Management Consultant & Advisor to World Bank's SMART Project; Dr. Sudhir Kumar Goel, IAS, Former Addl Chief Secretary (Agriculture & Marketing), Govt of Maharashtra & Mentor, Agriculture & Food Processing Committee, Bombay Chamber; Kiran Vedula, Chief Business Officer, Samunnati; Saurabh Raheja, Senior Vice President II | Farm Finance, Axis Bank; Vikas Gupta, DGM (ABU & GSS), State Bank of India; Parthasarathi S K Dash, Deputy Zonal Head, Zonal Office, Pune, Union Bank of India, Nilesh Lele, Partner, RampUp Advisory LLP; Brendon Faroz, Regional Head, West, IAN Group; Pankaj Kumar Singh, Founder & CEO, PCS Ventures; Gitesh Kulkarni, Partner, Progrowth Ventures; and Pankaj Jain, Partner, Progrowth Ventures.

Banking, Financial Services & Insurance

<u>BANKING, FINANCIAL SERVICES</u>	
CHAIRMAN	Nilesh Shah Group President & Managing Director, Kotak Mahindra AMC
CO-CHAIRMAN	Rajiv Anand Managing Director & CEO, IndusInd Bank Ltd.
<u>FOR INSURANCE</u>	
CHAIRMAN	Praveen Vashishta Former Co-founder, Howden Insurance Brokers India & Chairman Howden Asia
CO-CHAIRMAN	Ravi Reddy ED, Beacon Insurance Brokers Pvt Ltd.
	Dr. Sandeep Dadia CEO & Country Head, Asia Board Member, Lockton, India
INDICATIVE AREAS	Banking, Finance, Micro Finance, FDI Policy, Investment & Investors Protection, Corporate Affairs, Capital Market & Trade Credit, International Operation, Monetary Policy & Currency market & Volatility, Regulation, Supervision & Operation, Investors' Protection, Risk Monitoring & Management, IT & Cyber Security, General Insurance, Life Insurance, Corporate Risk Management and Personal Risk Management through Insurance, Operational and Strategic issues of Insurance industry.

Roundtable Discussion on

Future of Insurance Distribution in India - Innovation, Access, and Accountability

- June 19, 2025

SPEAKERS: Shri Satyajit Tripathy, Member - Distribution, IRDAI and Ravi Reddy, Executive Director, Beacon Insurance Brokers Pvt. Ltd. & Member, BFSI Committee, Bombay Chamber.

Insurance Summit 2.0: Viksit Bharat-Catalysing Insurance for a Resilient Future

- August 8, 2025

SPEAKERS - Praveen Vashishta, Member, BFSI Committee, Bombay Chamber & Former Co-founder of Howden Insurance Brokers India, and Chairman of Howden Asia; Nilesh Sathe, Former Whole-time Member of IRDAI; Girija Subramanian, CMD, New India Assurance; Gayathri Parthasarathy, India Financial Services Sector Leader and Global Financial Services Technology Leader, PwC India; Amit Roy, Partner and Leader - Insurance & Allied Businesses, PwC India; Mahesh Parab, Partner - Agentic Automation, PwC India; Moderator, Amit Roy, Partner and Leader-Insurance & Allied Businesses, PwC India; Alok Rungta, MD & CEO, Generali Central Life Insurance; Mehmood Mansoori, MD & CEO, ERGO Technology & Services Pvt. Ltd.; Shanai Ghosh, MD & CEO, Zuno General Insurance; Dr. Sandeep Dadia, CEO & Country Head, Asia Board Member, Lockton, India; S. K. Rustagi, CEO, Beacon Insurance Brokers Pvt. Ltd.; Gaurav Dubey,

Founder & CEO, Livlong 365; Aman Batra, Chief Strategy Officer, InsuranceDekho; Moderator, Vivek Belgavi, Partner - Financial Services Advisory Leader, PwC India; Sandeep Kedia, CFO, Aditya Birla Health Insurance; Suhail Ghai, Chief Digital Officer & Head of Customer Operations, Axis Max Life; Gaurav Sharma, Deputy General Manager, New India Assurance; and Jitender Bahri, Head of P&C Solutions Operations, Swiss Re.



Mutual Fund Conclave 3.0: Catalysing Capital Formation for a Viksit Bharat
- November 19, 2025

SPEAKERS - Navneet Munot, Director, Bombay Chamber and MD & CEO, HDFC Asset Management Co.; Moderator, Neil Borate, Editor-in-Chief, thefynprint; Madhu Lunawat, Founder & CEO, The Wealth Company Asset Management; Swarup Mohanty, Vice Chairman & CEO, Mirae Asset Investment Managers (India) Pvt. Ltd.; Chitra Iyer, CEO, MFA; Rishi Kohli, CIO, JioBlackRock Mutual Fund; Nilesh Shah, Past President, Bombay Chamber and Group President & MD, Kotak Mahindra Asset Management Co.; Sundeep Sikka, Chairman, AMFI and



ED & CEO, Nippon Life India AMC; Latha Venkatesh, Executive Editor, CNBC-TV18; Niraj Shah, Executive Editor, NDTV Profit; Dhiraj Relli, MD & CEO, HDFC Securities Ltd.; B. Gopkumar, MD & CEO, Axis AMC; and D.P. Singh, DMD & Joint CEO, SBI Mutual Fund.

Banking Conclave 3.0: Future of Banking
- January 21, 2026



SPEAKERS - Rajiv Anand, President, Bombay Chamber & MD & CEO, IndusInd Bank; Moderator, Yashraj Erande, India Leader' Financial Services & Global Leader Fintech, Boston Consulting Group; Anirban Mukherjee, CEO, PayU; Sachin Seth, Regional Managing Director, India and South Asia, CRIF; Rajeshwar Rao, Former Deputy Governor, RBI; Latha Venkatesh, Executive Editor, CNBC TV18; Moderator, Abizer Diwanji, Founder, NeoStrat Advisors LLP; Prashant Kumar, MD & CEO, YES

BANK; Neeraj Makin, Senior Executive Vice President & Group Head - Strategy, Analytics & Venture Capital, Emirates NBD; Anshul Agarwal, MD and Head, Financial Institutions Group (FIG), Aventus Capital.



Corporate Social Responsibility & Sustainability

<u>FOR CORPORATE SOCIAL RESPONSIBILITY</u>	
CHAIRPERSON	Aloka Majumdar MD, Global Head of Philanthropy & Head of Sustainability, India, The Hongkong and Shanghai Banking Corporation Limited, India
CO-CHAIRPERSON	Dr. Meena Galliara Director - Jasani Centre for Social Entrepreneurship & Sustainability Management, School of Business Management, NMIMS
<u>FOR SUSTAINABILITY</u>	
MENTOR	Russell Parera Partner, PriceWaterhouseCoopers Services LLP
CHAIRMAN	Anirban Ghosh Head, Centre for Sustainability, Mahindra University
CO-CHAIRPERSONS	Deeksha Vats Chief Sustainability Officer, Aditya Birla Group, For Health and Safety Mahesh Chandak Head of HSE - South Asia & HSE Business Partner for Crop Science - Asia Pacific, Bayer Group
<u>FOR HEALTH AND SAFETY</u>	
MENTOR	Mahesh Chandak Head of HSE - South Asia & HSE Business Partner for Crop Science - Asia Pacific, Bayer Group
INDICATIVE AREAS	CSR & Sustainability Policy, Updates, CSR Sustainability Opportunities and sharing of best practices, CSR & Sustainability Practice related concerns, representations to the authority & Environment, Health & Safety, climate change, Disaster Management, Publication, Operational concerns.

Webinar on Understanding CSR Impact Assessment

- May 6, 2025

SPEAKER - Prof. Satyajit Majumdar, MD, TISS Incube Foundation - Incubation Centre of TISS Mumbai

Carbon Offset Markets: Frameworks, Functionality, and Future Directions

- August 7, 2025

SPEAKER - Swapan Mehra, Founder - CEO, Iora Ecological Solutions Pvt Ltd.

