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BHARAT NEWS BY FII

Monthly Newsletter For Global Audience





India Hosted the 18th BRICS Summit 2026 in New Delhi



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From the Desk of

Dr. Deepak Jain
President, Federation of Indian Industry

Azadi Ka Amrit Mahotsav

India: The Growth Anchor of BRICS

As BRICS searches for cohesion in a fractured global economy, India's role has become unmistakable: it is the bloc's most dynamic large economy and its most credible voice for pragmatic, development-led cooperation. India holds the BRICS chair this year, and that responsibility comes with an opportunity to steer the grouping toward trade facilitation, digital public infrastructure, supply-chain resilience and financing for the Global South.The numbers support that ambition. The IMF has raised its 2026-27 growth forecast for India by 60 basis points to 7 per cent, citing resilient domestic demand and robust services activity. The RBI and the World Bank have both lifted their projections to 7.1 per cent. India is already the world's sixth-largest economy, with nominal GDP of about USD 3.92 trillion in 2025-26.For industry, this momentum is a mandate. Domestic consumption, formal-sector expansion and policy continuity are carrying growth, but sustaining it will need more manufacturing depth, export diversification and private investment. Energy-price volatility and global uncertainty remain real risks.Indian industry should treat BRICS as a platform for market access, technology partnerships and local-currency trade, not merely a diplomatic forum. If we pair 7 per cent growth with competitiveness, India can help shape the bloc's economic agenda for the decade ahead.

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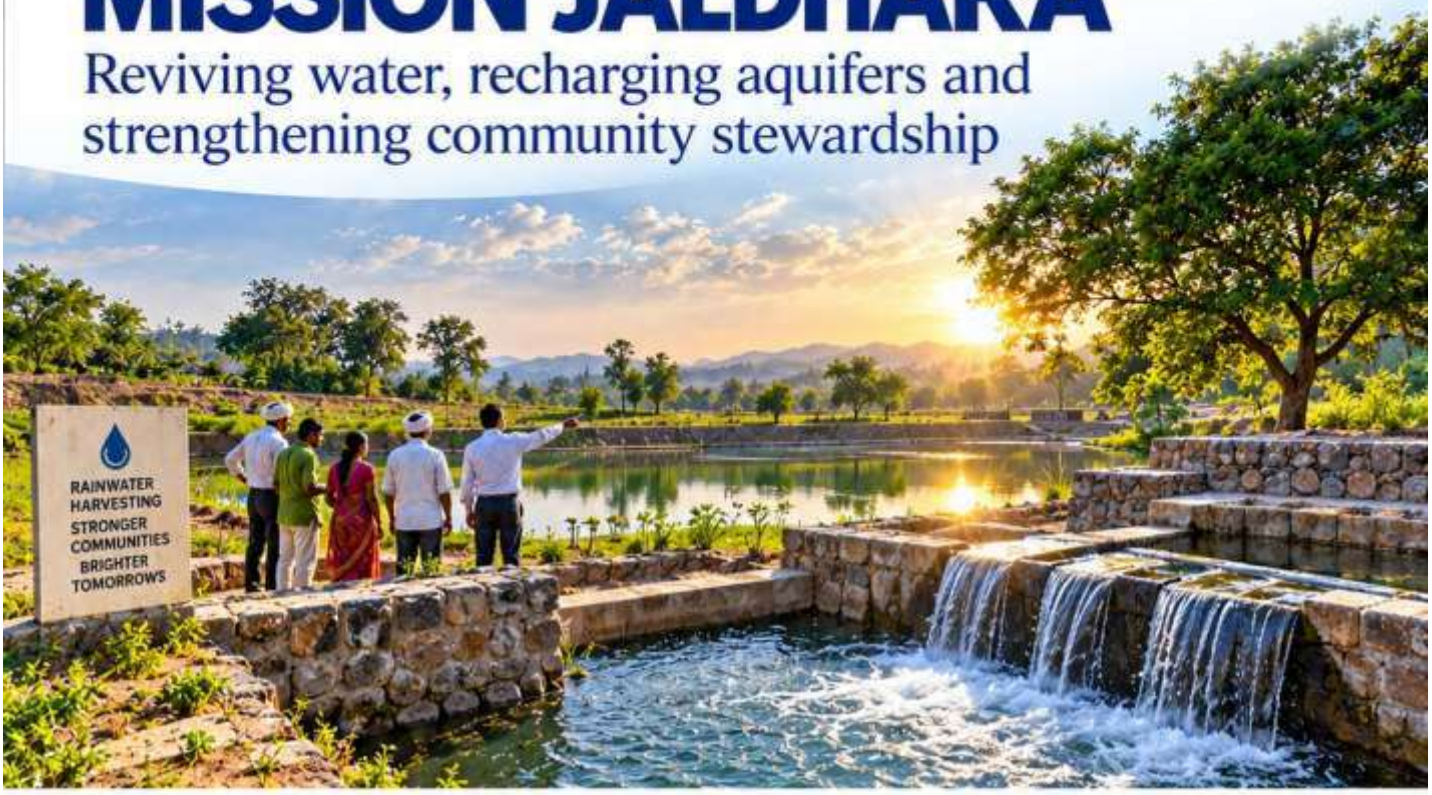

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An initiative of the Federation of Indian Industry

FEDERATION OF INDIAN INDUSTRY

MISSION JALDHARA

Reviving water, recharging aquifers and strengthening community stewardship



Mission Jaldhara is a community-driven initiative of the Federation of Indian Industry dedicated to groundwater revival, water conservation and the restoration of sustainable water ecosystems. Beginning in Gurugram, the mission focuses on reviving dysfunctional rainwater harvesting wells, restoring rural water bodies and promoting responsible water use through awareness and participation.

The initiative encourages individuals, industries and corporate organisations to contribute as donors, motivators and volunteers. Businesses can also support the adoption and maintenance of rainwater-harvesting structures through CSR participation.

With a vision of a water-secure and environmentally responsible India, Mission Jaldhara brings communities together to protect this essential resource for future generations.

Groundwater Revival | **Water Conservation** | **Community Participation**

Jal Hai To Jeevan Hai.

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फेडरेशन ऑफ इंडियन इंडस्ट्री के प्रधान डॉ चिरंजीव ठाकुर के प्रयास से रोजगार मेला आयोजित

सामाजिक कार्यकर्ता पंडित विद्यासागर ने किया शुभारम्भ जिला मण्डी के भांबला रोजगार मेले में 100 से ज्यादा युवाओं ने आजमाया अपना भाग्य कई युवाओं को मौके पर मिले ऑफर लेटर कुछ को बद्दी के कारखानों तो कुछ को विदेश में नौकरी का मिला मौका

मण्डी सितम्बर सतीश जैन। मिशन रोजगार हिमाचल के तहत जिला मंडी के भांबला में रोजगार मेले का आयोजन किया गया, जिसमें 100 से ज्यादा युवाओं ने भाग लेकर अपना पंजीकरण करवाया। मेले का शुभारंभ सामाजिक कार्यकर्ता पंडित विद्यासागर शर्मा, फेडरेशन ऑफ इंडियन इंडस्ट्री के राज्य प्रधान डॉ चिरंजीव ठाकुर एडवांस विजन से डायरेक्टर डॉ अमरदीप चंदेल ने संयुक्त रूप से किया। कार्यक्रम की अध्यक्षता मिशन रोजगार हिमाचल के प्रदेश समन्वयक डॉ रणेश राणा ने की। बॉक्स विदेश में जाने का मिलेगा अवसर अश्वनी इवान सिक्योरिटी फेंक्शंस प्राइवेट लिमिटेड की ओर से आयोजित इस मेले में करीब 10 युवाओं को विदेश जाने को चयनित किया गया। कुछ युवाओं का विभिन्न पदों जैसे सिक्योरिटी के लिए चयन किया गया और उन्हें मौके पर ही ऑफर लेटर प्रदान किए गए। हिमालय जनकल्याण समिति की सीनियर रिक्रूटमेंट अधिकारी डिंपल परमार ने चयनित अभ्यर्थियों को आगामी प्रक्रिया पूरी करने के लिए आवश्यक समय दिया गया है। इवान सिक्योरिटी फेंक्शंस प्राइवेट लिमिटेड के चीफ एग्जीक्यूटिव ऑफिसर अश्वनी संख्यान ने चयनित युवाओं को बधाई देते हुए कहा कि कंपनी की ओर से युवाओं को विदेश में रोजगार के बेहतर अवसर उपलब्ध करवाने का प्रयास किया जा रहा है। उन्होंने बताया कि कंपनी का कार्यालय बामटा, बिलासपुर में स्थित है, जहां युवा विदेश में रोजगार से संबंधित विभिन्न जानकारियां प्राप्त कर सकते हैं। मुख्य अतिथि पंडित विद्यासागर शर्मा ने कहा कि मण्डी जिले में आयोजित यह कंपनी का पहला रोजगार पंजीकरण मेला था, जिसमें युवाओं की भागीदारी और उत्साह उम्मीद से बेहतर रहा। आने वाले समय में प्रदेश के अन्य जिलों में भी इस तरह के रोजगार मेलों का आयोजन किया जाएगा। ताकि अधिक से अधिक युवाओं को देश -विदेश में रोजगार के अवसर मिल सकें।



भांबला रोजगार मेले में 100 से ज्यादा युवा पहुंचे



सरकाघाट। मिशन रोजगार हिमाचल के तहत जिला मंडी के भांबला में रोजगार मेले का आयोजन किया गया। इसमें 100 से अधिक युवाओं ने भाग लेकर विभिन्न कंपनियों में रोजगार के लिए पंजीकरण करवाया। मेले का शुभारंभ सामाजिक कार्यकर्ता पंडित विद्यासागर शर्मा, फेडरेशन ऑफ इंडियन इंडस्ट्री के प्रदेश अध्यक्ष डॉ. चिरंजीवी ठाकुर और एडवांस विजन के डायरेक्टर डॉ. अमरदीप चंदेल ने किया। अध्यक्षता मिशन रोजगार हिमाचल के प्रदेश संयोजक डॉ. रणेश राणा ने की। इवान सिक्योरिटी फेंक्शंस प्राइवेट लिमिटेड ने करीब 10 युवाओं का विदेश रोजगार के लिए चयन किया। कुछ अभ्यर्थियों को सिक्योरिटी समेत विभिन्न पदों के लिए मौके पर ही ऑफर लेटर दिए गए। कंपनी के सीईओ अश्वनी संख्यान ने बताया कि चयनित युवाओं को पद और देश के अनुसार 45 हजार से 1.50 लाख रुपये तक मासिक वेतन मिलने का अवसर होगा। मेडिकल, रहने, परिवहन और बीमा जैसी सुविधाएं भी उपलब्ध होंगी। बद्दी-बरोटीवाला-नालागढ़ के औद्योगिक क्षेत्र के लिए भी युवाओं का चयन किया गया। पंडित विद्यासागर शर्मा ने कहा कि मंडी में यह कंपनी का पहला रोजगार पंजीकरण मेला है। भविष्य में प्रदेश के अन्य जिलों में भी ऐसे मेले आयोजित किए जाएंगे। इस अवसर पर राजीव कंसल, अनिल मलिक, दिनेश चंदेल, शांति स्वरूप गौतम, डिंपल परमार, पूजा वर्मा और वैष्णवी शर्मा सहित अन्य मौजूद रहे।

हिमाचल प्रदेश
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जिला मंडी के भांबला रोजगार मेले में 100 से ज्यादा युवाओं ने आजमाया अपना भाग्य

कुछ को बद्दी के कारखानों तो कुछ को विदेश में नौकरी का मिला मौका, कई युवाओं को मिले ऑफर लेटर



