



ANNUAL REPORT

2025 | 2026

AMCHAM INDIA



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Chairman's Message



It has been a matter of immense honour and privilege to lead AMCHAM India during a period of significant transformation and growth. AMCHAM's vision, commitment, and forward-looking approach continue to play a vital role in strengthening and advancing the enduring economic and strategic partnership between the United States and India.

Reflecting on the past year, it is evident that the U.S.-India relationship has achieved unprecedented milestones. The year 2025–26 has marked a defining phase in the evolution of the U.S.-India strategic and economic partnership. Across sectors, both governments have demonstrated a strong commitment towards advancing bilateral trade, technology collaboration, and strategic cooperation through sustained dialogue, institutional engagements, and forward-looking policy initiatives. These efforts have created renewed momentum for deeper industry participation and have significantly strengthened confidence in the long-term trajectory of the relationship.

U.S. industry in India has responded with remarkable commitment and agility, further expanding its role in co-development, co-production, research, innovation, and advanced manufacturing. Significant progress has been witnessed in sectors of strategic importance including defense cooperation, cyber security, resilient supply chains, digital infrastructure, and the rapidly expanding data center ecosystem. These areas are today emerging as key pillars of the bilateral partnership and are contributing meaningfully towards economic growth, technology advancement, and strategic resilience for both nations.

Of particular significance has been the growing emphasis on strengthening trusted and resilient supply chains, enhancing defense industrial cooperation, and advancing secure digital and cyber ecosystems. The increasing collaboration between governments, industry, and institutions reflects the maturity of the U.S.-India partnership and its shared vision for a stable, secure, and prosperous Indo-Pacific region.

I would also like to place on record our deep appreciation for the continued support and engagement of the U.S. Embassy in India at all levels. The appointment of Ambassador Sergio Gor has brought renewed energy and focus to advancing bilateral commercial and strategic ties. His leadership, outreach, and proactive engagement with industry have served as an important catalyst

in strengthening the trade and investment relationship between our two countries. The Embassy's continued support and collaborative approach have played a vital role in enabling constructive dialogue and fostering stronger institutional and business partnerships.

As we move forward, U.S. industry in India remains fully committed to supporting the shared vision of both governments in building a stronger, innovation-driven, and future-ready partnership. We are confident that the coming years will witness even greater collaboration across emerging technologies, advanced manufacturing, defense, sustainability, and digital transformation, further reinforcing the enduring strength of the U.S.–India relationship.

I convey my sincere appreciation to the Governments of the United States and India for their continued support and encouragement in strengthening the bilateral partnership. I also extend my heartfelt thanks to the senior officials of the U.S. Embassy, the Consuls General, and all members of the U.S. Mission in India for their constant guidance, engagement, and cooperation with AMCHAM.

I would further like to acknowledge the invaluable leadership and contributions of the National Executive Board and Regional Chairpersons, whose commitment and vision have been instrumental in advancing AMCHAM's objectives and initiatives across sectors.

My special appreciation goes to Ms. Ranjana Khanna and the entire AMCHAM Secretariat for their unwavering dedication, professionalism, and exemplary stewardship. Their tireless efforts continue to strengthen AMCHAM's position as the leading voice of U.S. industry in India.

As we look ahead, I remain confident that AMCHAM will continue to grow with renewed energy, agility, and purpose. Together, we will continue to build on our collective strengths, navigate emerging opportunities, and further deepen the U.S.–India economic and strategic partnership.

I extend my best wishes to the entire AMCHAM team for continued success, growth, and many more accomplishments in the years ahead.

Sandip Patel

General Manager, India/South Asia IBM
and Managing Director
IBM India Pvt. Ltd.



Director General CEO's Report 2025-26

In 2025–2026, the U.S.-India economic relationship has continued to advance into a new phase of strategic and economic partnership—driven by shared priorities around resilient supply chains, emerging technologies, digital transformation, clean energy, healthcare innovation, and advanced manufacturing. India’s sustained economic momentum, expanding digital economy, and reform-led growth trajectory continue to reinforce its position as one of the world’s fastest-growing major economies and a key global investment destination.

Over the past year, the engagement of U.S. industry in India has deepened significantly across sectors including technology, AI and digital innovation, semiconductors, manufacturing, healthcare, energy transition, financial services, education, and defense. American companies remain committed to India’s long-term growth story through investments, talent development, innovation partnerships, and expanded operational footprints across the country.

Since the Annual Leadership Summit in August 2025, AMCHAM has organized 117+ engagements across India. These included interactions with senior Government of India officials, U.S. government representatives, state government leaders, and industry stakeholders. AMCHAM facilitated a wide range of policy dialogues, leadership roundtables, committee meetings, conferences, and knowledge-sharing sessions focused on key business and regulatory developments impacting U.S. companies in India.

During the year, AMCHAM also released multiple thought leadership publications and submitted numerous policy recommendations and representations aimed at strengthening ease of doing business, enhancing market access, promoting innovation-led growth, and further advancing the U.S.-India partnership.

A glimpse of regional activity:

1. Karnataka Chapter – organized a series of strategic engagements with policymakers, economists, and industry leaders to strengthen U.S.-India economic ties, address global market challenges, and promote regional growth.
2. Western Region – held its signature conference ‘Maharashtra: Fast Forward to a \$1 Trillion Economy’ and the 12th Anti-Corruption Compliance and Risk Management Masterclass

'Almpact: Risk, Rules, and Responsibilities.'