Webinar on Understanding CSR Compliance

- October 8, 2025

SPEAKER - Noshir H. Dadrawala, Centre for Advancement of Philanthropy

CSR Conclave 2025 Beyond Giving: Responsible CSR and Due Diligence **- September 19, 2025**

SPEAKERS: Aloka Majumdar, Managing Director, Global Head of Philanthropy & Head of Sustainability, India – HSBC; Dr. Bhaskar Chatterjee, Former Secretary to Govt. of India and Currently Senior Advisor, Deloitte India and Dua Consulting; Luis Miranda, Chairperson and Co-Founder, Indian School of Public Policy and Chairperson, CORO India; Dr. Anand Bang, Advisor to CM, Govt. of Maharashtra; Jayant Rastogi, Global CEO, Magic Bus India Foundation; Romit Sen, Senior Vice President, Sustainability, HSBC India; Abhejit Agarwal, Senior Vice President & Head - Sustainability and CSR, Axis Bank; Savita Mundhe, Head-CSR School Education at JSW Foundation; Avilash Dwivedi, CSR Head, Mahindra & Mahindra Ltd., (Automotive and farm Sector); Ahona Ghosh, General Manager - Sustainability, Godrej Consumer Products Ltd.; Dr. Anantharaman Subramanian, Vice President- Head of Strategy, Sustainability, CSR at Siemens Ltd. and Executive Coach & Mentor; Ruchi Khemka, CSR Head, Deutsche Bank AG; Anagha Mahajani, Chief Impact Officer, Ambuja Foundation; Prachi Nautiyal - Vice President, Grant Management, Workplace Campaigns, Impact Assessment, United Way of Mumbai; Manish Kumar, Head- ESG & CSR, ICICI Bank Limited and Saloni Gupta, Regional Head (Corporate Advisory), Sattva.



Sustainability

Workshop on Certified Industrial Electrical Safety Training **- April 3-4, 2025**

SPEAKER - Ashok R Rane - Consultant Electrical Maintenance and Safety

Site Visit to Hindustan Unilever Limited, Silvassa **- April 25, 2025**

Sustainability Conclave 2025: Closing the Loop: Circular Pathways to Business Sustainability - November 19, 2025

SPEAKERS: Anirban Ghosh, Head – Centre for Sustainability, Mahindra University and chairperson Sustainability Committee, Bombay Chamber; Abhishek Deshpande - Co-Founder & COO, Recykal; Alok Chandra, Chief HSE & Sustainability Officer, Tata Chemicals; Ramnath Vaidyanathan, Head-Environmental Sustainability Godrej Industries Group; Prabodha Acharya - Chief Sustainability Officer, JSW Group; Abhinay Lakhmapure, Chief Business Officer - Sustainability, The Shakti Plastic Industries; Prof. Vikram Vishal, Professor and Convener, National Centre of Excellence in CCUS, IIT Bombay, Co-founder and CEO, UrjanovaC; Sumit Issar, MD & CEO, Mahindra Accelo Ltd. and Mahindra Steel

Service Centre Ltd.; Director, CERO (Mahindra MSTC Recycling Pvt. Ltd.); Sandeep Kumar Mohanty, PwC, Partner- Sustainability Transformation, iBT, One Consulting; Surya Valluri - Chief Sustainability Officer, Grasim Industries; Dr. Neeru Bansal - Chief Sustainability Officer, Cement Business, Adani Group; Pratibha Dewett - Chief Sustainability Officer, Lucro Plastecycle; and Nishtha Gupta- Group Head - Sustainability & ESG, Suzlon Energy Ltd.



Digitalisation

CHAIRMAN

Harish Narayanan,
CMO & CDO, HDFC AMC

INDICATIVE AREAS

Digital Governance, Digital Infrastructure, Digital Service Delivery, Emerging Technologies, Data Management, Digital Literacy and Cyber security, Digital Inclusion, Innovation and Entrepreneurship, Partnerships and Collaboration

Certificate Course on Cybersecurity & Cloud Security - April 15-17, 2025

SPEAKER: Shrikrishna Kulkarni, Cyber Security Consultant

Certificate Course on Agentic AI - April 22-23, 2025

SPEAKER: Hitesh Motwani, Chatgpt Trainer

Certificate Course on Advanced Excel in AI - May 7-8, 2025

SPEAKER: Dr. Shrikant Mulik, Corporate ExcelAI Trainer

Session on AI for MSMEs - June 4, 2025

SPEAKERS: Harish Narayanan, CMO & CDO, HDFC Asset Mgmt. Co Ltd & Hareesh Tibrewala, Founder & CEO, MANABU

Certificate Course on AI Auditing & AI Tools for Auditing - July 3-4, 2025

SPEAKER: Rammohan Thirupasur, AI-Cyber Security Consultant



Certification Course on Cyber Security & Cloud Security - July 8-10, 2025

SPEAKER: Shrikrishna Kulkarni, Cyber Security Consultant

Workshop on Engineering with Gen AI - July 17, 2025

SPEAKER: Dr. Amey Pangarkar, International TEDx Speaker

Workshop on Digital Personal Data Protection Act (DPDPA) Implementation - August 13, 2025

SPEAKER: Shrikrishna Kulkarni, Cyber Security Consultant

Workshop for Business Leaders on Create Your Own GPT Assistant-A No-Code - September 4, 2025

SPEAKER: Anil Keswani, Founder & CEO Z-Aksys Solutions

Certification Course on Cyber Security Audit - September 9-10, 2025

SPEAKER: Shrikrishna Kulkarni, Cyber Security Consultant

Workshop on Generative AI & its Potential Applications in Project Management - October 17, 2025

SPEAKER: Vinod Melarkode, Founder, Moonshot Leadership Consulting

Certification Course on Generative AI for Microsoft Excel - November 12-13, 2025

SPEAKER: Aman Khajanchi, Enterprise AI Trainer

Certification Course on Agentic AI - November 19-20, 2025

SPEAKER: Neeraj Kheria, AI-AWS Trainer

Certification Course on AI & Automation in Global Trade Operations - December 16-17, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

Certification Course on Generative AI for Finance & Accounting - January 6-7, 2026

SPEAKER: Kishor Jashnani, GenAI Trainer

Certification Course on Generative AI for Operations & Supply Chain - January 20-21, 2026

SPEAKER: Ujjwal Basu, International Trade Consultant

Certification Course on Data to Decisions Analytics & AI - February 17-18, 2026

SPEAKER: Prabhas Panda, Founder Excel4ALL

Workshop on Agentic AI for Business Course - March 4-5, 2026

SPEAKER: Rushabh Mehta, AI & Automation Consultant

Certification Course Digital Personal Data Protection (DPDP) Act - March 24-25, 2026

SPEAKER: Rammohan Thirupasur, AI-Cyber Security Consultant

Direct Tax

MENTORS	<p>F.N. Subedar Vice Chairman, Tata Investment Corporation Ltd.</p> <p>Sudhir Kapadia Partner, Tax & Regulatory Services, Ernst & Young LLP</p>
CHAIRMAN	<p>Ravikant P Kamath Associate Partner, Direct Tax Knowledge & Solutions, Ernst & Young LLP</p>
CO-CHAIRPERSON	<p>Indra G. Anand Group Head Taxation, Tata Sons Private Limited</p>
INDICATIVE AREAS	<p>Corporate Taxation, Mergers / Acquisitions and Business reorganisation, Cross Border / International Taxation, Transfer Pricing, Personal taxation</p>

Seminar on Recent Trends in Corporate Reorganisation

- June 25, 2025

SPEAKERS: Moderator, Ravikant P Kamath, Chairperson, Direct Tax Committee, Bombay Chamber and Partner, Ernst & Young LLP; Navin Jain, Taxation Director – South Asia, Hindustan Unilever Ltd., K Mahesh, Vice President & Group Head - M&A and Divestments, Larsen & Toubro Ltd., Archit M Shah, Tax Partner, EY India; Veenit Sharma, FAAS Partner, EY India, Amish Dedhia, Principal, Chiratae Ventures, Tejas Mody, Tax Partner, EY India, and Nikhil Naredi, Partner, Shardul Amarchand Mangaldas.

Interaction with the Select Committee on Income Tax Bill, 2025

- May 16, 2025

A delegation from the Bombay Chamber's Direct Tax Committee consisting (L-R) Ravikant Kamath, Tax Partner, Ernst & Young LLP; Indra Anand, Group Tax Head, Tata Sons; Rakesh Gupta, Sr.Vice President and Group Head-Taxation, RPG Group; Pinky Mehta, President, Bombay Chamber & CFO, Aditya Birla Capital Ltd.; Sudhir Kapadia, Past President & Senior Advisor, EY; and Rajeshree Subnavis, Senior Advisor, Tax, Regulatory & Consulting Ecosystems Grant Thornton.



Webinar on Post Budget (Direct Tax)

- February 4, 2026

SPEAKERS: Moderator, Ravikant Kamath, Partner, Direct Tax, Knowledge & Solutions, EY India and Chairman, Direct Tax Committee, Bombay Chamber; Indra Anand, Group Tax Head, Tata Sons Pvt. Ltd. and Co-Chairperson, Direct Tax Committee, Bombay Chamber; Rakesh Gupta, Sr. Vice President and Group Head-Taxation, RPG Group; Ashish Jain, Partner, Tax & Regulatory Services, EY India.