विदेश में जाने का मिलेगा अवसर : अश्वनी

फेडरेशन ऑफ इंडियन इंडस्ट्री के प्रयास से भांबला में रोजगार मेला आयोजित







सतीश जैन प्रतिनिधि

मिशन रोजगार हिमाचल के तहत जिला मंडी के भांबला में रोजगार मेले का आयोजन किया गया। मेले का शुभारंभ सामाजिक कार्यकर्ता पंडित विद्यासागर शर्मा, फेडरेशन ऑफ इंडियन इंडस्ट्री के प्रदेश अध्यक्ष डॉ. चिरंजीव ठाकुर और एडवांस विजन के डायरेक्टर डॉ. अमरदीप चंदेल ने संयुक्त रूप से किया। कार्यक्रम की अध्यक्षता मिशन रोजगार हिमाचल के प्रदेश समन्वयक डॉ. रणेश राणा ने की।इस रोजगार मेले में 100 से अधिक युवाओं ने भाग लेकर पंजीकरण करवाया और अपना भाग्य आजमाया। इवान सिक्योरिटी फेंक्शंस प्राइवेट लिमिटेड की ओर से आयोजित इस मेले में कई युवाओं को मौके पर ही ऑफर लेटर दिए गए। कंपनी के मुख्य कार्यकारी अधिकारी अश्वनी संख्यान ने बताया कि करीब 10 युवाओं का चयन विदेश में नौकरी के लिए किया गया है, जबकि कुछ युवाओं का चयन सिक्योरिटी सहित अन्य पदों के लिए हुआ है। चयनित युवाओं को योग्यता के अनुसार 45 हजार से लेकर 1 लाख 50 हजार रुपये प्रतिमाह तक वेतन के साथ मेडिकल, आवास, परिवहन और बीमा जैसी सुविधाएं भी दी जाएंगी। उन्होंने बताया कि कंपनी का कार्यालय बामटा, बिलासपुर में स्थित है जहां युवा विदेश में रोजगार से संबंधित जानकारी प्राप्त कर सकते हैं।मुख्य अतिथि पंडित विद्यासागर शर्मा ने कहा कि मंडी जिले में यह कंपनी का पहला रोजगार पंजीकरण मेला था, जिसमें युवाओं का उत्साह उम्मीद से बेहतर रहा। आने वाले समय में प्रदेश के अन्य जिलों में भी ऐसे मेले आयोजित किए जाएंगे।इस अवसर पर फेडरेशन ऑफ इंडियन इंडस्ट्री व मिशन रोजगार हिमाचल मुहिम के प्रांत संयोजक डॉ. रणेश राणा ने कहा कि प्रदेश के सबसे बड़े औद्योगिक क्षेत्र बद्दी-बरोटीवाला-नालागढ़ के लिए भी युवाओं का चयन किया गया है और सभी को योग्यता के अनुसार रोजगार दिलाने का प्रयास किया जाएगा इस मौके पर लघु उद्योग संघ के चेयरमैन राजीव कंसल, अनिल मलिक, दिनेश चंदेल एडवोकेट, प्रदेश प्रवक्ता मिशन रोजगार हिमाचल शांति स्वरूप गौत्तम, हिमालय जनकल्याण समिति की सीनियर रिक्रूटमेंट अधिकारी डिंपल परमार, पूजा वर्मा, वैष्णवी शर्मा सहित अन्य गणमान्य लोग उपस्थित रहे।

भांबला में रोजगार मेले में खुला युवाओं के लिए देश-विदेश में नौकरी का रास्ता

अनंत ध्यान



100 से अधिक युवाओं ने लिया हिस्सा, कई को हाथों-हाथ मिले नियुक्ति पत्र; विदेश में 10 का चयन

सरकाघाट। मिशन रोजगार हिमाचल के तहत जिला मंडी के भांबला में रोजगार मेले का आयोजन किया गया, जिसमें 100 से अधिक युवाओं ने पंजीकरण करवाकर रोजगार के अवसर तलाशे। मेले का शुभारंभ सामाजिक कार्यकर्ता पंडित विद्यासागर शर्मा, फेडरेशन ऑफ इंडियन इंडस्ट्री के प्रदेश अध्यक्ष डॉ. चिरंजीवी ठाकुर और एडवांस विजन के निदेशक डॉ. अमरदीप चंदेल ने संयुक्त रूप से किया। कार्यक्रम की अध्यक्षता मिशन रोजगार हिमाचल के प्रदेश समन्वयक डॉ. रणेश राणा ने की। इवान सिक्योरिटी फेंक्शंस प्राइवेट लिमिटेड की ओर से आयोजित मेले में करीब 10 युवाओं का विदेश में रोजगार के लिए चयन किया गया, जबकि कई युवाओं को सुरक्षा सहित विभिन्न पदों के लिए मौके पर ही नियुक्ति पत्र प्रदान किए गए। हिमालय जनकल्याण समिति की वरिष्ठ भर्ती अधिकारी डिंपल परमार ने चयनित अभ्यर्थियों को आगामी प्रक्रिया पूरी करने के लिए आवश्यक जानकारी दी। कंपनी के मुख्य कार्यकारी अधिकारी अश्वनी संख्यान ने बताया कि युवाओं को विदेश में पद और देश के अनुसार 45 हजार से 1.50 लाख रुपये मासिक तक वेतन के अवसर मिलेंगे। इसके अलावा चिकित्सा, आवास, परिवहन और बीमा जैसी सुविधाएं भी उपलब्ध होंगी। मिशन रोजगार हिमाचल के प्रदेश समन्वयक डॉ. रणेश राणा ने बताया कि बद्दी-बरोटीवाला-नालागढ़ के औद्योगिक क्षेत्र के लिए भी युवाओं का चयन किया गया है। पंडित विद्यासागर शर्मा ने कहा कि मंडी में कंपनी का यह पहला रोजगार पंजीकरण मेला था और युवाओं की भागीदारी उत्साहजनक रही। इस अवसर पर राजीव कंसल, अनिल मलिक, दिनेश चंदेल, शांति स्वरूप गौतम, पूजा वर्मा और वैष्णवी शर्मा सहित अन्य अधिकारी मौजूद रहे।

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रिस्क-बेस्ड इंस्पेक्शन के बावजूद दवाओं के सैंपल फेल होना दुर्भाग्यपूर्ण : फेडरेशन ऑफ इंडियन इंडस्ट्रीज

छोटे उद्योगों के हितों की पर्याप्त चिंता नहीं की जा रही : डॉ चिरंजीव



मिशन रोजगार हिमाचल

हमीरपुर के अप्पर जरलोग (पट्टा) में रोजगार मेला 5 अक्तूबर को

हिमाचल के उद्योगों सहित विदेश जाने का मिलेगा अवसर : अमरदीप चंदेल

हिमालया एनजीओ बद्दी और ईवान सिक्योरिटी बिलासपुर करेंगे आयोजन

औद्योगिक शहर बद्दी में हजारों वाहन पार्किंग के लिए सड़कों का सहारा

अवैध पार्किंग से रोज हो रहीं दुर्घटनाएं, सड़कों के किनारे खड़े हो रहे वाहन, लग रहा जाम



Munish Thakur's Sustained Fight for Regulatory Clarity Gets Judicial Vindication

Supreme Court Leaves State-CDSCO Jurisdiction Ruling Undisturbed; Industry Welcomes Development







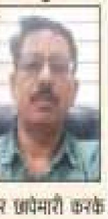
बद्दी की सैल्यूस फार्मास्यूटिकल्स को 'सुप्रीम' राहत, केंद्र की याचिका खारिज

■ हाईकोर्ट के फैसले में दखल देने से किया इनकार

उत्तम हिन्दू न्यूज़ नेटवर्क

सोलन/किशोर ठाकुर : हिमाचल के औद्योगिक शहर बद्दी की दवा कंपनी मेसर्स सैल्यूस फार्मास्यूटिकल्स से जुड़े दवा गुणवत्ता मामले में सुप्रीम कोर्ट ने केंद्र सरकार की विशेष अनुमति याचिका (एसएलपी) खारिज कर दी। इसके साथ ही हिमाचल प्रदेश हाईकोर्ट के सात मई के फैसले को चुनौती देने की केंद्र की कोशिश पर विराम लग गया। हाईकोर्ट ने सैल्यूस फार्मास्यूटिकल्स और अन्य के खिलाफ ड्रग्स एंड कॉस्मेटिक्स एक्ट के तहत चल रही शिकायत और संबंधित कार्यवाही को रद्द कर दिया था। सुप्रीम कोर्ट में मामले की सुनवाई 15 सितंबर को हुई।

हमारे संघर्ष की जीत हुई : महासचिव मुनीष ठाकुर



हिमाचल प्रदेश दवा निर्माता उद्योग संघ के प्रदेश महासचिव मुनीष ठाकुर ने सुप्रीम कोर्ट के फैसले का स्वागत करते हुए कहा कि उसने हाईकोर्ट का फैसला यथावत रखा है जो कि सराहनीय है। मुनीष ठाकुर ने कहा कि सीडीएससीओ ने अवैध तरीके से निरीक्षण की आड़ लेकर हिमाचल के कारखानों को परेशान किया और कई कारखाने बंद करवाकर बेरोजगारी को बढ़ावा दिया। यहां तक की हमारे एसोसिएशन के पदाधिकारियों का उत्पीड़न किया गया और छापेमारी करके उनको गुनाहगार साबित करने का प्रयास किया।

उपलब्ध न्यायिक रिकॉर्ड के अनुसार मामला यूनियन ऑफ इंडिया बनाम मेसर्स सैल्यूस फार्मास्यूटिकल्स व अन्य के नाम से दर्ज था। केंद्र सरकार ने हिमाचल हाईकोर्ट के फैसले में हस्तक्षेप की मांग करते हुए विशेष अनुमति याचिका दायर की थी। सुप्रीम कोर्ट के आदेश में हाईकोर्ट के फैसले में हस्तक्षेप का आधार नहीं पाया गया और याचिका खारिज कर दी गई। जानकारी के अनुसार मामला मेड्रोफेक्स -180 (फेक्सोफिनाडिन हाइड्रोक्लोराइड 180 एमजी) दवा के एक नमूने से जुड़ा था। हाईकोर्ट के रिकॉर्ड के मुताबिक 28 अगस्त 2019 को सीडीएससीओ के बद्दी सब-जोन के ड्रग इंस्पेक्टर ने जालंधर कैंट स्थित मिलिट्री अस्पताल के मेडिकल स्टोर का निरीक्षण कर इस दवा का नमूना लिया था। नमूना जांच के लिए रीजनल ड्रग्स टेस्टिंग लेबोरेटरी, चंडीगढ़ भेजा गया था। सरकारी विश्लेषक की रिपोर्ट में नमूने को सब स्टेंडर्ड घोषित किया गया था। इसके बाद दवा की खरीद और निर्माण से जुड़ी जानकारी जुटाई गई तथा मामला सैल्यूस फार्मास्यूटिकल्स तक पहुंचा। इस मामले में हिमाचल प्रदेश हाईकोर्ट ने गत दिनों दिए अपने फैसले में केंद्र औषधि नियंत्रक विभाग व राज्य औषधि विभाग की शक्तियों को स्पष्ट किया था।

उद्योगों की बड़ी जीत से केंद्र सबक ले : डा. अशोक राणा



सुप्रीम कोर्ट के ऐतिहासिक निर्णय के बाद लघु उद्योग संघ हिमाचल के प्रदेशाध्यक्ष डा. अशोक राणा ने कहा इस निर्णय से साबित हो गया था केंद्र सरकार के औषधि नियंत्रक विभाग ने अवैध तौर पर मनमर्जी करके उनको उजाड़ने का ताना बाना रचा था। सुप्रीम कोर्ट के निर्णय हमारे हिमाचली फार्मा उद्योगों के लिए रामबाण का काम करेगा। उन्होंने कहा कि केंद्रीय औषधि नियंत्रक विभाग अपने दायरे से बाहर जाकर अपनी शक्तियों का दुरुपयोग करता रहा और ऐसे अधिकारियों पर कार्यवाही की जानी चाहिए।

एफआईआई ने किया स्वागत



देश की सबसे बड़ी एसोसिएशन फेडरेशन ऑफ इंडियन इंडस्ट्री के प्रदेश अध्यक्ष चिरंजीव ठाकुर ने सुप्रीम कोर्ट के फैसले का स्वागत करते हुए कहा कि,संघीय ढांचे में राज्य औषधि विभाग की शक्तियों को छीनने की कोशिश दुर्भाग्यपूर्ण है, ड्रग कंट्रोलर जनरल ऑफ इंडिया को इसका स्पष्टीकरण देकर इस तरह की कार्रवाई को तुरंत बंद कर देना चाहिए।

जिसमें केंद्र सरकार के सीडीएससीओ विभाग के पास सीमित शक्तियों का प्रावधान है जिसमें ब्लड बैंक संचालन, लार्ज वॉल्यूम पेरेंटल और सेरा और वैक्सिन इत्यादि। वहीं बाकी शक्तियां राज्य औषधि नियंत्रक कार्यालय के अधीन आती है जिसमें फार्मा उद्योगों को लायसेंस देना, उत्पाद का अप्रूवल, उनका समय समय पर निरीक्षण करना इत्यादि शामिल है। आरोप है सीडीएससीओ ने अपनी शक्तियों का दुरुपयोग करते हुए हिमाचल के फार्मा उद्योगों विशेषकर छोटे उद्योगों का शैड्यूल एम के तहत निरीक्षण जारी रखा जिससे कई कारखाने बंद हो गए, थे और अधिक रूप से दिवालिया हो गए थे।

Business Opportunities



India's Merchandise and Services Exports Rise 15.55% in April–August

India's cumulative merchandise and services exports for April–August 2026–27 were estimated at US$399.27 billion, compared with US$345.55 billion a year earlier. The reported increase points to opportunities for exporters, logistics providers, manufacturers and service companies seeking international customers.