Diversity, Equity & Inclusion

CHAIRPERSON	Meenakshi Priyam Sr. Vice President & Head Human Resources-Automotive Division, , Mahindra & Mahinda Ltd.
INDICATIVE AREAS	Develop and nurture inclusive workplaces where everyone can reach their full potential; to promote equal access and opportunity and advocate for policies that promote diversity and inclusion in the modern workplace, mentoring for DEI and help companies remove barriers to gender and social equality and create inclusivity for special needs employees

Third Session on Speed Mentoring (for Women Mentees) - November 1, 2025

Bringing together 22 mentor-mentee pairs, the session offered an engaging and insightful experience. Over the course of one hour, each mentee interacted with four mentors, spending up to 15 minutes with each, enabling a rich exchange of ideas and guidance.



Diversity, Equity & Inclusion (DEI) Forum & Awards, 2025 - June 18, 2025

SPEAKERS: Pinky Mehta, President, Bombay Chamber and CFO, Aditya Birla Capital; Arundhati Bhattacharya, President and CEO, Salesforce South Asia; Dr. Indu Shahani, Founding President and Chancellor of ATLAS SkillTech University; and Mansi Madan Tripathy, Chairperson, Shell Group of Companies in India and Senior Vice President of Shell Lubricants, APAC and moderator Meenakshi Priyam, Chairperson, D&I Committee, Bombay Chamber and Sr VP & HR Head - Automotive Sector, Mahindra & Mahindra; Nikhil Kolar, Partner, Human Capital, Deloitte.





The Winners of the Bombay Chamber DEI Awards, 2025

Category: **Disability Confidence & Inclusion Award**
Winner: Capgemini Technology Services India Limited
1st Runner-up: Godrej Capital
2nd Runner-up: Future Generali India Insurance Company Limited

Category: **LGBTQIA+ Inclusion Award**
Winner: Godrej Properties Limited
1st Runner-up: Deutsche Bank Group
1st Runner-up: Axis Bank
Special Mention: Asian Paints Limited

Category: **Gender Equality Champion Award**
Winner: Novo Nordisk India Pvt. Ltd.
1st Runner-up: Godrej Properties Limited
2nd Runner-up: Nestlé India Limited
Special Mention: GIA India Laboratory Pvt Ltd.

Category: **Impactful DEI Program Award**
Winner: InterGlobe Aviation Limited (IndiGo)
1st Runner-up: HDFC ERGO General Insurance Company Limited
2nd Runner-up: Capgemini Technology Services India Limited

Category: **Special Award for MSME**
Winner: HAB Pharmaceutical & Research Ltd.
1st Runner-up: Harkesh Rubber LLP

Category: **DEI Champion Award**
Winner: Godrej Properties Limited
1st Runner-up: Capgemini Technology Services India Limited
2nd Runner-up: HDFC Life Insurance Company Limited
2nd Runner-up: Indian Hotels Company Limited

DEI Juris

Dr. Indu Shahani

Founding President & Chancellor
ATLAS SkillTech University

Kawal Preet

President, FedEx, Asia Pacific
Middle East and Africa (AMEA)

Puneet Chhatwal

Managing Director & CEO
Indian Hotels Company Ltd

Renu Sud Karnad

Former Managing Director
HDFC Ltd.

Meenakshi Priyam

CHRO, Udaan

Nitin Razdan,

Partner & Human Capital
Consulting Leader
Deloitte South Asia

Workshop on Building and Leading Inclusive Organisations

- December 3, 2025

SPEAKERS: Harish Iyer, Senior Vice President & Head – Diversity, Equity & Inclusion, Axis Bank; Arati Kedia, Wellness Coach, Axis Bank

Economic Policy, Research & Development

CHAIRMAN	Dr. Sachchidanand Shukla Chief Economist, Larsen & Toubro
CO-CHAIRMAN	Indranil Pan, Chief Economist, Yes Bank
INDICATIVE AREAS	Conduct applied research in the fields of economics, public policy, business and management, Facilitate policy formulation at the national and sub-national levels through consultative mechanisms. To ensure that industry opinion and corporate India's perspectives find a reflection in the consensus on developmental issues.

Panel Discussion on Tariffs, Trade and India's Economic Future

- September 19, 2025

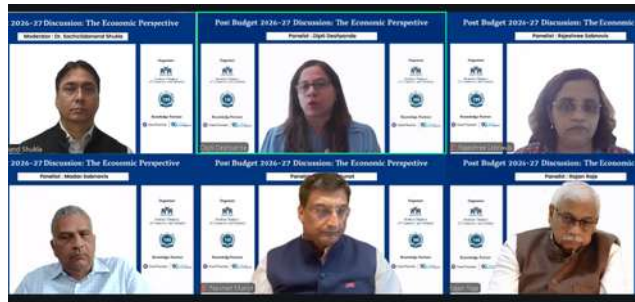
SPEAKERS: Shri Vishwajeet G. Chimankar, Deputy Director General of Foreign Trade; Moderator, R. Srinivasan, Co-Chairperson - MSME Forum, Bombay Chamber & Director, AIRA Consulting Pvt. Ltd.; Shaunak Parikh, Director, Mahendra Brothers Group of Companies & Vice Chairman, Gem & Jewellery Export Promotion Council (GJEPC); Samir Bhuta, Member, Apparel Export Promotion Council & Partner, Shreeji Exim Works LLP; Rajan Raje, Founder & CEO, NICHEM SOLUTIONS; Abhay Dandwate, Chief Risk Officer & Head Strategy, National Bulk Handling Corporation; and Elizabeth Master, Associate Director, Crisil Intelligence.



UNION BUDGET 2026-27 Post Budget Discussion: The Economic Perspective

- February 5, 2026

SPEAKERS: Moderator, Dr. Sachchidanand Shukla, Chairman, EPR&D Committee, Bombay Chamber & Group Chief Economist, L&T; Navneet Munot, Director, Bombay Chamber and MD & CEO, HDFC AMC; Madan Sabnavis, Chief Economist, Bank of Baroda; Rajan Raje, Director, Bombay Chamber and Founder & CEO, NICHEM SOLUTIONS; Dipti Deshpande, Principal Economist, Crisil; Rajeshree Sabnavis, Director, Bombay Chamber and Senior Advisor, Tax, Regulatory & Consulting Ecosystems, Grant Thornton Bharat LLP





Human Resource Management

MENTOR	Dr. Adil Malia, Chief Executive, The Firm (Ex- Group President -HR Essar Group)
CHAIRPERSON	Ruhie Pande Group CHRO & CMO, Serentica, Resonia, and Sterlite Electric
INDICATIVE AREAS	Education and Training, Human Resource Development & Industrial Relations. Covering following latest trend in HR : Hybrid Work Environment and a Fluid Workforce, Managing the Employee Lifecycle, Streamline Company-Wide Communication, AI-Assisted, Data-Driven HR Workflows, Mental Health and Wellness, Change Management, Diversity, Equality, and Inclusion. Other functional areas - Recruiting and staffing employees, Employee benefits, Employee compensation, Human resources compliance, Employee training and Learning and development.

Competency Assessor Certification for Assessment & Development Centres (CAC Program)

- **May-July, 2025** (8 week program)

SPEAKER: Smita Dinesh, Founder and Director, Able Ventures

Workshop on Communication, Presentation and Report Writing Skills - June 5, 2025

SPEAKER: Dr. Lata Shetty, Director, Mainstream Training Centre

Webinar on Succession Planning Strategies - June 20, 2025

SPEAKER: Smita Dinesh, Founder and Director, Able Ventures

Leadership Masterclass on Strengthen Sales Execution in Q-2 - July 24, 2025

SPEAKER: Adhishree Anand, Strategic Growth Consultant, Leadership Performance Coach, Founder, Live by Design

Webinar on The Productivity Edge for Business Leaders: Leadership Time Mastery to Build a High-Performing Business

- **August 19, 2025**

SPEAKER: Adhishree Anand, Strategic Growth Consultant, Leadership Performance Coach, Founder, Live by Design

Webinar on Designing Policies to Attract and Retain Next-Gen Talent - September 12, 2025

SPEAKER: Smita Dinesh, Founder, Director, Able Ventures

Customised Training on Advanced Excel - September 22, 2025

SPEAKER: Vipul Rafukiya, Microsoft Office Trainer

IC Certification Program jointly with Ungender - November 27-28, 2025

SPEAKER: Pallavi Pareek, Founder, Ungender

Workshop on Behavioural Skill Training for Executive Assistants and Secretaries

- January 1, 2026

SPEAKER: Dr. Lata Shetty, Director, Mainstream Training Centre

HR Conclave - HR Kinetic: Leadership in the Age of Gen Z

- March 3, 2026

SPEAKERS: Dr. Adil Malia, Mentor, HRM Committee, Bombay Chamber, CEO, The Firm; Moderator, Dr. Sanjay Muthal, Member, HRM Committee, Bombay Chamber, CEO, Argolynx Consulting LLP; Shefali Kohli, CHRO-Chemicals, Filament Yarn & Insulators, Aditya Birla Group; Reena Tyagi, Chief People & Organisation Officer, Generali Central Life Insurance; Amit Chincholikar, Group President-HR, Hinduja Group Ltd.; Moderator, Ruhie Pande, Chairperson, HRM Committee, Group CHRO & CMO, Serentica, Resonia, and Sterlite Electric; Sejal Mody, CHRO, Akasa Air; Sanjivani Sadani, Chief People Officer, Cipla; Megha Goel, CHRO, Godrej Properties Ltd.; Somna Singh, Country HR Head, Bank of America Merrill Lynch; Joint Moderators, Dr. Tanaya Mishra, Member, HRM Committee, Bombay Chamber & Global CHRO, In-solution Global Ltd.; Lucky Kulkarni, Member, HRM Committee, Bombay Chamber, Group CHRO & Member Management Committee, Jeena & Co.; Rita Verma, Chief Talent Officer, Omnicom Media India; Harsha Almad, VP, India Consulting Hub Lead, Wipro; Sareeta Bhatikar, CHRO, Jio-bp; Dr. Prasanth Nair, Member HRM Committee, Bombay Chamber & CHRO, Crompton Greaves Consumer Electricals Ltd.; Moderator, Hareesh Tibrewala, Founder and CEO, Manabu AI Services; Pankaj Gupta, MD & CEO, Godrej Finance; Abe Thomas, CEO - Music Broadcast Ltd.; and Gopal Asthana, CEO, Tata CLiQ



The Culture CodeCast - Podcast Series and booklets launch:

Ep. 1 - Emotional Wellbeing at Work

- By Ruhie Pande, Chairperson, HRM Committee, Group CHRO & CMO, Serentica, Resonia, and Sterlite Electric (Released)

Ep. 2 - Building a Destination Workplace

- By Aryaman Dhawan, Member, HRM Committee, Director & Country Group Head - HR, Arcil (Released)

Ep. 3 - Bridging Generations

- By Kaushiki Srivastava, Member, HRM Committee, HR Director, Ubisoft India Studios (Released)

Ep. 4 - New Labour Codes

- By Ritesh Bhardwaj, Member, HRM Committee, Sr VP and Group Head HR, and Legal, Cello World Limited (Released)



Indirect Tax

CHAIRMAN	Hardik Gandhi Partner, Deloitte Haskins & Sells LLP
CO-CHAIRMAN	Rakesh Gupta Senior Vice President and Group Head-Tax, RPG Group
INDICATIVE AREAS	GST, Customs, Central Excise, Service Tax

Webinar on US Tariffs and Impact on Indian Business as well as Opportunities

- April 9, 2025

SPEAKER: Vijay Chauhan, Executive Director, Global Trade Advisory, Deloitte India

Webinar on GST Invoice Management System-Key Updates & Practical Insights

- July 9, 2025

SPEAKERS: Kartik Gandhi, Head of Indirect Tax, Siemens Ltd., and Komal Sampat, Director, Indirect Tax Practice, Deloitte Tohmatsu India LLP.

Webinar on GST Council Rate Rationalization – Key Updates and Insights

- September 9, 2025

SPEAKERS: Radheshyam Maheshwari, Principal Commissioner, Mumbai South and D P Nagendra Kumar, Senior Advisor, Deloitte India

International Trade & Commerce

CHAIRMAN	Viraj Kulkarni CEO and Founder, PIVOT Management Consulting Pvt. Ltd
INDICATIVE AREAS	Trade Policy and Agreements, Tariffs and Non-Tariff Barriers, Market Access and Export Promotion, Import Regulations and Compliance, Customs and Border Management, Trade Facilitation and Logistics, Dispute Resolution and Compliance, Trade Finance and Insurance, Sustainability and Environmental Considerations, Digitalization and E-commerce, Capacity Building and Training, Stakeholder Engagement.

Advanced Certificate Course on International Trade & Custom Regulation

- April 8-9, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

Certificate Course on International Logistics Management (14th Batch)

- April 23-24, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

Certificate Course on AI in Supply Chain

- June 24-25, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

Workshop on AI in Custom & Compliance

- July 18, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

Certification Course on 15 International Logistic Management

- August 13-14, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

Certification Course on Advanced Purchase Negotiation

- September 11-12, 2025

SPEAKER: Ujjwal Basu, International Trade Consultant

International Trade & Relations - Networking Meetings

Meeting with Chilean Business Leaders - April 3, 2025

SPEAKERS: H.E. Mrs Claudia Sanhueza, Vice Minister for Foreign Trade and Economic Relations; Ms. Rosario Navarro: President of SOFOFA (Chilean National Association of Manufacturers); Mr. Iván Marambio: President of the Chile- India Business Council & President of Fruits from Chile (Fresh Fruit Exporters Association); Mr. Juan Carlos Domínguez: President of Chile Meat (Meat Exports Association); Mr. Iván Correa: President of ChileNut (Dried Fruits Exporters Association); Mr. Nandan Mehta, Corporate Affairs-EMEA, Tata Consultancy Services; and Mr. Siddhartha Roy, Business Head-New Country Development, Marico Ltd.



Meeting with German Medical Institute

- September 17, 2025

SPEAKERS: Prof. Dr. Constantinos Zamboglou, MHBA, PhD – Medical Director and Director of the Research and Innovation Department; Mr. Paul Doolan, PhD – Director of the AI Department and Medical Physics; and Mr. William De Doncker, PhD – AI and BI Officer

Meeting with Iranian Insurance Delegation

- October 7, 2025

DELEGATES: Mr. Hassan Mohseni Fard, Consul General of the Islamic Republic of Iran in Mumbai; Mr. Gholam Reza Seyyedani, First Consul & Commercial Officer, The Consulate General of the Islamic Republic of Iran in Mumbai.

Bombay Chamber's Business Delegation to Cyprus

December 3-6, 2025

Bombay Chamber's Business Delegation to Cyprus Supported by Cyprus Chamber of Commerce and Industry under the leadership of Mr. Viraj Kulkarni, Honorary Consul, Honorary Consulate of the Republic of Cyprus in Mumbai and Chairman, International Trade and Commerce Committee, Bombay Chamber



Legal Affairs, IPR & Governance

CHAIRMAN	<p><u>For Legal Affairs, IPR</u> Bharat Vasani Senior Advisor-Corporate Laws, Cyril Amarchand Mangaldas</p>
CO-CHAIRPERSONS	<p>Savithri Parekh, Company Secretary & Compliance Officer, Reliance Industries Ltd. Manoj Sonawala Chairman of the Board, Manoyog GRC Advisors Pvt. Ltd. Attreyi Mukherjee, Vice President & Head Legal (EV Business), Mahindra & Mahindra</p>
MENTOR	<p><u>For Governance</u> Prasad Chandran Chairman, SEEGOS & Former CMD, BASF India Ltd.</p>
CHAIRPERSON	<p>Savithri Parekh, Company Secretary & Compliance Officer, Reliance Industries Ltd.</p>
CO-CHAIRMAN	<p>Suhas Tuljapurkar Managing Partner, Legasis Partners & Founder Director, Legasis Services Pvt. Ltd.</p>
INDICATIVE AREAS	<p>Corporate Laws, IPR, Competition Law, Company Law, Cyber Law, Mergers & Acquisition, Arbitration, Labour and Industrial Laws & Corporate Governance, Code of Ethics, Code of Conduct, Corporate Compliances, Training, Prevention Of Corruption Act.</p>

Seminar on SEBI Insider Trading Regulations - Recent Amendments, Trends and Practical Challenges'

- April 23, 2025

SPEAKERS - Rutu Gandhi, Partner, Cyril Amarchand Mangaldas

Seminar on How to Safeguard Your Organisation Against Global Fraudsters

- August 12, 2025

SPEAKERS - Suveer Khanna, Partner and Head of Forensic Services at KPMG in India

Webinar on The Agentic Advantage - Empowering the Legal Profession with AI

- August 23, 2025

SPEAKERS: Moderator, Attreyi Mukherjee, General Counsel, Tata Industries Ltd. & CoChair, Legal Committee, Bombay Chamber; Mahesh Parab, Partner, Agentic Automation Practice, PwC India, Ankur Mehra, Executive Director, PwC; and Prakash Narayanan, Counsel & Chief Compliance Officer, IBM India – South Asia;

Webinar on AI & Law Leadership Series: in collaboration with PwC India and Ikigai Law – a unique leadership journey designed for legal, compliance, and technology professionals ready to lead in the age of intelligent practice.