Government Eases RCMC Requirement for Small Export Consignments

The government announced a relaxation in the Registration-cum-Membership Certificate requirement for eligible export consignments valued up to ₹3 lakh. The measure is intended to reduce procedural friction for smaller shipments and support businesses beginning or expanding export activity.



APEDA and Gulfood Organiser Partner to Expand Food-Trade Opportunities

APEDA signed an MoU with the organiser of Gulfood to strengthen international food-trade linkages.



India–MERCOSUR Talks Begin on Expanding Preferential Trade

India and the MERCOSUR bloc launched negotiations to expand their preferential trade agreement. Wider market access could create new prospects for Indian manufacturers, agricultural exporters and service providers exploring Latin American markets.



India and MERCOSUR Introduce Electronic Certificate-of-Origin Protocol

India and MERCOSUR signed an additional protocol to facilitate electronic certificates of origin. Digital trade documentation can help businesses manage origin-related paperwork more efficiently and support smoother use of preferential trade arrangements.



India Welcomes New Zealand's Legislative Progress on FTA

India welcomed the passage of New Zealand legislation to give effect to the bilateral free trade agreement.

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Business Opportunities



Textile Exports Increase 16.1% to ₹29,776 Crore in August

India's textile exports for August 2026 were reported at ₹29,776 crore, up 16.1% year-on-year. Growth across cotton textiles, man-made textiles, carpets, handicrafts and garments highlights opportunities for manufacturers and exporters; the reporting period for the figures is August.



GeM and Textiles Committee Open Market for Recycled Textile Products

A new partnership aims to make recycled and upcycled textile products available to government buyers through the Government e-Marketplace. The initiative may create commercial opportunities for circular-economy businesses that convert textile waste into value-added products.



India Calls for Greater Use of Free Trade Agreements

The Commerce and Industry Ministry called for a nationwide drive to help companies make better use of India's free trade agreements.



Automotive Component Makers Urged to Expand Global Footprint

The government encouraged India's auto-component industry to expand manufacturing partnerships overseas, strengthen supply-chain resilience and move into higher-value products.



Tripura's Certified Ethnic Rice Reaches European Markets

APEDA facilitated the export of 18 metric tonnes of certified ethnic rice from Tripura to Austria and the Netherlands. The shipment demonstrates how certification, producer aggregation and export facilitation can connect regional agricultural products with international markets.



Haryana MSMEs Offered Branding and Marketing Support

A reported Haryana support measure provides eligible micro and small enterprises with reimbursement for part of their branding and marketing expenditure, including digital promotion and export-related outreach.

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POLITICAL NEWS



Government Highlights India's Export Performance

The government reported estimated cumulative merchandise and services exports of US$399.27 billion for April–August 2026–27. The update puts export growth and international market development at the centre of the country's economic policy narrative.



Government Calls for Better Use of Trade Agreements

The Commerce and Industry Ministry called for a nationwide effort to increase utilisation of India's free trade agreements. The focus is on helping businesses convert trade-policy provisions into practical export and market-access outcomes.



Cabinet Approves Green Energy Corridor Phase III

The Union Cabinet approved Green Energy Corridor Phase III to strengthen intra-state transmission and support the evacuation of renewable power, alongside battery storage deployment. The decision has implications for energy infrastructure, storage providers and clean-power investment.

INTERNATIONAL NEWS



India–New Zealand FTA Moves Closer to Implementation

India welcomed New Zealand's legislative step to give effect to the bilateral free trade agreement. The move supports the wider bilateral agenda on trade and investment and may create new opportunities for eligible exporters once the agreement is operational.



India and MERCOSUR Start Talks to Expand Trade Preferences

Negotiations were launched to expand the India–MERCOSUR preferential trade agreement. The process may support greater commercial exchange between India and Latin America across goods and related supply chains.



India and Nepal Review Trade and Transit Cooperation

India and Nepal held an inter-governmental meeting on trade, transit and cooperation, including measures to control unauthorised trade. The dialogue is relevant to cross-border logistics, legitimate commerce and supply-chain coordination.

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INDUSTRY



India's Flash Composite PMI Rises to 56.5 in September

The HSBC Flash India Composite Output Index increased to 56.5 in September from 54.3 in August, with manufacturing leading the improvement. The reading indicated stronger private-sector activity and faster growth in new orders across manufacturing and services.



Semiconductor Ecosystem Sees New Investment and Production Push

At SEMICON India 2026, the government outlined the next stage of semiconductor development across chip design, materials, equipment, fabrication, advanced packaging, research and talent. The programme aims to expand domestic capabilities and attract industry participation.



Textile Exports Rise 16.1% in August

India's textile exports reached ₹29,776 crore in August 2026, up 16.1% from a year earlier. The ministry reported growth across multiple product categories, reflecting a broader export basket and potential demand for Indian textile manufacturing.

BANKING AND FINANCE



Bankers' Books Evidence Act to Take Effect from 1 October

The government notified 1 October 2026 as the commencement date for the Bankers' Books Evidence Act, 2026. The new framework modernises the treatment and certification of banking records, including digital records, for use in legal proceedings.



UPI Framework Keeps Most Merchant Transactions Unaffected

The Finance Ministry clarified that person-to-person UPI transactions remain free and that around 96% of person-to-merchant transactions would remain unaffected under the announced framework. The clarification is relevant to retailers and businesses using digital payment systems.



GIFT IFSC Reports Strong Foreign-Currency Funding Activity

The International Financial Services Centres Authority reported substantial activity under the FCNR(B) swap facility and international bond listings through GIFT IFSC. The update highlights the centre's role in mobilising foreign-currency resources and supporting cross-border financial services.

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AGRICULTURE



Certified Ethnic Rice from Tripura Exported to Europe

An 18-tonne consignment of certified ethnic rice from Tripura was dispatched to Austria and the Netherlands. The shipment shows how quality certification and organised export channels can help farmers and producer companies access premium overseas markets.



Gulbarga GI-Tagged Tur Dal Exported to the Maldives

APEDA facilitated a one-tonne export of GI-tagged Gulbarga Tur Dal to the Maldives. The export-linked channel was reported to deliver a higher price realisation for participating farmers than the prevailing local market price, illustrating the value of differentiated agricultural products.



ASEAN–India Meeting Reaffirms Cooperation on Food Security

The ASEAN–India ministerial meeting reaffirmed cooperation on food security, sustainable agriculture and resilient value chains. The agenda is relevant to agri-technology, food processing, agricultural trade and knowledge-sharing partnerships.

START-UP



DRDO Signs Deep-Tech Project Agreement with Rajasthan Startup

DRDO signed a high-value Technology Development Fund agreement with Zero mK India Private Limited of Alwar, Rajasthan, for indigenous development of a dilution refrigerator for quantum applications. The agreement signals a route for deep-tech startups to participate in advanced technology development.



Defence Industry Meet Announces Support for MSMEs and Startups

At the VIMARSH industry meet, the government announced measures to lower technical and financial entry barriers for MSMEs and deep-tech startups, including funding, incubation and access to DRDO testing facilities. The steps are intended to widen participation in the defence supply chain.



Semiconductor Programme Expands Access for Startups and Engineering Colleges

The government reported that engineering colleges and startups were gaining access to industry-grade electronic design automation tools. The initiative is intended to build chip-design capability and strengthen the pipeline of semiconductor talent and innovation.

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SKILL DEVELOPMENT



PM-SETU Approves ₹735.70 Crore in ITI Cluster Investment Plans

The fifth National Steering Committee meeting approved Strategic Investment Plans worth ₹735.70 crore, taking cumulative approved investment under PM-SETU to ₹2,171 crore across nine clusters. The programme focuses on industry-led ITI modernisation and training aligned with employer needs.



₹320 Crore Approved for Kurukshetra ITI Cluster in Haryana

A ₹320 crore Strategic Investment Plan was approved for the Kurukshetra ITI Cluster, with Jindal Naveen Avsar Limited participating as Anchor Industry Partner. Seven ITIs are to be transformed through an industry-linked approach to vocational training.



India Sends Its Largest-Ever Skilled Youth Contingent to WorldSkills Shanghai

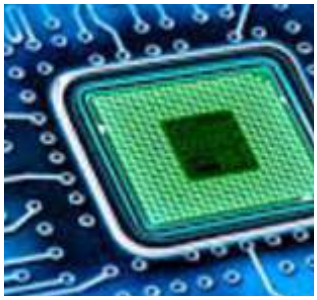
India flagged off a large national contingent for WorldSkills Shanghai 2026, with participation across a wider range of skill categories. The competition offers a platform to benchmark vocational capabilities and highlight the importance of advanced technical training.

SCIENCE & TECHNOLOGY



Semicon 2.0 Focuses on Design, Fabs, Materials and Talent

The government outlined the next phase of semiconductor development, with focus on research, chip design, equipment and materials, fabrication, advanced packaging and workforce development. The programme aims to establish a more complete domestic semiconductor ecosystem.



India Targets 200 Chip-Design Companies and Expands EDA Access

At SEMICON India 2026, the government highlighted access to industry-grade design tools for engineering colleges and startups and a target of expanding chip-design enterprises. The focus is on moving from foundational capacity towards larger-scale precision manufacturing and system design.



SEMICON India Concludes with Indigenous Computing and AI Announcements

The event concluded with announcements spanning RISC-V, artificial intelligence, quantum platforms, fabrication automation, startup participation and workforce development. The initiatives seek to connect research, industry and skilling organisations around deployable technologies.

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AUTO TECHNOLOGY



Government Urges Automotive Industry to Expand Exports

The government urged automotive manufacturers to deepen localisation, strengthen supply chains and prepare to serve international markets. The message creates a business angle for vehicle makers, component suppliers and engineering firms seeking to scale exports.



Zero-Emission Freight Platform Launched to Support Electric Trucks

NITI Aayog launched the Platform for Aggregating Clean Transport to combine freight demand and support wider deployment of zero-emission trucks. A marketplace for zero-emission trucks was also introduced to facilitate business, financing and charging partnerships.



Smart Mobility Expedition Highlights EV Adoption and Road Safety

A youth-focused smart mobility expedition involving electric vehicles was flagged off in New Delhi. Organised with industry participation, the initiative linked road-safety awareness with the growing visibility of electric mobility and responsible transport.

CSR



Coal Ministry Launches Sector-Wide CSR Framework

The Ministry of Coal and Coal India launched a comprehensive CSR framework for Indian coal companies. The framework is intended to strengthen planning and coordination of community-focused programmes, including health, education and livelihood initiatives.



Coal India CSR Schemes Report Health Milestones

The Ministry of Coal highlighted outcomes under Coal India's Thalassemia Bal Sewa Yojana and Nanha Sa Dil programmes, including bone-marrow transplants and corrective cardiac surgeries. The update illustrates the role of corporate social investment in targeted healthcare delivery.



PM Vishwakarma Marks Three Years with 30 Lakh Artisans Registered

The PM Vishwakarma scheme reported 30 lakh registered artisans after three years. Support for traditional craftspeople is relevant to livelihood development, small-enterprise formalisation, skills, product quality and access to markets.

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DEFENCE NEWS



Defence Acquisition Council Clears Proposals Worth About ₹1.10 Lakh Crore

The Defence Acquisition Council granted in-principle approval to proposals estimated at approximately ₹1.10 lakh crore. The proposed acquisitions include vehicles, helicopters and other systems, with potential implications for domestic defence manufacturers and suppliers.