- November 3-15, 2025

SPEAKERS: Akhilesh Shinde, Director, Agentic Automation, PwC India; Nikhil Rajkumar Nagda, Associate Director, Agentic Automation, PwC India; Krishna Mohan, Associate Director, PwC India; Pallab Das, Manager, PwC India; Aman Taneja, Partner, Ikigai Law; Vijayant Singh, Principal Associate, Ikigai Law; Rahil Chatterjee - Senior Associate, Ikigai Law; and Vaishali Gopal, Vice President, Counselect.

Seminar on Recent SEBI Amendments to LODR and ICDR - Perspective of Experts

- November 19, 2025

SPEAKERS: Jeevan Sonparote, Executive Director, SEBI; Moderator, Suhas Tuljapurkar, Founder and Managing Partner of Legasis Partners and Co-Chairperson, Governance Committee, Bombay Chamber; Manan Lahoty, Partner and Head of Capital Markets, Cyril Amarchand Mangaldas, Sudhir Bassi, Executive Director - Capital Markets, Khaitan & Co.; Jabarati Chandra, Partner, S&R Associates; Moderator, Bharat Vasani, Senior Advisor- Corporate Laws, Cyril Amarchand Mangaldas and Chairperson of the Legal Affairs & IPR Committee, Bombay Chamber; Hetal Dalal, President & Chief Operating Officer, Institutional Investor Advisory Services India Ltd.; Savithri Parekh, Company Secretary and Compliance Officer, Reliance Industries Ltd. and Chairperson, Corporate Governance Committee, Bombay Chamber.



Webinar on DPDP Act Is Here: The New Rules, Real Impacts & Implementation Roadmap

- December 5, 2025

SPEAKERS: Supratim Chakraborty, Partner, Khaitan & Co.; and Sumantra Bose, Counsel, Khaitan & Co.; Moderator, Attreyi Mukherjee, Co-Chair, Legal & IPR Committee and Vice-President & Head of Legal, Mahindra & Mahindra (EV Business).

Seminar on Digital Personal Data Protect Act and Rules

- January 21, 2026

SPEAKER: Supratim Chakraborty, Partner, Khaitan & Co.

Power & Infrastructure

CHAIRMAN	Amit Kekare Vice President, Head of eMobility-India, Siemens Ltd.
CO-CHAIRMAN	Shrinath Rao, Sr VP and Head – L&T Transportation Infrastructure Business, Larsen & Toubro Ltd.
INDICATIVE AREAS	Urban Innovation, Urban Finance, Power, Construction, Real Estate, Architecture, Archaeology, Urban Planning, Waste Management, Green Technology, Water Supply, Sanitation, Digital Innovation.

Workshop on Shop Floor Leadership

- **May 23, 2025 and July 18, 2025**

SPEAKER: Archana Shastry, Behavioural Facilitator and Transformational Coach.

Infrastructure Conclave 2025: 'Uddishta – Pathway to a \$1 Trillion Sustainable Maharashtra'

- **August 8, 2025**

SPEAKERS: Dr. Ajit Ranade, Senior Fellow, Pune International Centre, Economist, and Member, Maharashtra Economic Advisory Council; Dhiraj Relli, Managing Director & Chief Executive Officer, HDFC Securities Ltd.; Puneet Chhatwal, Managing Director & Chief Executive Officer, The Indian Hotels Company Limited; Dr. Niranjan Hiranandani, Managing Director, Hiranandani Group; Ashish Pherwani, Partner – Media & Entertainment, EY India; Avinash Joshi, Chief Executive Officer – India, NTT DATA; Sachin Kalbag, Editor-in-Chief, Mid-Day; Dr. Sanjay Mukherjee, IAS, Metropolitan Commissioner, Mumbai Metropolitan Region Development Authority (MMRDA); Shri Rajiv Jalota, Retd. IAS, Former Chairperson, Mumbai Port Authority (MbPA); Dr. Shirish Sankhe, Director and Founding Partner, ISEG Foundation; Shrinath Rao, Co-Chairman, Power & Infrastructure Committee, Bombay Chamber and Senior Vice President and Head – Special Assignments, L&T Transportation Infrastructure Business, Larsen & Toubro Limited; Prabhat Mahapatra, Chief Operating Officer, Navi Mumbai International Airport; and Amit Kekare, Chairman, Power & Infrastructure Committee, Bombay Chamber and Vice President – Head of eMobility, Siemens.



Private Equity & Venture Capital

CHAIRMAN	Ashith Kampani Chairman, CosmicMandala15 Securities Pvt. Ltd.
CO-CHAIRMEN	Sandeep Parekh Managing Partner, Finsec Law Advisors Tejas Desai, Partner, EY Ritwick Ghoshal, Executive Director & Head-International Business & Family Office, Centrum Wealth
INDICATIVE AREAS	Early Stage Investments, Venture Capital Funds, Private Equity Investments, Investment Banking, Equity and Debt Capital Markets, Mutual Funds, SME Financing, Policy Advocacy in various regulatory and operational areas.

Future of Fund Management: AIFs in GIFT City

- April 24, 2025

SPEAKERS: Swati Khemani, Founder & CEO, Carnelian Asset Management & Advisors Pvt Ltd.; Moderator, Tejas Desai, Co-Chairman, PE&VC Committee, Bombay Chamber and Partner, Ernst & Young; Pavan Shah, General Manager, IFSCA; Mitul Mehta, CFO, Blume Ventures; Lakshmi Iyer, CEO of Investment & Strategy, Kotak Alternate Asset Managers Ltd.; Clarence Anthony, Managing Partner, Clarence & Partners; Niutpol Handique, AVP – International Business Development Manager, Mirae AMC; Moderator, Jyoti Vineet Tandon, Compliance Consultant & Co-Founder, FinCrimeExpert; Pradeep Ramakrishnan, Executive Director, IFSCA; Veenit Surana, Partner, EY; Siddharth Shah, Partner, Khaitan & Co.; and Vijay Krishnamurthy, MD & CEO, India INX



**REITS - Asset Tokenisation Conclave 2025:
From Bricks to Blocks: Future of Real Estate Investments
- June 25, 2025**

SPEAKERS: Sanjay Dutt, Director, Bombay Chamber and MD & CEO, Tata Housing Development Co. Ltd.; G.N. Bajpai, Former Chairman, LIC and SEBI; Shri Pramod Rao, Executive Director, SEBI; Moderator, Neil Borate, Deputy Editor, LiveMint; Shiv Parekh, Founder & CEO, hBits; Vivek Mimani, Partner- Investment Funds Practice Group, Khaitan & Co; and Saurabh Rathi, Managing Director & Co-Head of Real Estate, Motilal Oswal; Moderator, Jyoti Tandon, Compliance Consultant & Co-Founder, FinCrimeExpert; Manish Kumar, Co-Founder & CEO, RealX; Anand Narayanan, Co- Founder & CEO, Alt DRX; Anil Choudhary, Partner, Finsec Law Advisors and Prasanth Kalangi, Founder & CEO, Zoniq



**REITs & Asset Tokenisation Conclave 2026:
Blocks to Billions – Advancing India's Real Estate Future
- March 13, 2026**

SPEAKERS : Shaan Zaveri, Partner, Terazoo; Moderator, Ajit Krishnan, Tax Partner, EY India; Shri Sudhakar Deshmukh, Director (Complaint Management), MahaRERA; Sandeep Parekh, Managing Partner, Finsec Law Advisor; Devi Shankar, Head – Real Assets & Family Office Investments, CBRE; Pramod Rao, Former Executive Director, SEBI; Moderator, Neil Borate, Editor in Chief, thefynprint; Shiv Parekh, Founder & CEO, hBits; Vardaan Ahluwalia, General Counsel, Premji Invest; Deakin Daney, CBO & Head, RealX Whitebox.



Shipping & Logistics

CHAIRMAN	Anil Radhakrishnan, CEO, GMR Enterprises - GMR Group
INDICATIVE AREAS	Supply Chains, Ports, Shipping, Logistics, Custom House Operations, Rail operations, Surface Transport, Aviation, Exports and Imports, Multi modal Logistics, E-Commerce, Related Functions from Logistics, Shipbuilding.

Workshop on Free Trade Agreements & Their Advantage in Exports

- June 24, 2025

SPEAKER: Mihir Ajit Shah, Advisor, Consultant & Trainer in International Business

Session on Understanding Forex Markets and Managing Exchange Risk for Exporter

- June 27, 2025

SPEAKERS: Gaurang Vasavada, Trainer and consultant, Forex, Trade and Trade Finance; Kamal Singhania, Senior Vice President, Forex Settlement, CCIL; and Durgesh Srivastava, Vice President, Forex Settlement, CCIL

Virtual Networking Meeting with The General Authority of the Economic Zone of the Suez Canal in association with the Consulate General of the Arab Republic of Egypt in Mumbai

- July 1, 2025

SPEAKERS: H. E. Mrs. Dahlia Tawakol, The Consulate General of the Arab Republic of Egypt; Brahim Fouda, Embassy of Egypt; Moustafa Shaikhon, Trade Commissioner, Egypt Embassy, Delhi and H.E. Mr. Waleid Gamel Eldin, Chairman, The General Authority of Economic Zone of the Suez Canal.

Session on Tariff, Trade and Trends - How to Grow Exports

- October 16, 2025

SPEAKER: Sudhakar Kasture, Leading Consultant in International Trade

International Shipbuilding Conference - Global Harit Nauka Summit: Trust, Collaborate, Impact

- February 24, 2026

SPEAKERS: Sudhanshu Vats, Sr. Vice President, Bombay Chamber & Managing Director, Pidilite Industries Ltd.; Shri Rajiv Jalota, Former IAS, Former Chairperson of Mumbai Port Authority and DG Shipping, Govt of India, and Conference Chairman; Manish Sharma, Partner and Leader, Infrastructure, Transport and Logistics, PwC India, Arjun Chowgule, Managing Director, Chowgule Group; Shri Shyam Jagannathan, IAS, Director General, Directorate General of Shipping, Ministry of Ports, Shipping and Waterways, Govt of India; Capt. B K Tyagi, Chairman and Managing Director, Shipping Corporation of India and Co-Chairman of the Conference; Mohanlal Pillai, CEO, Mech Marine Engineers; Vice Admiral Ankur Sharma, Director General, Naval Projects Mumbai; Arjun Chowgule, Managing Director, Chowgule Group; Vishal Kanwar, Partner, PwC India; Sapna Dipu, AGM (Forward Design & Contracts), Mazagon Dock Shipbuilders Ltd.; K Mukundan, Senior Principal - Strategic Initiatives and Policy Advisory, National Investment and Infrastructure Fund; Rajeev Nayyar, Advisor, Swan Defence & Heavy Industries Ltd., Sachin Kulkarni, Head-Marine Business Sales (South Asia), Wartsila India Pvt. Ltd.; Naveen Rawat, General Manager (PF&S SBU), State Bank of India; Jayati Roy, Deputy General Manager, Aviation, Marine Hull & Marine Cargo Technical Dept., New India Assurance Co. Ltd.; Sujoy Ganguly, Chief Marketing Officer, GMR Sports; Daiyu Kurachi, Technical Group, NYK Line; Anil Radhakrishnan, Board Member,



Bombay Chamber and CEO, GMR Enterprises – GMR Group; Anil Devli, CEO, Indian National Ship Owners Association; Pallavi Raje, Executive Director – Transportation Finance, Standard Chartered Bank; Pravin Kirolikar, CEO, Yeoman Marine Services, Girija Subramanian, Chairman-cum-Managing Director, The New India Assurance Co. Ltd., Dr. Malini V. Shankar, IAS (Retd.), Vice Chancellor, Indian Maritime University; Capt. Hemant Gupta, Deputy Director, Drewry Maritime Advisors; Panel members included Uday Chaitanya Ganivada, Country Manager – India, Sri Lanka & Bangladesh, DNV; Sahay Raj, Managing Director, Shoft Shipyard; P. K. Mishra, Managing Director, Indian Register of Shipping; Kalpesh Vithlani, Chief General Manager, Gujarat Maritime Board, Capt. Dharma Sastha, Port Officer, Andhra Pradesh Maritime Board; Prabakaran, Associate Vice President, Guidance Tamilnadu; and Capt. Praveen Khara, Chief Port Officer, Maharashtra Maritime Board.

FORUMS

MSME

CHAIRMAN	Rajan Raje, Founder & CEO, NICHEM SOLUTIONS
CO-CHAIRMAN	R Srinivasan, Director, AIRA Consulting Private Limited
INDICATIVE AREAS	To understand the challenges presently faced by MSME members due to changes in the business condition and to recommend the change process for each variable for each type of MSMEs.

MSME Conclave 1.0 - New Business Opportunities for MSMEs

- June 18, 2025

SPEAKERS: Pinky Mehta, President, Bombay Chamber & CFO, Aditya Birla Capital Ltd.; R Srinivasan, Co-Chairperson - MSME Forum, Bombay Chamber, Director, AIRA Consulting Pvt Ltd; Ranveer Singh, MLP Head, Mumbai South, Union Bank of India; Manish Sinha, CEO, Credit Guarantee Fund Trust for Micro and Small Enterprises; Harish G. Aldangadi, General Manager - Retail Credit & Retail SME Processing, SVC Co-Operative Bank Ltd; Arun Gopal, Assistant General Manager, Bank of Baroda; Tania Das, Senior Manager, Bank of Baroda; K. Ramesh, General Manager, New India Assurance Co Ltd; Durgesh Srivastava, Vice President, Forex Settlement, CCIL; Rajan Raje, Chairperson, MSME Forum, Bombay Chamber & CEO, Nichem Solutions; Harish Narayanan, CMO & CDO, HDFC Asset Management Co. Ltd.; Hareesh Tibrewala,

CEO, Anhad Consultancy Services; Hon'ble Shri. Uday Samant, Cabinet Minister, Ministry of Industries, Maharashtra State, Govt. of Maharashtra; H.E. Mr. Gustavo González Zbinden, Consul General, Consulate General of Chile in Mumbai; Mary Overington, Trade and Investment Commissioner-South Asia, Australian Trade and Investment Commission (Austrade); Tibor Kovács, Trade Attaché, Consulate General of Hungary in Mumbai; and Eva Verstraelen, Trade & Investment Commissioner for Flanders (FIT) in Mumbai



MSME Conclave 2.0 - Global Partnerships, Smart Finance & Dispute Resolution for MSME Growth

- September 19, 2025

SPEAKERS: Sunil Kumar Sharma, GM & Zonal Head, Bank of Baroda; Vishwanath Nair, Bureau Chief & Banking Editor, NDTV Profit; Beena Vaheed, Executive Director, Bank of Baroda; Sandeep Prakash, Zonal Sales Manager, Bank of Baroda; Tania Das, Senior Manager Forex Mumbai Zone, Bank of Baroda; Uma Iyer - DGM, New India Assurance Co. Ltd.; Shri Vaibhav Waghmare, IAS, Additional Development Commissioner Industries - Maharashtra State, Govt. of Maharashtra; Namrata Jage, Founder, BharatFi; Shri Madan Sabnavis, Chief Economist, Bank of Baroda; Shri Rajesh Fattensing Dhabre, IRS, Commissioner, CGST Audit II, Mumbai; Ashok Barat, Past President & Mentor Dispute Resolution, Bombay

Chamber & Director, Bata India Ltd.; Manish Assarkar, Advocate, Corporate Lawyer & Mediator - Assarkar & Co.; Hasit B. Seth, Independent Counsel, Arbitrator & Mediator HLaw Chambers; Rajesh Doiphode, Former Industries Officer - MSEFC KONKAN THANE., Govt. of Maharashtra and Member Secretary (Conciliation Cell) & Co. Ordinated Arbitration Cell; Cristina Chiriboga, Chief Trade & Investment Officer, Republic of Ecuador; G Labane, Consul General, Consulate General of Republic of South Africa; Vicente Gomis Ruiz, Economic and Commercial Counsellor, Economic and Commercial Office of Spain in Mumbai, Consulate General of Spain in Mumbai.



MSME Conclave 3.0 – Reimagining MSME Growth: Opportunities In A Smart Finance Era - January 21, 2026

SPEAKERS: Rajiv Anand, President, Bombay Chamber & MD & CEO, IndusInd Bank Ltd.; Rajesh Kumar, Deputy Managing Director (Retail - Agri & SME), State Bank of India; Lancy D'Souza, Advocate & Legal Adviser, Bombay Chamber of Commerce & Industry; Virag Kumar, Deputy General Manager – Mumbai Regional Office - I, New India Assurance Co. Ltd.; H.E. Mr. Erik af Hällström, Consul General, Consulate General of Finland, Mumbai; Keith Bradley, Chief Operating Officer, Invest Alberta and the Government of Alberta, Canada (Via Zoom); Eva Verstraelen, Trade & Investment Commissioner for Flanders (FIT) in Mumbai; Maria Silvina Costa, Head of Economic and Trade Section, Consulate General & Trade Centre of the Argentine Republic in Mumbai; Sameer Patkule, Chief - General MRO, Pidilite Industries Limited; C S Arya, General Manager - (MSME & eSCF), IDBI Bank, Ajay Thakur, CEO & Managing Partner, TGI SME Capital Advisors LLP; Riddhesh Shah, Deputy Vice President, BSE SME& Startups, BSE Limited; Kamal Dharewa, Founder, Ashwath Capital Markets & SME IPO Expert; Subham Chatterjee, Associate Partner, ALMT Legal; Ajaya Sharma, Senior Vice President- Capital Market Communication Group, Adfactors PR Private Limited.