MoD Signs ₹811 Crore Contract for Indigenous Air Force Weapons

A contract worth ₹810.79 crore was signed with Bharat Dynamics Limited for 160 Satellite Smart Anti-Airfield Weapons and associated equipment. The programme features indigenous design and development and supports domestic defence manufacturing capacity.



MoD Signs ₹586 Crore Contract for Tank Auxiliary Power Units

The Ministry of Defence signed a ₹586 crore contract with Accurate Industrial Controls for auxiliary power units for T-72 and T-90 tanks. The procurement supports indigenous development of critical subsystems and highlights opportunities for qualified domestic defence suppliers.

ENERGY AND POWER



India Must Prioritise Technology to Strengthen Energy Security: ONGC Chief

India must prioritise technology-driven solutions to strengthen its energy security and reduce dependence on imports, according to the chief of Oil and Natural Gas Corporation (ONGC). Emphasising the importance of innovation, he highlighted the role of artificial intelligence, advanced exploration techniques and digital technologies in improving domestic oil and gas production.



Small Hydropower Highlighted as Part of Clean-Energy Transition

The Ministry of New and Renewable Energy highlighted small hydropower's role in India's energy transition. The segment may offer opportunities for project developers, engineering firms, equipment suppliers and local infrastructure businesses.



Russia's Rosatom offers nuclear power plants to India for 100 GW target

Russian state-owned atomic energy corporation Rosatom has offered to supply nuclear power plants to Indian companies in a bid to help India achieve its 100 gigawatt (GW) target for nuclear power generation capacity by 2047. "Considering the scale of India's target, we are ready to offer our partners a wide range of modern nuclear solutions, from large-capacity power units to small modular

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INITIATIVES BY GOVT



DGFT Automates Issuance of Free Sale and Commerce Certificates

The Directorate General of Foreign Trade enabled automated issuance of Free Sale and Commerce Certificates. The measure is designed to simplify export documentation and improve convenience for eligible businesses completing trade-related procedures.



Government Launches New Round of Commercial Coal Mine Auctions

The Ministry of Coal announced the 16th round of commercial coal mine auctions. The framework allows participation by eligible companies and aims to encourage domestic production, investment and employment across coal-bearing states.



Government Publishes September Update on India's Economic Performance

A September PIB backgrounder reviewed India's GDP performance and broader economic context. For business readers, the update provides macroeconomic background for assessing demand, investment conditions and sectoral prospects.

INVEST INDIA



Private-Sector Investment Announcements Rise to ₹15.4 Lakh Crore

CMIE data cited in September reporting put private-sector investment announcements at ₹15.4 lakh crore during April–June 2026, nearly double the year-earlier period. The figures represent announced projects rather than completed investment and indicate stronger intent across sectors.



India's Semiconductor Programme Reports About ₹1 Lakh Crore in Commitments

The government reported investment commitments of around ₹1 lakh crore under the semiconductor ecosystem programme, with employment potential across the value chain. The commitments are expected to materialise over time, subject to company approvals and implementation.



Navitas Solar to invest ₹10,000 cr in 5 yrs in renewable energy facilities

Navitas Solar plans to invest ₹10,000 crore over the next five years to expand its renewable energy operations across Gujarat and Maharashtra. The investment will support solar cell and module manufacturing, battery energy storage systems, and renewable power projects.

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MEA



Foreign Secretary Meets Parliamentary Delegation from Japan (September 21, 2026)
Foreign Secretary met a Japanese parliamentary delegation led by Mr. Taro Kono, Director General of the Liberal Democratic Party's International Bureau, on September 21, 2026. Discussions covered defence, economic security, trade, investment, technology and innovation.



Visit of Minister of State for External Affairs and Textiles Shri Pabitra Margherita to Palau (August 31–September 2, 2026)
Shri Pabitra Margherita visited Palau to attend the 55th Pacific Islands Forum Leaders' Meeting in Koror. He highlighted India's Indo-Pacific vision and development partnership with Pacific Island countries. He met Palau President Surangel Whipps Jr. to discuss development cooperation, capacity building and bilateral relations.



Visit of MoS Shri Kirti Vardhan Singh to Saudi Arabia (September 5–8, 2026)
Minister of State for External Affairs and Environment, Forest and Climate Change, Shri Kirti Vardhan Singh, visited Riyadh, Saudi Arabia, from September 5–8, 2026. He met Saudi officials to discuss human resources, skill development, environmental protection, climate change and international affairs. During the visit, he also interacted with members of the Indian community, business leaders, entrepreneurs, professionals and Indian workers.

DIPLOMATIC POSTINGS



Shri Bharath Kumar Kuthati Appointed as India's Next High Commissioner to Trinidad and Tobago
Shri Bharath Kumar Kuthati, a 2006-batch Indian Foreign Service (IFS) officer currently serving as India's High Commissioner to Botswana, was appointed as the next High Commissioner of India to the Republic of Trinidad and Tobago on September 15, 2026. He was expected to assume his new assignment shortly.



Ms. Gina Uika Appointed as India's Next High Commissioner to Botswana
Ms. Gina Uika, a 2006-batch Indian Foreign Service (IFS) officer currently serving as Joint Secretary in the Ministry of External Affairs, has been appointed as the next High Commissioner of India to the Republic of Botswana. She is expected to assume her new assignment shortly.



Shri Chinmoy Naik Appointed as India's Next High Commissioner to Guyana
Shri Chinmoy Naik, a 2004-batch Indian Foreign Service (IFS) officer currently serving as Deputy High Commissioner at the High Commission of India in Ottawa, has been appointed as the next High Commissioner of India to the Cooperative Republic of Guyana. He is expected to assume his new assignment shortly.

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Dr. Chiranjeev Singh Thakur, State President, Federation of Indian Industry (FII), Himachal Pradesh Chapter, along with the FII team, welcomed former Union Minister and Member of Parliament Shri Anurag Thakur during his visit to the industrial town of Baddi for the inauguration of Hotel Industries.

FII Himachal Chapter Organized Successful Job Fair Under "Mission Rozgar Himachal" in Mandi



Federation of Indian Industry (FII) Himachal Chapter organized a highly impactful Rozgar Mela under "Mission Rozgar Himachal" on 13th September 2026 at Hotel Trikuta Inn Resort, Bhambla, District Mandi. The event was held in collaboration with Helping World Social Welfare Foundation Sarkaghat. The drive was jointly inaugurated by Social Worker Pandit Vidya Sagar Sharma, FII Himachal State President Dr. Chiranjeev Singh Thakur, and Advance Vision Director Dr. Amardeep Chandel, under the presidency of State Coordinator Dr. Ranesh Rana. Over 100 job seekers with qualifications ranging from 10th and 12th to B.Tech, B.Pharma, ITI, and Diplomas registered for the event. Several candidates received immediate offer letters for roles across the Baddi-Barotiwala-Nalagarh industrial region, while 10 candidates were selected for overseas roles with salary packages up to ₹1.50 Lakh per month. Key guidance was provided by Himalaya Jankalyan Samiti officials, including Dimple Parmar and CEO Ashwani Sankhyan. Through this initiative, FII Himachal Chapter successfully bridged the gap between local youth and global employment opportunities, promoting skill development and regional economic growth.

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FII Leadership at 8th JKO Inter-Company IR Conference 2026



Sh. Harbhajan Singh, Chairman, CSR Committee-FII attended and participated in the 8th JKO Inter-Company IR Conference 2026, held on 11th-12th September 2026.

During the occasion, Sh. Harbhajan Singh as Guest of Honour and Moderator, engaging with industry leaders, HR professionals, and key stakeholders to discuss the evolving landscape of industrial relations under the theme "Transforming Industrial Relations in the Age of Al and Implementation of New Labour Codes". He highlighted the strategic alignment between technological adoption and labor welfare, emphasizing responsible management and corporate social responsibility during high-level sessions.

FII looks forward to further strengthening industrial relations frameworks, ethical governance, and sustainable business growth across industries.

Sh. Harbhajan Singh, Chairman – FII CSR Committee, Conducted Two-Day Leadership Workshop for JCB



Sh. Harbhajan Singh, Chairman of the CSR Committee at the Federation of Indian Industry (FII) and Program Director, conducted a two-day workshop for JCB in Jaipur on 18th and 19th September 2026. The workshop, themed "Partnering for Progress: Working Together with a Win-Win Mindset," was designed to foster a culture of trust, mutual respect, and collaborative problem-solving among stakeholders. The program focused on strengthening participants' ability to appreciate diverse perspectives, build constructive workplace relationships, and align efforts toward shared organizational goals. Through this impactful initiative, Sh. Harbhajan Singh successfully reinforced the value of strong leadership in driving organizational growth and fostering harmonious workplace environments.

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FII Thailand Chapter Welcomed New Indian Ambassador, H.E. Puneet Agrawal






Federation of Indian Industry (FII) Thailand Chapter Chairman, Shri Rajendra Khimesra, attended a special Meet and Greet event hosted by various Indian associations to welcome the new Ambassador of India to Thailand, His Excellency Puneet Agrawal, on 23rd September 2026. During the event, Shri Rajendra Khimesra represented FII and engaged in key interactions with prominent dignitaries, including H.E. Puneet Agrawal, ITCC Director Mr. Richie, and Dr. Tanapat Sangaroon from the Ministry of Commerce, Thailand. The discussions focused on enhancing Indian diaspora engagement, fostering bilateral trade, and driving strategic investment cooperation between India and Thailand. Through this engagement, FII reaffirmed its commitment to advancing trade partnerships, strengthening diplomatic ties, and supporting joint economic growth across both nations.

Strengthening India–Angola Business Relations









The Launch Ceremony of the Angola–India Business Council (AIBC) 2026 was successfully held on 3 September 2026 at Le Méridien, New Delhi, bringing together distinguished representatives from the diplomatic, government and business communities.

The event was graced by the presence of H.E. Ambassador Clemente Pedro Francisco Camenha, Ambassador of Angola, along with other distinguished members and representatives of the Angola–India business community, including Ms. Rekha Sharma, Mr. Caetano Capitão, Mr. Navneet Ravikar, Capt. Ram Guruswamy, Mr. Shashi Bhushan and Mr. Pradeep Singh Chouhan.

Dr. Deepak Jain, President – Federation of Indian Industry (FII), participated in the launch ceremony and was honoured as Advisor to the Angola–India Business Council (AIBC).

The recognition of Dr. Deepak Jain reflected his continued commitment to strengthening international business relations and creating meaningful opportunities for industry and enterprises.

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Achievers Galaxy – Entrepreneur Awards 2026" to Honour Excellence in Entrepreneurship by SGT University



SGT University, in association with the Federation of Indian Industry (FII), organised "Achievers Galaxy – Entrepreneur Awards 2026", celebrating the remarkable contributions, achievements, and leadership of entrepreneurs and industry professionals in Gurugram, on 22 September 2026.

The awards ceremony recognised distinguished personalities from diverse sectors for their entrepreneurial vision, business leadership, innovation, and contribution to industry growth.

Among the prominent personalities honoured at the event were Dr. Deepak Jain, President, Federation of Indian Industry; Dr. Shailendra Vyas, Founder & MD, Bioheaven360 Genotec Pvt. Ltd.; Sh. Vinod K. Bapna, CEO & Executive Director, Caparo Maruti Ltd.; and Sh. Uditendu Verma, Chief Strategic Officer, Yuvitech Engineering.

Other distinguished awardees included Sh. Prem Chand Gupta, Founder & CMD, National Tiles Corporations; Sh. Nakul Chandra, Managing Director, CBMEW India Pvt. Ltd.; and Sh. Mukesh Sakhuja, Founder, Grandeur Business Solutions & Grandeur Recycling Pvt. Ltd.

Speaking on the occasion, Dr. Deepak Jain, President, Federation of Indian Industry (FII), appreciated the initiative of SGT University in recognising entrepreneurial excellence and emphasised the importance of innovation, industry-academia collaboration, and nurturing the next generation of entrepreneurs.

Prof. Dr. B. J. Rao, Pro Chancellor, SGT Unicersity, Prof. (Dr.) Vijay Bhalla, Advisor- SGT University and Sh. Rajive Gulati, Advisor - R/D & Innovation and distinguished faculty of SGT and a hall packed with young bright student were present.

"Honouring Entrepreneurship, Inspiring Generations."