Young Bombay Forum

CHAIRMAN	Ashith Kampani, Chairman, CosmicMandala15 Securities Pvt. Ltd.
CO-CHAIRMAN	Amit Sarda, Director, PT Invent India Pvt. Ltd.
INDICATIVE AREAS	For Youth - Achieve Professional Excellence, Act as change agents for inclusive and sustainable development, Shadow the leader - Spend time with a leader to understand what it actually takes to succeed in professional life. Leader will be a guide/mentor for a day to the selected Shadow (Entrepreneurs/ Professionals/ Corporate Employees), Connects with eminent and successful leaders from diverse fields in India, Forum open to Aspiring Youth, Entrepreneurs, Professionals, Corporate, Employees, A successful Brand owner, Upcoming Business/Thought Leaders sessions, Organizations can nominate its Future Leaders.

Webinar on Customer Service Excellence (Batch 1)

- April 22, 2025

SPEAKER: Charu Sabnavis, Director, Delta Learning

Webinar on Advanced Excel Training (External)

- April 28, 2025 (Batch 1) & May 15, 2025 (Batch 2)

SPEAKER: Vipul Rafukiya, Microsoft Office Trainer



Thought Leadership Session with Mr. Dhiraj Relli, MD & CEO, HDFC Securities Pvt. Ltd.
- May 22, 2025

Workshop on Mastering Leadership Communication
- June 25, 2025

SPEAKER: Deepika Kotian, Visionary Founder & Principal Consultant, Bespoke Training & Consulting Services

Workshop on Recently Elevated Manager
- July 25, 2025

SPEAKER: Dr. Lata Shetty, Founder, Mainstream HRD Training Centre

Workshop on Sales Mentoring - Lead to Succeed
- August 5, 2025

SPEAKER: Dr. Lata Shetty, Founder, Mainstream HRD Training Centre

Workshop on Level-Up: Mastering Soft Skills for Future-Ready Professionals
- August 13, 2025

SPEAKER: Ms. Deepika Kotian, Visionary Founder & Principal Consultant, Bespoke Training & Consulting Services

Webinar on Managing Difficult Conversations
- August 20, 2025

SPEAKER: Ms. Charu Sabnavis, Director, Delta Learning

Webinar on Advanced to Intermediate Excel Training (External)
- December 18, 2025

SPEAKER: Mr. Vipul Rafukiya, Microsoft Office Trainer



REPRESENTATIONS & MEMORANDA

The following representations & memorandum are submitted by Bombay Chamber's various committees:

Bombay Chamber

Representation on Draft Notification of The Plastic Waste Management (Second Amendment) Rules, 2025-Substitute Rule 7.4, Sub-Clause b(I) & b(II) Pertaining to "Reuse" of Packaging - July 4, 2025

Submitted to - Shri Tanmay Kumar, Secretary, Ministry of Environment, Forest and Climate Change (MoEFCC), New Delhi.

Direct Tax Committee

Representation on Income Tax Bill 2025 - April 29, 2025

Submitted to - Shri Pavan Kumar Reddy, Deputy Commissioner of Income Tax Coordination, Mumbai

Study Visit of the Select Committee on Income Tax Bill, 2025 to Bengaluru and Mumbai from May 13 to 17, 2025. Written responses of Bombay Chamber to the questions posed by the Hon'ble Members of the Select Committee - May 30, 2025

Submitted to - Mr. Miranda Ingudam, Director, Lok Sabha Secretariat

Pre-Budget Memorandum of Bombay Chamber 2026-27 (Direct Tax) for Union Budget 2026 to be presented in February 2026 - November 10, 2025

Submitted to - Mr. Arvind Shrivastava, IAS, Secretary - Department of Revenue, Ministry of Finance, Government of India; Mr. Ravi Agrawal, IRS, Chairman, Central Board of Direct Taxes, Ministry of Finance, Government of India; Mr. Pankaj Jindal, IRS, Joint Secretary - TPL (I), Central Board of Direct Taxes, Ministry of Finance, Government of India; Mr. Pitambar Das, IRS, Joint Secretary - TPL (II), Central Board of Direct Taxes, Ministry of Finance, Government of India.

Post-Budget Memorandum 2026-27 of Bombay Chamber [Direct Tax] on Finance Bill 2026 - February 10, 2026

Submitted to - Shri Arvind Shrivastava, IAS, Revenue Secretary, Department of Revenue, Ministry of Finance, Mr. Ravi Agrawal, IRS, Chairman, CBDT, Mr. Pankaj Jindal, IRS, Joint Secretary - TPL (I), CBDT; and Mr. Pitambar Das, IRS, Joint Secretary - TPL (II), CBDT, Ministry of Finance, Government of India.

Bombay Chamber recommendations on draft Income Tax Rules 2026 [Direct Tax]

- February 22, 2026

Submitted to - Shri Ravi Agrawal, IRS, Chairperson, Central Board of Direct Taxes, Department of Revenue, Ministry of Finance; Mr. Pankaj Jindal, IRS, Joint Secretary - TPL (I), Central Board of Direct Taxes, Ministry of Finance; Mr. Pitambar Das, IRS, Joint Secretary - TPL (II), Central Board of Direct Taxes, Ministry of Finance.

Bombay Chamber recommendations on draft Income Tax Rules 2026 (supplemental suggestions) - February 27, 2026

Submitted to - Shri Ravi Agrawal, IRS, Chairperson, Central Board of Direct Taxes, Department of Revenue, Ministry of Finance; Mr. Pitambar Das, IRS, Joint Secretary - TPL (II), Central Board of Direct Taxes, Ministry of Finance; Mr. Pankaj Jindal, IRS, Joint Secretary - TPL (I), Central Board of Direct Taxes, Ministry of Finance.

Indirect Tax Committee

Trade facilitation for Goods and Services Tax ("GST") Refunds (Pillar-3) - August 25, 2025

Submitted to - Shri Gaurav Singh, Commissioner, GST Policy Wing, Central Board of Indirect Tax & Customs, Government of India, Delhi and Shri Balasubramanian Krishnamurthy, IRS, Joint Secretary, Tax Policy Research Unit, Department of Revenue, Government of India, Room No.71, North Block, Delhi - 110 001.



BOMBAY CHAMBER TRUSTS

Bombay City Policy Research Foundation (BCPRF)

The Bombay Chamber is the Managing Trustee of the BCPRF, which was established in 1995 to inter alia, sponsor, promote and support policy initiatives for the betterment of Bombay and welfare of its inhabitants and to make the city a better place to live, work or visit.

Chairman

Mr Nasser Munjee

Former Chairman, DCB Bank Limited

Trustees

Mr Prasad Pradhan

Communications Director, South Asia, Hindustan Unilever Ltd.

Mr Keki Mistry

Vice Chairman and CEO, HDFC Limited

Mr Sudhir Kapadia

Senior Board Advisor

Mr V. S. Parthasarathy

Coach, Mentor & Social Entrepreneur

Managing Trustee
Representatives

Mr Rajiv Anand, President (ex-officio)

MD & CEO, IndusInd Bank Limited

Mr Sudhanshu Vats, Sr. Vice President (ex-officio)

Managing Director, Pidilite Industries Ltd.

Mr Sandeep Khosla, Director General, (ex-officio)

Bombay Chamber of Commerce & Industry



Bombay Chamber of Commerce and Industry Trust for Economic Management Studies

The Bombay Chamber is the Managing Trustee of this Trust, which was established on August 27, 1996. The objective of setting up the Trust was to understand independent research activities on various economic and management issues for providing analytical views on macroeconomic scenario, industrial performance and other issues of topical interest.

Chairman	Mr S Hajara, Bombay Chamber of Commerce & Industry Trust for Economic and Management Studies
Trustees	Mr Rajiv Anand, President (ex-officio) MD & CEO, IndusInd Bank Limited Mr Sudhanshu Vats, Sr. Vice President (ex-officio) Managing Director, Pidilite Industries Ltd. Ms. Pinky Mehta, Immediate Past President (ex-officio) Director, Aditya Birla Sun Life Insurance Co. Ltd. Mr Pradip Shah, Chairman, IndAsia Fund Advisor Pvt. Ltd. Dr Siddhartha Roy, Chief Executive Officer, S R Associates
Managing Trustee Representatives	Mr Sandeep Khosla Director General, (ex-officio) Bombay Chamber of Commerce & Industry

E-INFORMATION SERVICES

Dearness Allowance calculation is circulated on the first working day of the month.

Mumbai Arts & Crafts Foundation Trust (WADA)

Chairman

Shri Bhushan Gagrani, IAS

Municipal Commissioner (ex-officio)
Municipal Corporation of Greater Mumbai

Trustees

Mr Rajiv Anand, President (ex-officio)

MD & CEO, IndusInd Bank Limited

Shri Abhijit Bangar, IAS

Additional Municipal Commissioner (Project) (ex-officio)
Municipal Corporation of Greater Mumbai

Mr Sudhanshu Vats, Sr. Vice President (ex-officio)

Managing Director, Pidilite Industries Ltd.

Managing Trustee
Representatives

Mr Sandeep Khosla, Director General, (ex-officio)

Bombay Chamber of Commerce & Industry

BOMBAY CHAMBER PUBLICATIONS



Bombay Chamber Connect

The Bombay Chamber Connect (Digital Version) is a bi-monthly publication, which reports Chamber activities conducted during the month.



Newsletter 'Chamber Events'

The Bombay Chamber Newsletter is a fortnightly publication in soft copy version to inform members and other stakeholders about the Bombay Chamber's forthcoming activities.



Directory of Members 2026

The Bombay Chamber Directory of Members (Digital Version) is aimed at providing authentic and extensive data to refer to for Industries, Entrepreneurs and others who are seeking information about different Industries. The directory is classified category-wise and touches all fields related to different industries.



Yellow Card Calendar 2026

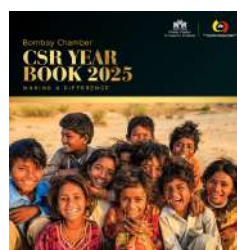
The Bombay Chamber brings out a Card Calendar, popularly known as the 'Yellow Card Calendar' due to its colour, with a list of Public Holidays.



Desk Calendar 2026

Every year, the Bombay Chamber publishes an exquisite, much sought-after calendar. This year, we unveil the theme of our calendar for the year 2026 - 'The Making of Modern Mumbai'.

Other Publications



TRADE SERVICES

Certificate of Export Documentation & Visa Recommendation

The Bombay Chamber of Commerce and Industry is officially authorized by the Ministry of Commerce, Government of India to issue a Certificate of Origin for goods exported from India. The Bombay Chamber also attests Export Documents like Invoices, Packing List, Declaration etc. as required by the applicant for facilitating their trade activities.

The following table shows the number of export documents and Visa Facilitation Letters issued during the last three years:

Export documents:

YEAR	BCCI PORTAL	DGFT PORTAL	TOTAL
2023-24	70,032	21,118	91,150
2024-25	57,109	36,081	93,190
2025-26*	-	97,812	97,812

*Trade Connect Portal only

Visa Facilitation Letters:

YEAR	VISA FACILITATION LETTER
2023-24	3,787
2024-25	3,887
2025-26	3,857

Inflation Updates

The Bombay Chamber provides a Consumer Price Index every month. The information is used inter alia for the determination of the Dearness Allowance component of the emoluments of industrial employees. The information provided is as follows:

- Centre-wise Consumer Price Index for Industrial Workers for all States of India (Base year 2001=100)
- Centre wise Consumer Price Index and Food Index for Industrial Workers of Maharashtra (Base Year 2001=100)
- The rates of Special Allowance, as declared by the Government of Maharashtra, under Minimum Wages Act. 1948



ADVISORY SERVICES

Expert Services provided by the Labour Advisory Department

- Appearances in Labour, Industrial, EPF, ESI Tribunals, MSME, High Court
- Guidance in dispute resolution, disciplinary action, Labour Law Compliances, POSH Act related issues.
- Legal opinions on all labour related issues
- Strategies in handling trade union issues.
- Issues relating to contract labour
- Drafting, vetting of agreements, contracts, etc.

Dispute Resolution @ Bombay Chamber

Bombay Chamber of Commerce and Industry's institutional platform for commercial dispute resolution – 'Dispute Resolution @ Bombay Chamber'. We offer a full spectrum of neutral, business-oriented dispute resolution services including:

- Arbitration
- Mediation
- Conciliation
- Neutral Evaluation

The platform builds on the experience of the erstwhile Centre for Mediation and Conciliation and has expanded to include a broader range of services tailored to commercial realities. We offer:

- Expert-led processes involving a diverse panel of arbitrators, mediators, and neutrals, including senior jurists, domain specialists, and experienced professionals
- Court- and party-referred mediation and arbitration administered with institutional support
- Virtual resolution services through video and teleconferencing
- End-to-end assistance from initiation to enforcement

Our services are recognized by the Bombay High Court, affiliated with the City and Sessions Court, Mumbai, and supported by the Ministry of Law & Justice and the Ministry of MSME, Government of India.

Secretarial Services

The Bombay Chamber continued to provide Secretarial services to the following Organisation:

1. Container Shipping Lines Association (India) (CSLA).

BOMBAY CHAMBER'S Representative on Various Bodies

Organisations	Representatives
IMC Chamber of Commerce and Industry	Rajiv Anand , President
Maharashtra Chamber of Commerce and Industry	Rajiv Anand , President
Mahratta Chamber of Commerce Industries & Agriculture	Rajiv Anand , President
Maharashtra Economic Development Council	Rajiv Anand , President Sandeep Khosla , Director General Prashant Bais , Jt.Director-HR & Admin
Member of "City Level Air Quality Monitoring Committee" constituted by MCGM, Environmental Section under chairmanship of Municipal Commissioner, MCGM	Sandeep Khosla , Director General
Member in the Micro and Small Enterprises Facilitation Council for Greater Mumbai Division (Mumbai City and Mumbai Suburban Districts) constituted by Dept.of Industries, Energy and Labour, GoM under chairmanship of Joint Director of Industries, Greater Mumbai Region, Directorate of Industries holding the post of Additional Development Commissioner (Industries)	Sandeep Khosla , Director General
Steering Board of Maharashtra Water Resources Multi Stakeholder Platform - Taskforce on Tradable Wastewater Reuse Certificates	Sandeep Khosla , Director General
Member of District Level Scrutiny and Coordination Sub Committee (DLSCC) under CMEGP (Chief Minister Employment Generation Program) Scheme of the Joint Director of Industries (MMR), GoM	Prashant Bais , Jt.Director-HR & Admin
Royal Bombay Seamen's Society	Capt. Ram Iyer , Seahorse Ship Agencies Capt. Sankalp Shukla , FOSMA Capt. Rakesh Prasad , Omega Shipping-Abrao Group Capt. Sanjay Sharma , J. M. Baxi Capt. Rajesh Tandon , FOSMA Capt. Milind Patankar , Transworld Group
Garware Institute of Career Education & Development Advisory Committee	Prashant Bais , Jt.Director-HR & Admin
National Safety Council Maharashtra Chapter Executive Committee	Sandeep Khosla , Director General
Employers' Federation of India Executive Committee	Sandeep Khosla , Director General

AUDITORS

M/s. Sharp & Tannan, were appointed as Auditors of the Bombay Chamber for a period of 5 years i.e. effective from the conclusion of the 186th AGM held on August 8, 2022, till the conclusion of the AGM to be held in the year 2027.

M/s. Kirtane & Pandit LLP were appointed as Internal Auditors of the Bombay Chamber for the year 2025-26.

Rajiv Anand
President, Bombay Chamber of Commerce & Industry

BOMBAY CHAMBER'S 189TH ANNUAL GENERAL MEETING

Bombay Chamber of Commerce & Industry's 189th Annual General Meeting was held on Wednesday, June 25, 2025 at ITC Grand Central Hotel, Mumbai.



Welcome & Presidential Address

Pinky Mehta

President, Bombay Chamber &
Director, Aditya Birla Sun Life Insurance Co Ltd.



Mission Statement

Rajiv Anand

President-Designate, Bombay Chamber &
Deputy Managing Director, Axis Bank



Keynote Address

Shri B.V.R. Subrahmanyam

CEO, NITI Aayog



Vote of Thanks

Sudhanshu Vats

Sr. Vice President-Designate, Bombay Chamber &
Managing Director, Pidilite Industries Ltd.



Launch of "Dispute Resolution @ Bombay Chamber" website on Mediation by Ashok Barat, Past President, & Mentor Dispute Resolution @ Bombay Chamber & Director, Bata India Ltd.



Administrative Office

'The Ruby', NW, 4th Floor, 29, Senapati Bapat Marg, Dadar (W), Mumbai 400 028.
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Ballard Estate, Mumbai 400 001. Tel: +91-22-4910 0200

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