All the participants enthusiastically engaged in panel discussions.

Dr. Deepak Jain, President – Federation of Indian Industry (FII), Honoured as Guest of Honour at the 19th Global Film Festival Noida 2026



























Federation of Indian Industry (FII) is pleased to share that Dr. Deepak Jain, President – FII, was humbled and honoured to be invited as the Guest of Honour at the 19th Global Film Festival Noida (GFFN) 2026.It was a privilege to be part of this prestigious international celebration of cinema, media, culture and creativity, held from 16th to 18th September 2026 at Marwah Studios, Film City, Noida. The festival witnessed the participation of distinguished personalities and professionals from the film, media, entertainment and creative industries.

FII sincerely appreciates the efforts of Sh. Sandeep Marwah, President – Marwah Studios, and the entire organising team for promoting cinema, culture and international collaboration. Sh.Punkaj Parashar, Film Producer, Mumbai, also graced the occasion. It was truly a memorable and enriching experience for Dr. Deepak Jain to be associated with this remarkable celebration of cinema and culture.

4th Global ESG Conference & Prithvi Awards 2026



Federation of Indian Industry (FII) is pleased to share that Dr. Deepak Jain, President – FII, participated in the prestigious 4th Global ESG Conference & Prithvi Awards 2026, held on 25th September 2026 at Bharat Mandapam, New Delhi.

The conference brought together distinguished leaders, policymakers, industry experts and sustainability professionals to discuss Environmental, Social & Governance (ESG) and sustainable development.

The event featured insightful discussions on ESG Compliance & Credibility, BRSR, EU Regulations, CSDDD, CBAM, Greenwashing, Carbon Markets, Green Hydrogen, Circular Economy, Green Finance, AI in ESG Reporting, Water Accounting and Sustainable Startups.

The programme was graced by Hon'ble Shri Arjun Ram Meghwal, Minister of State (Independent Charge), Ministry of Law and Justice, Government of India, as the Chief Guest.Sh. Uditendu Verma, General Secretary – FII, and Sh. Sanjay Patel, Admin Officer – FII, also participated in the event, representing FII.

FII congratulates CA. (Dr.) Atul Kumar Gupta, Director, ESG Research Foundation, and the entire ESG team for successfully organising this impactful conference and promoting ESG, sustainability and responsible development.

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FII Hosts Meet & Greet with The Rt Hon'ble Baroness (Dr) Sandip Verma, Member, House of Lords, UK.



New Delhi, 1 October 2026: The Federation of Indian Industry (FII) hosted a special "Meet & Greet" with The Rt Hon'ble Baroness (Dr) Sandip Verma, Member, House of Lords, UK, and her team at the Constitution Club of India, New Delhi.

The interaction focused on investment and partnership opportunities in Africa, with discussions across key sectors including infrastructure, energy, mining, food processing, education, pharmaceuticals and IT.

The programme provided a valuable platform for business networking, exchange of ideas and exploring India–UK cooperation in African markets.

The event was graced by several eminent personalities, including Sh. Ram Mehrotra, Vice President, Reliance Industries Limited; Sh. Anil Kumar Choudhary, Chief General Manager, Energy Efficiency Services Limited (EESL); and Sh. Ashok Verma, Businessman, UK.

Dr. Deepak Jain, President-FII, participated along with CA Atul Gupta, Chairman, GST Committee-FII; Sh. Uditendu Verma, General Secretary-FII; and Sh. Sanjeev Arora, Chairman, Media & IT Committee-FII, along with other FII members and senior representatives.

The event concluded with an informal networking lunch and meaningful interactions among the participants.

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Prime Minister Inaugurated SEMICON India 2026 in New Delhi











Prime Minister Narendra Modi inaugurated SEMICON India 2026 in New Delhi on 17th September 2026. The event brought together global semiconductor leaders, industry executives, and policy experts to discuss building a resilient global chip ecosystem.

In his address, the Prime Minister highlighted India's rapid progress toward becoming a global hub for semiconductor manufacturing, design, and innovation. He emphasized the role of strategic investments, policy support, and public-private partnerships in driving technological self-reliance.The conference showcased immense opportunities for Indian manufacturers, tech entrepreneurs, and MSMEs to integrate into global supply chains, drive innovation, and advance domestic high-tech manufacturing.

India Hosted the 18th BRICS Summit 2026 in New Delhi





















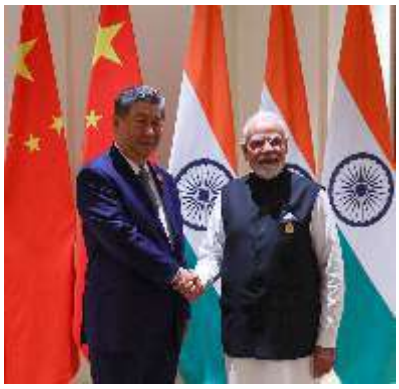
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BRICS Business Forum 2026






BRICS
INDIA 2026






BRICS
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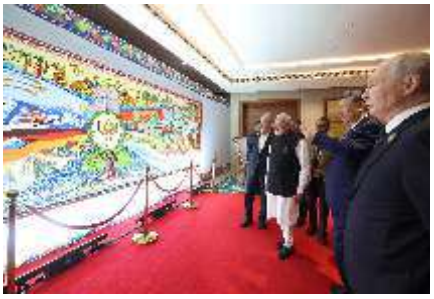












India hosted the 18th BRICS Summit in New Delhi on 12th and 13th September 2026 under the theme "Building for Resilience, Innovation, Cooperation and Sustainability." The summit brought together representatives, industry leaders, and policy experts from BRICS member and partner countries to deliberate on international trade, investment, sustainable development, and global economic cooperation.

The summit highlighted the importance of strengthening trade relations, building resilient supply chains, promoting digital transformation, and encouraging strategic investment partnerships. Key deliberations focused on expanding cross-border payment mechanisms, accelerating industrial development, and deepening economic ties among emerging markets.

Business and Economic SignificanceFor Indian businesses, the summit presented significant opportunities to explore new export markets, attract foreign direct investment, and establish international partnerships. Key sectors with strong potential for growth included manufacturing, pharmaceuticals, information technology, agriculture, food processing, renewable energy, and infrastructure.

Micro, Small, and Medium Enterprises (MSMEs) particularly stood to gain from improved market access, technology exchange, international networking, and integration into global supply chains. Strengthened economic ties provided Indian entrepreneurs with fresh avenues to diversify export destinations, connect with overseas buyers, and enhance their competitiveness in international markets.

ConclusionThe 18th BRICS Summit reinforced the vital role of economic cooperation among emerging economies. Its emphasis on trade, investment, innovation, and sustainability opened crucial pathways for Indian industries, entrepreneurs, and MSMEs to expand their global footprint and contribute to India's continued economic growth.

Prime Minister Inaugurated International Conference on "The Future of Environment and Climate Dynamics















Prime Minister Narendra Modi inaugurated the International Conference on "The Future of Environment and Climate Dynamics" in New Delhi on 19th September 2026. The conference gathered global leaders, environmental scientists, policymakers, and industry experts to deliberate on urgent climate action, sustainable development, and environmental resilience.

In his address, the Prime Minister highlighted India's commitment to green energy transition, biodiversity conservation, and sustainable economic practices. He emphasized the necessity of global cooperation, technological innovation, and collective action to combat climate change while balancing economic growth.

The conference provided valuable insights for industries, businesses, and MSMEs to adopt eco-friendly technologies, integrate sustainable practices, and align with global green economy initiative

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FEDERATION OF INDIAN INDUSTRY

External Affairs Minister Dr. S. Jaishankar Visited Ukraine and Poland










External Affairs Minister Dr. S. Jaishankar paid an official visit to Ukraine and the Republic of Poland from 3rd to 5th September 2026. The high-level visit focused on strengthening bilateral relations, advancing trade cooperation, and discussing key regional and global developments.

During his interactions with leadership and foreign ministry officials in both nations, Dr. Jaishankar emphasized India's commitment to diplomatic dialogue, economic partnership, and strategic collaboration. Key discussions centered on enhancing bilateral trade, exploring investment opportunities, and expanding cooperation in technology, education, and supply chain resilience.

The visit reinforced India's proactive foreign policy and highlighted emerging trade and economic avenues for Indian businesses and industries across Eastern and Central Europe.

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FEDERATION OF INDIAN INDUSTRY

External Affairs Minister Dr. S. Jaishankar Paid Official Visit to Bhutan













External Affairs Minister Dr. S. Jaishankar paid an official visit to Bhutan from 16th to 18th September 2026 at the invitation of the Minister for Foreign Affairs and External Trade of Bhutan, H.E. Lyonpo D.N. Dhungyel.During the visit, Dr. Jaishankar received a Royal Audience with His Majesty The King of Bhutan and called on Prime Minister Dasho Tshering Tobgay.

High-level bilateral discussions were held in Bumthang to review multi-faceted cooperation and development projects under Bhutan's 13th Five Year Plan. The visit also featured the launch of key joint development initiatives, including healthcare infrastructure, educational scholarships, and clean energy projects.

Through this engagement, FII highlighted the continued commitment to reinforcing the exemplary ties of trust, strategic cooperation, and economic partnership between India and Bhutan.

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External Affairs Minister Dr. S. Jaishankar Addressed the High-Level Week of the 81st UN General Assembly



External Affairs Minister Dr. S. Jaishankar led the Indian delegation to New York, USA, for the High-Level Week of the 81st Session of the United Nations General Assembly (UNGA) from 20th to 28th September 2026.

Delivering India's National Statement at the General Debate, Dr. Jaishankar articulated Bharat's vision for a fair, inclusive, and reformed global order. He emphasized the urgent need to address the challenges faced by the Global South—specifically regarding food, fuel, fertilizer, and financial security—while calling for zero tolerance toward cross-border terrorism and highlighting the necessity of safeguarding international maritime trade and supply chains.

On the sidelines of the UN Assembly, the External Affairs Minister participated in a series of high-level multilateral and bilateral engagements. These included the 14th IBSA Trilateral Ministerial Commission Meeting, G4 Ministerial interactions on UN Security Council reforms, the Forum for India–Pacific Islands Cooperation (FIPIC), and meetings with regional groupings such as CARICOM, CELAC, and the India-GCC Troika.

Through this report, FII highlighted India's proactive diplomacy in championing global multilateralism, enhancing international trade resilience, and strengthening diplomatic and economic ties across global markets.

MONEY LAUNDERING AND NATIONAL SECURITY : STRENGTHENING INDIA'S ANTI-MONEY LAUNDERING FRAMEWORK



Prof. M.M. Goel
Former Vice-Chancellor superannuated from Kurukshetra University Kurukshetra,



Dr. Mayank Goel
CEO, Finagle Financial Services, Gurugram

Needonomics School of Thought (NST), a Kurukshetra-based think tank, is of the considered opinion that money laundering (ML) has emerged as a major financial enabler of organized crime, drug trafficking, terrorism and cross-border hybrid threats. By concealing, possessing, acquiring, using or projecting proceeds of crime as untainted property, money laundering enables illegal wealth to enter or influence the legitimate economy.

India's Prevention of Money-Laundering Act, 2002 (PMLA) provides the core legal framework for preventing money laundering and dealing with property derived from or involved in money laundering.

1. Hawala and Trade-Based Money Laundering

Hawala, an informal value-transfer mechanism operating outside conventional banking channels, can be misused to move illicit funds across borders. Trade-based money laundering (TBML) can similarly conceal the movement of criminal proceeds through manipulation of invoices, prices, quantities and trade documentation.

These channels can sustain a parallel economy in which illicit wealth finances drug trafficking, arms smuggling, organized crime and terrorism. The challenge is therefore not merely financial; it has significant implications for economic integrity and national security.

2. Drug Money, Arms and Cross-Border Terrorism.

NST is of the considered opinion that drug money can finance arms procurement, while arms trafficking can protect drug-transit corridors, creating a mutually reinforcing criminal ecosystem. Drug trafficking, illegal arms networks, terrorism and corruption can therefore become financially interconnected.

The policy challenge is to break this cycle at its financial source. Combating drug addiction requires prevention, treatment and rehabilitation, but equally important is dismantling the financial networks that make the illicit drug economy sustainable.

3 Crypto-Laundering and Emerging Financial Risks

The growth of virtual digital assets and rapidly evolving financial technologies has added complexity to financial-crime detection. Criminal networks can exploit technological complexity, multiple transactions and cross-border platforms to obscure the origin and destination of illicit funds.



Technology must therefore become an instrument of financial transparency rather than financial

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anonymity. Artificial intelligence, data analytics and blockchain intelligence can strengthen the capacity of authorities to identify unusual transaction patterns and trace complex financial networks.

4. Parallel Economy and Institutional Corruption

Laundered wealth does more than sustain criminals. It can gradually weaponise the parallel economy by corrupting institutions, influencing intermediaries and weakening law enforcement. When illegal wealth enters legitimate businesses, real estate, trade and other economic activities, it distorts competition and undermines public trust.

Money laundering must therefore be treated not merely as a financial offence but as a national-security challenge, requiring coordinated economic, technological, legal and institutional responses.5 India's PMLA and AML Framework

India's Prevention of Money-Laundering Act, 2002 (PMLA) is the foundation of the country's anti-money-laundering regime. It provides for action against money laundering and property derived from or involved in money laundering and establishes important obligations for reporting entities.

The framework is supported by the Financial Intelligence Unit–India (FIU-IND) and the broader AML/CFT regulatory architecture. Reporting entities are required to undertake customer identification and due diligence, maintain prescribed records and furnish relevant information, including suspicious transaction reports, in accordance with law.

The objective should be clear : Know the customer. Know the beneficial owner. Know the transaction. Follow the money.

6 . Strengthening India's AML Architecture 2025

India's anti-money-laundering framework continued to evolve in 2025, with regulatory measures strengthening KYC, customer due diligence, risk assessment and compliance mechanisms. The Reserve Bank of India's 2025 KYC directions reinforced the obligations of regulated entities under the PMLA framework and related rules.

The AML framework also works alongside counter-terrorism financing measures, including compliance with applicable provisions of the Unlawful Activities (Prevention) Act (UAPA) and relevant United Nations Security Council sanctions.

The emerging architecture therefore represents a shift from conventional identity verification towards a broader risk-based AML/CFT approach, combining customer due diligence, financial intelligence, sanctions compliance, transaction monitoring and inter-agency cooperation.

7. Financial Intelligence and Institutional Cooperation

Money laundering cannot be defeated by one agency acting alone. FIU-IND, RBI-regulated entities, enforcement agencies, tax authorities, customs, police, intelligence agencies and other competent authorities must cooperate within their respective legal mandates.

The effectiveness of AML enforcement depends upon the quality and speed of financial intelligence. Suspicious transactions must not merely be reported; they must be analysed, connected with other intelligence and converted into actionable leads.

Institutional integrity is equally important. Laundered wealth can corrupt legitimate businesses, intermediaries and enforcement structures, thereby weakening the institutions responsible for combating financial crime.

8. AI-Powered Forensic Accounting : A Needonomics Mandate

Needonomics advocates AI-enabled forensic accounting as a mandate against money laundering. Artificial intelligence can rapidly analyze large volumes of financial data, detect suspicious transaction patterns, trace money trails, identify hidden assets and connect apparently unrelated financial networks.

AI-powered forensic accounting can therefore complement traditional auditing and investigation by helping investigators move from isolated transactions to connected financial intelligence. It can identify anomalies, accelerate the examination of complex records and support the tracing of proceeds of crime across multiple accounts,

entities and jurisdictions.

However, AI must assist, not replace, human forensic expertise, ethical judgment and legal verification. Algorithms can identify patterns, but investigators must establish facts, assess evidence, respect due process and ensure that enforcement action rests on legally verifiable grounds.

The Needonomics principle is concise : Detect the money. Trace the trail. Recover the assets.

9. Follow the Money, Stop the Threat

The most effective way to weaken organised crime and terrorism is not only to intercept criminals and weapons but also to disrupt their financial ecosystem.

Every illicit rupee or digital asset traced, frozen or recovered through lawful process can reduce the capacity of criminal networks to recruit, procure weapons, move narcotics and influence institutions.

Lawfully recovered proceeds of crime should, subject to applicable law and due process, contribute to strengthening financial intelligence, law enforcement, national security, drug-demand reduction and institutional capacity.

The policy lesson is clear: Attack the economics of crime to weaken the architecture of crime.

10. Needonomics Perspective

Needonomics advocates Need Before Greed, Responsibility Before Opportunism and Security Before Short-Term Gain.

From the Needonomics perspective, money is a means of meeting legitimate human needs and promoting social welfare; it must not become an instrument of greed, corruption, addiction, organised crime or terror.

The fight against money laundering is therefore also a fight for the integrity of the economy, dignity of honest enterprise and security of
addiction should be addressed through prevention, rehabilitation and awareness, while the financial channels sustaining the drug economy must be systematically disrupted. Similarly, terrorism must be confronted not only through physical security but by cutting the financial channels that sustain it.

11. From Reactive Enforcement to Preventive Financial Security

India's AML strategy must continuously evolve because criminal networks evolve rapidly.

Hawala, TBML, shell structures, cross-border transactions, digital assets and sophisticated layering require equally sophisticated detection and enforcement capabilities.

The way forward requires strong laws, effective implementation, AI-enabled financial intelligence, forensic accounting, advanced technology, inter-agency coordination, international cooperation and uncompromising institutional integrity, while safeguarding due process and legitimate economic activity.

India's AML framework should therefore remain dynamic, risk-based, technology-enabled and future-ready.

12. Conclusion Money laundering is not merely an economic offence;

it can become a national-security threat when illicit wealth finances organised crime, drug trafficking, arms networks and terrorism. India's PMLA, AML Rules, FIU-IND architecture, RBI's KYC framework and related CFT measures provide an important institutional foundation.

The continuing regulatory strengthening requires greater vigilance, beneficial-ownership transparency, suspicious-transaction reporting, technological capability and effective financial intelligence.

Needonomics calls for a decisive shift from merely tracking dirty money after the damage is done to preventing illicit wealth from entering the financial system in the first place. AI-powered forensic accounting can become a powerful force multiplier—provided technology remains guided by human expertise, ethics and law. Detect the money, trace the trail, recover the assets, and ensure that finance serves legitimate needs, national development and human security—not greed, crime and terror.

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BUSINESS ANALYTICS IN THE AI AGE : TURNING DATA INTO GROWTH



Ms. Ritu Jain
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In today's competitive business environment, sustainable growth requires more than intuition and experience. Businesses need a clear understanding of their customers, markets, financial health and operational performance. Business analytics enables companies to make informed decisions, identify opportunities and address problems before they become costly. With Artificial Intelligence (AI) transforming how data is analysed, analytics is no longer the preserve of large corporations. It is increasingly accessible to businesses of every size.

From Reporting to Real-Time Decisions

Traditionally, businesses relied on monthly reports and periodic reviews to assess performance. By the time problems surfaced, valuable time and resources might already have been lost. Today, digital tools and AI-powered analytics can help businesses monitor trends, flag deviations and respond faster. A manufacturer can identify rising production costs, a retailer can spot slow-moving inventory, and a service provider can detect declining customer retention before revenue suffers.

The starting point is to connect analytics with business goals. Key Performance Indicators (KPIs) measure performance, while Objectives and Key Results (OKRs) translate strategic ambitions into measurable outcomes. For example, an SME seeking higher profitability might track gross margins, customer acquisition costs, receivables and inventory turnover. Dynamic tracking helps management identify gaps, investigate causes and take corrective action. The objective is not to monitor every number constantly, but to track the right metrics at the right frequency.

How AI Is Changing the Game

AI-powered tools can go beyond conventional dashboards to identify patterns, forecast demand, analyse customer feedback, flag unusual expenses and segment customers.

Business owners can increasingly ask questions in everyday language, such as, "Which products contribute most to our profits?" or "Why are sales declining in this region?" and use the resulting insights to guide decisions.

However, AI is only as useful as the quality of its data and the judgement applied to its recommendations. Businesses must also protect sensitive information and validate important findings before acting on them.

A Practical Roadmap for SMEs

Analytics adoption need not begin with expensive software or specialised teams. SMEs can start small and scale as they see results.

1. Define priorities (Weeks 1–2) : Identify one pressing business challenge, such as improving profitability, accelerating collections or reducing wastage.

2. Select the right metrics (Weeks 2–3) : Choose three to five relevant KPIs, set measurable targets and assign accountability for each.

3. Organise existing data (Weeks 3–4) : Consolidate information from accounting software, sales records, inventory systems or spreadsheets. Check data accuracy and consistency.

4. Build a simple dashboard (Weeks 4–6) : Track actual performance against targets and review trends at an appropriate frequency. Use existing tools before investing in advanced solutions.

5. Turn insights into action (Weeks 6–10) : Investigate deviations and implement corrective measures. Rising sales alongside declining profits, for example, may indicate discounting, an unfavourable product mix or escalating costs.

6. Review and expand (Weeks 10–12) : Evaluate the business impact, refine the metrics and extend analytics to areas such as demand forecasting, customer segmentation or inventory optimisation. Apply suitable data security and access controls throughout.

The guiding cycle is simple : Measure → Analyse → Act → Review. The goal is not a sophisticated dashboard, but measurable improvement in business outcomes.

Analytics as a Growth Discipline

For SMEs, adopting analytics early builds financial discipline, improves resource allocation and makes expansion decisions more evidence-based. Even a few avoided mistakes or better-informed investments can deliver meaningful returns.

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3. Political and Regulatory Environment

Government policies can significantly influence expansion success.

- **Businesses must understand:**
- Taxation policies
- Import and export regulations
- Licensing requirements
- Labour laws
- Environmental compliance
- Data privacy regulations
- Industry-specific regulations

Frequent policy changes increase operational uncertainty and compliance costs. Countries with transparent governance and regulatory consistency generally offer more predictable business environments.

4. Competitive Landscape

Entering an attractive market often means competing against established players.

A thorough competitive assessment should evaluate:

- Market leaders
- Pricing strategies
- Product differentiation
- Distribution networks
- Customer loyalty
- Brand perception
- Market saturation

Expansion should focus on creating a clear competitive advantage rather than merely increasing geographical presence.

5. Financial Readiness

Expansion requires significantly more capital than many businesses anticipate.

Apart from infrastructure and staffing costs, organizations must prepare for:

- Working capital requirements
- Marketing investments
- Customer acquisition costs
- Technology implementation
- Compliance expenses
- Currency fluctuations
- Delayed profitability

Financial resilience is often more important than initial profitability during expansion.

Companies with strong cash flow management are better positioned to navigate unexpected challenges.

6. Supply Chain Resilience

The past few years have demonstrated how vulnerable global supply chains can be.

Organizations must evaluate:

- Supplier dependency
- Logistics infrastructure
- Transportation costs
- Inventory management
- Local sourcing capabilities
- Alternative supplier availability

A diversified and flexible supply chain significantly reduces operational risk during market expansion.

7. Technology and Digital Infrastructure

Technology has become a key enabler of scalable growth.

Businesses should assess whether existing systems can support expansion through:

- ERP systems
- CRM platforms
- Cybersecurity measures
- Automation capabilities
- Data analytics
- Cloud infrastructure
- AI-enabled decision support

Technology investments should enhance efficiency while maintaining business continuity.

8. Talent Availability

People remain one of the most valuable assets during expansion.

Organizations must evaluate whether the target market offers access to skilled professionals with relevant expertise.

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SOCIAL STOCK EXCHANGE IN INDIA : BRIDGING FINANCE AND IMPACT FOR VIKSIT BHARAT @ 2047



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The concept of the Social Stock Exchange is innovative and represents the need of the hour for a country like India, where philanthropy is deeply rooted in the values and traditions of its citizens. A Social Stock Exchange (SSE) is a specialized segment of a regulated stock market that allows social enterprises, non-profit organizations (NPOs), and for-profit social enterprises to raise capital from the public to fund social welfare and community development projects.The concept of the Social Stock Exchange was first introduced in Brazil in 2003 by the São Paulo Stock Exchange (BOVESPA). Known as the Bolsa de Valores Sociais (BVS), the initiative aimed to connect donors and socially responsible investors with non-governmental organizations (NGOs) implementing social development projects. This pioneering initiative laid the foundation for the development of Social Stock Exchanges in other countries.

The idea of establishing a Social Stock Exchange (SSE) in India was proposed by the Hon'ble Finance Minister, Smt. Nirmala Sitharaman, in her Union Budget Speech for FY 2019–20. The Social Stock Exchange is an electronic fundraising platform established under the regulatory framework of the Securities and Exchange Board of India (SEBI) to facilitate the listing of social enterprises and voluntary organizations.

How Far Has the Idea of the Social Stock Exchange Succeeded Across the Globe?

As explained earlier Brazil pioneered this initiative in 2003, followed by countries such as South Africa, Portugal, Canada, Singapore, the United Kingdom and Jamaica. However, the international experience reveals a mixed picture: while some exchanges have facilitated social financing, others have discontinued their operations due to limited participation and difficulties in achieving financial sustainability.

Brazil's Bolsa de Valores Socioambientais (BVSA), launched in 2003, sought to connect donors with non-governmental organisations implementing social projects. South Africa's Social Investment Exchange (SASIX), established in 2006, and Portugal's Social Stock Exchange, launched in 2009, also attempted to channel funds towards social causes. However, these initiatives eventually ceased operations. The United Kingdom's Social Stock Exchange, launched in 2013, also ceased to operate in its original form. These experiences highlight the challenges of sustaining such platforms when investor awareness is limited, participation remains low and fundraising costs are relatively high.



In contrast, models in Singapore, Canada and Jamaica demonstrate that social finance platforms can continue to operate by adopting different approaches to connecting investors with social enterprises. Singapore's Impact Investment Exchange (IIX), for instance, has developed impact investment instruments, including Women's Livelihood Bonds, to mobilise private capital for social and developmental objectives. These models illustrate that the success of social finance depends not only on the existence of a dedicated platform but also on suitable financial instruments, investor participation and the ability to demonstrate measurable social outcomes.

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Key Milestones in the Evolution of India's Social Stock Exchange (SSE)

India's Social Stock Exchange (SSE) journey began with the announcement made by Finance Minister Smt. Nirmala Sitharaman in the Union Budget 2019–20. In 2022, SEBI approved the regulatory framework for the SSE, followed by the establishment of dedicated SSE segments at the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE). In December 2023, SGBS Unnati Foundation became the first organisation to raise funds through Zero Coupon Zero Principal (ZCZP) instruments on the NSE's SSE segment. Subsequently, SEBI introduced regulatory changes to strengthen transparency, accountability and participation. In March 2025, the minimum application size for ZCZP instruments was reduced from ₹10,000 to ₹1,000, making contributions more accessible to individual donors.



As of mid-2026, roughly 176 ngo registration NSE's and BSE's SSE segments. When it comes to funds raising NGOs have cumulatively raised approximately ₹44 crore through the Social Stock Exchange (SSE) in India as of early 2026. For example, SGBS Unnati Foundation raised ₹1.8 crore through its ZCZP issue in December 2023.

Why Should NGOs Register with the SSE?

In a country like India, where the government and social sector organisations work hand in hand to address societal needs, the Social Stock Exchange (SSE) serves as an important platform for mobilising resources for social development. The following are some of the key benefits of SSE registration for social sector organisations.

- SSE listing can help NGOs improve their visibility, fundraising opportunities, and transparency.
- Connect with donors and supporters looking for credible social projects.
- Funds can be raised through eligible ZCZP issues are donations, not loans.
- Greater transparency can give donors more confidence to contribute.
- Proper disclosures and reporting can strengthen your NGO's credibility.
- SSE-related fundraising can help eligible NGOs connect with corporate CSR funding.
- A structured fundraising process can support future campaigns.
- Regular reporting encourages better financial and impact tracking.

The Social Stock Exchange has the potential to transform India's social financing landscape by promoting transparency, accountability and wider participation in social development. Its success will depend on increasing public awareness, encouraging more organisations to participate and building trust among contributors to create a more inclusive and sustainable society.

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THE DECISION BEFORE INNOVATION



Dr. Anjali Jain
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Founder, Yugdrishta

Companies have never had more ways to generate ideas. Artificial intelligence can produce product concepts in seconds, research tools can accelerate experimentation, and technologies developed for one industry can find applications in another. Yet an abundance of possible solutions does not guarantee that businesses will choose the right problems to solve.

The more consequential question is whether companies are directing their innovation resources towards the opportunities that matter most.

A business can develop a technically excellent product for a market too small to support it. It can invest in a promising technology without establishing whether customers will pay for its benefits. It can optimise an existing category while overlooking a more valuable opportunity emerging beyond its boundaries. In each case, the failure may begin not in research and development, but in the decision that determined what deserved research and development in the first place.

Innovation has a problem-selection challenge before it has a solution-selection challenge. The distinction is increasingly important as the cost of generating ideas falls while the cost of industrial development, market entry and commercial failure remains substantial.

Most companies organise innovation as a funnel: generate ideas, screen concepts, develop prototypes, validate products and launch the winners. The process is logical, but it contains a potentially damaging assumption - that the initial pool of opportunities is already the right one.

A 2022 study in Production and Operations Management documented the experience of an anonymised Chinese thin-film solar company that pursued 70 new-product development projects over three years. Despite substantial investment, only five projects reached commercialisation, contributing approximately 5% of total revenue. The case illustrates a critical innovation challenge: a company can invest heavily in promising technologies without ensuring that its portfolio is aligned with commercially viable opportunities.

This case represents the experience of one company and should not be interpreted as a general measure of innovation failure. Its importance lies in the underlying lesson: technically promising projects can consume substantial resources without delivering commensurate commercial value when market potential, portfolio balance and resource allocation are assessed in isolation rather than as interconnected strategic decisions.

The lesson is not that businesses should become more risk-averse; risk-taking is fundamental to innovation. Rather, effective innovation requires more than ranking available opportunities - it requires establishing which opportunities are worth pursuing in the first place.

The challenge is not simply to pick the best project from the pipeline. It is to design the right pipeline in the first place.

The hidden cost of unexamined assumptions

When an opportunity enters a corporate pipeline, its underlying assumptions can quickly become organisational commitments. A consumer insight becomes a product brief. A technical hypothesis becomes a development programme. A preliminary market estimate becomes a revenue forecast. As teams invest time, money and reputation, it becomes harder to challenge the original premise.

This creates what might be called decision debt: the future cost of assumptions that were allowed to harden into commitments without sufficient scrutiny.

The problem is not uncertainty itself. Early-stage innovation will always involve incomplete evidence. The problem arises when organisations confuse a compelling narrative with a validated opportunity.

Three questions are particularly vulnerable to inadequate examination.

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· Is the problem important enough to solve?

· Have changing market conditions made the opportunity viable now?

· And does the organisation possess a credible way **to** capture value if the solution succeeds?

A strong answer to one question cannot compensate automatically for a weak answer to another. A large market does not guarantee attractive economics. A technically differentiated product does not guarantee adoption. Strategic alignment does not guarantee that a company can execute. The missing capability is therefore a disciplined way to examine the opportunity before substantial resources are committed.

This upstream discipline can be described as Pre-Innovation Decision Intelligence (PIDI): a structured approach to determining which problems and opportunities deserve further investigation, what evidence is needed, and under what conditions investment is justified. Its purpose is not to predict the future with false precision. It is to make the reasoning behind innovation commitments more explicit, comparable and open to challenge.

Three ways leaders can strengthen innovation decision-making

First, consider the broader opportunity landscape before prioritising individual projects. A useful starting point is to clarify the organisation's strategic priorities, emerging market shifts and customer needs. Potential technologies, business models and experiments can then be assessed against these priorities, helping create a more balanced and strategically coherent innovation portfolio.

Second, place greater emphasis on learning in the early stages. Initial investments can be structured around testing the assumptions that matter most to an opportunity's success. Targeted experiments and early customer validation may help reduce uncertainty, refine promising concepts and provide a stronger evidence base for subsequent investment decisions.

Third, build flexibility into investment decisions. Establishing clear expectations about the evidence needed to progress a project can help teams review opportunities objectively as new information emerges. Depending on the findings, an initiative may warrant further investment, refinement, a temporary pause or discontinuation. Such flexibility enables organisations to adapt their commitments as understanding improves, while directing resources towards opportunities with stronger potential.

The decision that precedes innovation

Artificial intelligence is changing the economics of innovation. It is becoming easier to generate concepts, explore technical alternatives, simulate outcomes and develop prototypes. As these capabilities become more accessible, the ability to produce a plausible solution may become less of a differentiator. The more consequential advantage may lie in recognising which opportunities are worth pursuing and understanding why they matter.

This distinction is important because innovation is never simply a technical exercise. It reflects choices about whose problems deserve attention, which needs are economically significant, what trade-offs are acceptable and where an organisation believes it can create lasting value. These choices involve more than analytical capability; they require strategic judgment about the relationship between markets, technologies, human behaviour and the broader conditions in which an innovation must succeed.

The quality of innovation therefore depends, in part, on the quality of the thinking that defines its starting point. This calls for leaders to look beyond the immediate appeal of an idea and consider the larger system in which it must create value: the problem it addresses, the behaviour it seeks to change, the capabilities it requires and the economic logic that could sustain it.

This is not an argument for slowing innovation through excessive analysis. It is an argument for directing creativity and technical capability towards questions that deserve serious attention.

The question that should precede an innovation initiative is therefore not merely, “What can we build?” It is:

“What important change are we responding to, what opportunity does it reveal, and why are we well placed to create value from it?”

The organisations that learn to answer this question thoughtfully will be better positioned not only to develop compelling solutions, but also to recognise opportunities that conventional ways of thinking might leave unexplored.

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	Mr. Ramdas Goyel	National Executive Member	UP
	Mr. Anand Mani Tripathi	Co-ordinator, West UP	UP
	Dr. Rajesh Kumar Garg	Co-ordinator, Kanpur UP & Avadh UP	UP
West Zone			
Rajasthan Chapter	Ms. Neeta Boochra	Co-ordinator, Rajasthan State	Rajasthan
Gujarat Chapter	Mr. Shivam Bansal	Co-ordinator, Gujarat State	Gujarat
	Mr. Mihir Shikari	Bureau Chief	Gujarat
	Ahmedabad Unit		
	Mr. Vikram Lalchand Jain	President, Ahemdabad Unit	Gujarat
Madhya Pradesh Chapter	Mr. Sanjay Sethi	Co-ordinator, Madhya Pradesh	Madhya Pradesh
Maharashtra Chapter	Mr. Amitabh Nigam	Patron, Vidarbha Chapter	Vidarbha
	Mr. Siddharth Khosla	President, Nagpur Chapter	MH
	Navi Mumbai unit		
	Mr. Rajesh Rai	President, Mumbai & Navi Mumbai- Unit	MH
Goa Chapter	Mr. Savio Rodrigues	President, Goa Chapter	Goa
South Zone			
Tamil Nadu Chapter	Mr. Suresh Anand	Co-ordinator, Tamilnadu Chapter	Tamilnadu
Kerala Chapter	Mr. Binu Alex	President, Kerala Chapter	Kerala
Karnataka Chapter	Mr. Rajesh Kumar B.	Co-ordinator, Bangalore Unit	Karnataka
Telangana	Mr. T Satyanarayana	President, Telangana	Telangana
Telangana	Mr. K Sudarshan Naidu	National Executive Member	Telangana
East Zone			
Bihar Chapter	Mr. Gautam Jha	Chairman, Startup, Committee- Bihar	Bihar
Jharkhand Chapter	Mr. Saurabh Singh	Co-ordinator, Jharkhand Chapter	Jharkhand
	Mr. Pankaj Srivastav	President, Jharkhand Chapter	Jharkhand
West Bengal	Mr. Shubhendu Paul	President, West Bengal Chapter	West Bengal

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FII – DOMESTIC NETWORK CHARTER

As a member of FII, you become empowered as you gain access to a world of opportunities.

Govt. Policies

1. Opportunity to contribute to Govt. policy initiatives
2. Opportunity to contribute to pre – budget planning
3. Be up to date about govt. schemes to gain maximum advantage for business interests

Networking

1. Networking opportunities with Indian Sectoral Experts across different verticals
2. Networking with Global Leaders, counterparts in all continents
3. Opportunity to connect with 5000 industry members all over India
4. Platform to meet global business and political leaders
5. Opportunity to participate in seminars, conferences and B2B meetings

Events & Other Deliverables

1. WhatsApp Group Inclusion facilitating networking with business contacts in FII Chapters
2. Complimentary subscription to monthly Newsletter (audience in 150 countries) highlighting business opportunities in India and abroad
3. Opportunity to establish visibility of your business via ads in FII Newsletter
4. Support regarding Finance, upgradations, investment opportunities, healthcare, sports etc
5. Weekly Awareness programme "Talk with an Expert" inviting experts/departmental heads to discuss policies, new laws, startups, MSMEs, Legal, Financial Issues, Corporates etc
6. General body meeting with all FII members
7. Participation in development activities like webinars, symposiums, workshops, seminars, buyer seller activities and other activities related to industry.

Professional Help from FII

1. Dedicated Committees for
   - MSME
   - Defence
   - Water Resources
   - Goods & Service Tax
   - CSR
   - International Affairs & Free Trade Zones
   - Human Resource Development
   - Agriculture
   - Banking & Finance
   - Corporate Insolvency & Restructuring
   - Corporate Social Responsibility (CSR)
   - Disaster Risk Reduction
   - Fintech
   - Goods & Services Tax (GST)
   - Health
   - Media & IT
   - Startup & Skill Development
   - Social Communication & Outreach
   - Road Safety & Traffic Awareness
   - Entrepreneurial Skill Development
   - Women Empowerment
   - Support Children with Special Needs
   - Sports & Recreation
2. Credit Counselling, Advice on GST & Taxes, Advice on loans, Recovery of Delayed/ Stuck Payments, Advice on Subsidies & Grants
3. We provide help in revival of sick units with experts on every domain
4. Support for business development through participation in Exhibitions within/outside India and plan for visit to International Trade Fairs
5. Empower Indian Businesses in their global outreach for business expansion
6. Opportunity to take part in FII Overseas Business Delegations

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FEDERATION OF INDIAN INDUSTRY

FEDERATION OF INDIAN INDUSTRY

CREATING OPPORTUNITIES...BUILDING NATION!!

FII-INTERNATIONAL NETWORK CHARTER

- Promoting an environment of strong business relationships of India with growing Economies
- Assisting Indian businesses to expand in 62 Nations where FII has its Country Chapters
- Help from FII Investment Desk, which ensures safety and security of investment in foreign land
- Our strengthened relations with International Consulates helps easing of setting up business internationally
- We support our members in case of any dispute arises in overseas projects and the implementation.
- Support from Experts in documentation and various approvals for overseas expansion
- Support for international exhibitions, stalls in all continents
- Networking opportunities for overseas B2B, B2G

- Take advantage of FII Partnerships with International Associations
- Opportunity to participate in International Business Delegations
- Assistance to Overseas Business for setting up operations in India

- Strengthening Indian Diaspora, Businesses and Professionals
- Promoting brotherhood and Business Networking among Indian Diaspora
- Creating Awareness for Indian Diaspora to Business Opportunities in India
- International Conferences on side-lines of Pravasi Bhartiya Diwas to facilitate networking across eminent businesspersons
- Celebration of Indian & International Holidays in synergy to recognize and promote International Brotherhood

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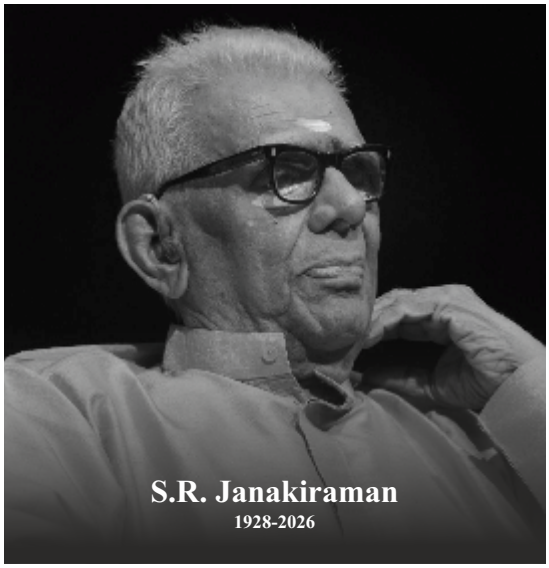






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OBITUARIES

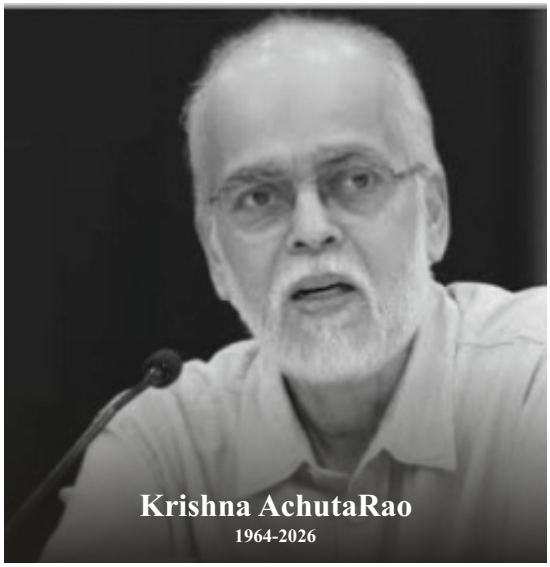


Carnatic Musician S.R. Janakiraman Passes Away at 98

Renowned Carnatic musician, musicologist, and teacher S.R. Janakiraman passed away at the age of 98, leaving behind a remarkable legacy in Indian classical music. He was widely respected for his deep knowledge of Carnatic music and his dedication to preserving traditional musical heritage.

Throughout his distinguished career, he contributed significantly to music education, research, and the teaching of classical traditions. He guided generations of students and earned admiration from musicians, scholars, and music enthusiasts for his scholarship and commitment.His lifelong dedication to Carnatic music made him an influential figure in the classical music community.

His passing marked a significant loss, while his invaluable teachings and contributions continued to inspire future generations.



Professor Krishna Achuta Rao Passes Away

Krishna Achuta Rao, a respected Professor at the Centre for Atmospheric Sciences (CAS), passed away on September 4, 2026. He was associated with atmospheric science research and contributed to the academic understanding of climate and environmental processes. Through his work in research and education, he supported scientific inquiry and helped advance knowledge in atmospheric sciences. His academic contributions reflected the importance of understanding climate systems and their implications for society. His passing was a loss to the scientific and academic community. He was remembered for his association with research and higher education, while his work continued to hold relevance for students, researchers, and scholars working in atmospheric sciences and climate-related studies.



Veteran Theatre and Film Actor Savithri Sreedharan Passes Away

Veteran theatre and film actor Savithri Sreedharan passed away, marking a significant loss to the Malayalam entertainment industry. She was widely recognised for her natural acting style and memorable performances in theatre and cinema. Throughout her career, she portrayed a variety of characters and earned appreciation for her ability to bring authenticity and emotional depth to her roles. Her contributions to Malayalam cinema and theatre helped establish her as a respected artist. She gained recognition among audiences for her performances in films that highlighted everyday life and human relationships. Her dedication to acting and her association with the theatre movement reflected her passion for the performing arts.

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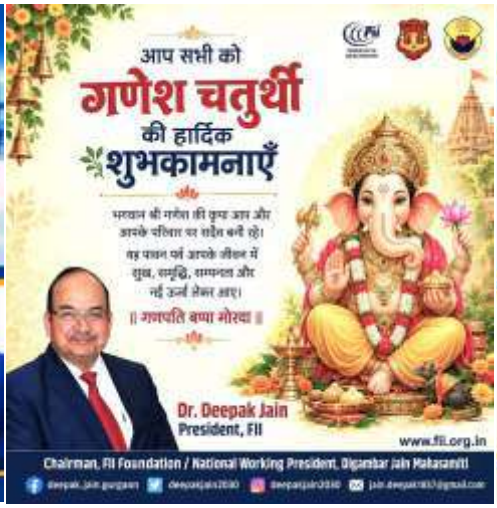
DAYS TO REMEMBER IN SEPTEMBER 2026

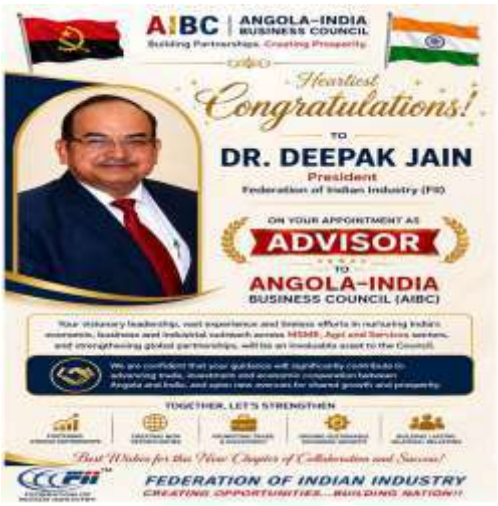
1 September	Slovakia	Constitution Day
7 September	Brazil	Independence Day
16 September	Mexico	Independence Day
21 September	Armenia	Independence Day
21 September	Malta	Independence Day
22 September	Mali	Independence Day

- September 1, 2026 : Nag Panchami
- September 4, 2026 : Krishna Janmashtami (Gazetted Holiday) and Kali Jayanti
- September 5, 2026 : Dahi Handi and Teachers' Day
- September 14, 2026 : Ganesh Chaturthi
- September 15, 2026 : Engineer's Day and Rishi Panchami
- September 17, 2026 : Vishwakarma Puja and Kanya Sankranti
- September 23, 2026 : Vamana Jayanti and Autumnal Equinox
- September 25, 2026 : Anant Chaturdashi and Ganesh Visarjan (immersion of Ganesha idols)

DAYS TO REMEMBER IN SEPTEMBER 2026



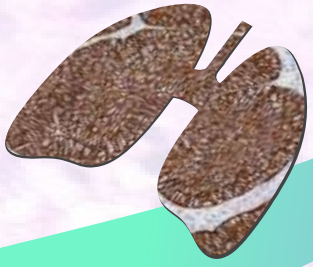






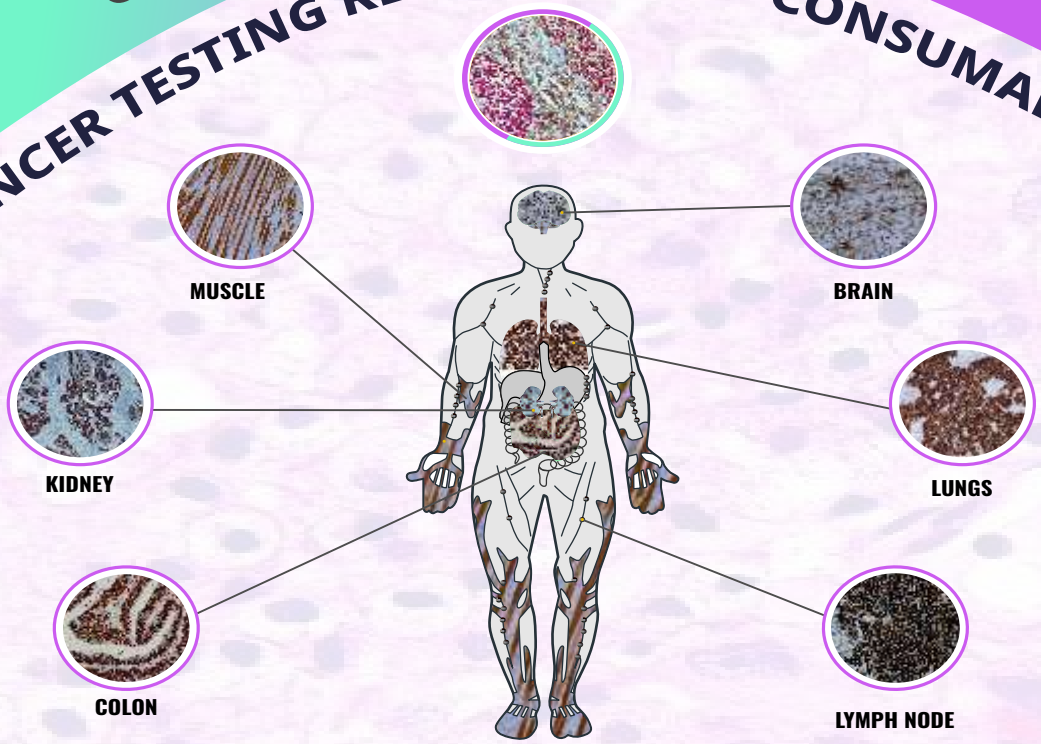






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