3. Eastern Region – organized a thought leadership series with policymakers, economists, and industry leaders to strengthen U.S.-India economic ties, address global market challenges, and promote regional growth.
4. Hyderabad Chapter – held its 13th Healthcare Conference, Hyderabad Chapter Sports 2024, which engaged 1,200+ participants in 11 sporting disciplines, and hosted the GCC Summit 6.0.
5. Tamil Nadu Chapter – held its signature conference 'Tamil Nadu: Fast Forward to a Trillion Dollar Economy: U.S. Industry Partnership' and conducted open house meetings with Tamil Nadu Guidance Bureau to address business challenges and interacted with the state government in formulating deep tech policies.

Committees delivered impactful initiatives:

1. The Agriculture & Food Processing Committee highlighted agriculture as being at a defining inflection point through its focus on agritech under the theme 'Redefining the Future of Food Production.' The global agri-food industry is undergoing a significant transformation, fueled by technological innovation, sustainable agricultural practices, and the growing imperative of ensuring food security.
2. The CSR Committee organized the annual CSR Conference themed 'From Responsibility to Strategy: CSR for Viksit Bharat' focused on the evolving role of corporate social responsibility as a strategic driver for inclusive and sustainable national development.
3. The Medical Technology and Pharmaceuticals Committee hosted its 4th Healthcare Summit titled 'Viksit Bharat 2047: Access, Affordability & AI' focused on advancing accessible, affordable, and technology-driven healthcare solutions for India's future.
4. The Defense Committee engaged with senior officials from the Ministry of Defence, National Security Council Secretariat, U.S. House Armed Services Committee and Chief, Security Cooperation Division, J55, United States Indo-Pacific Command.
5. The Energy Committee organized a roundtable on 'India's Energy Transition: The Way Forward' and highlighted how India's digital transformation is opening up new opportunities, significant energy challenges of data centers and the role of U.S. companies in India's energy growth.
6. The Smart Cities and Infrastructure Committee had extensive engagement with MoRTH, Airports Authority of India, U.S. Embassy and Ministry of Commerce.
7. The Cyber Security Committee conducted two major cyber security conferences fostering dialogue and collaboration in the sector, established a dedicated task force under the guidance of NITI Aayog's ICT Committee to champion policies that advance Indian product development through enhanced R&D, engineering, science, and technology, and was a GOI

partner for the India AI Summit 2026.

8. The Tax, Tariff & Regulatory Affairs Committee hosted discussions and analysis sessions on the Union Budget and the evolving impact of tariff developments on businesses and trade.

Throughout the year, our close collaboration with the U.S. Embassy and Consulates has been invaluable. As we reflect on another extraordinary year of progress, collaboration, and adaptation, I extend sincere gratitude for the unwavering support to our Chairman, National Executive Board, Regional Chairpersons, committee members, and to all our members and partners for advancing the U.S.-India economic partnership. Special thanks to the Secretariat for their steadfast dedication.

Ranjana Khanna

Director General CEO

AMCHAM India



AMCHAM's National Executive Board 2025-26

The chamber is guided by a diverse and well - balanced board of directors elected by the membership. The board consists of:

- Nine members elected by the general body
- Six regional chapter chairpersons
- Six members elected by regional chapters
- Two honorary members from the U.S. Embassy
- Immediate past chairperson
- Special invitee

Office Bearers



Chairman

Mr. Sandip Patel

General Manager, India/South Asia IBM and Managing Director
IBM India Pvt. Ltd.



Vice Chairman

Mr. Michael Fernandez

Country Head India & GBD
South Asia
Lockheed Martin India Pvt. Ltd.



Vice Chairman

Mr. Chaitanya Sarawate

President & CEO
GE HealthCare South Asia



Hon. Secretary & Treasurer
Mr. Sanjay Bhutani
MD – India & SAARC
Bausch & Lomb India Pvt. Ltd.



Immediate Past Chairman
Mr. Salil Gupte
President
Boeing India & South Asia

National Executive Board Members



Mr. Ajay Vij
Sr. Country Managing Director
Accenture Solutions Pvt. Ltd.



Mr. Rajesh Sinha
MD & CEO - India, Strategic
Advisor to President
C&F – Worldwide
John Deere India Pvt. Ltd.



Ms. Shefali Goradia
Chairperson
Deloitte



Ms. Meenakshi Nevatia
Managing Director
Pfizer Limited



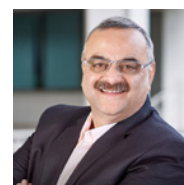
Mr. Siddhartha Ghosal
CEO & Country President
Dow Chemical International Pvt. Ltd.



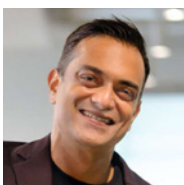
Mr. Aman Rishi
Vice President & Managing Director
Stryker India Pvt. Ltd.



Mr. Mandeep Singh Kumar
VP & Managing Director, India
India Medtronic Pvt. Ltd.



Mr. Sanjay Koul
President - India & South, East Asia
& Managing Director - India
Timken Company



Mr. Santhosh Viswanathan
MD & Vice President, India Region
Intel Solutions & Services India
Pvt. Ltd.

Regional Chapters Northern Region Council



Chairman
Mr. Michael Fernandez
Country Head India & GBD
South Asia
Lockheed Martin India Pvt. Ltd.

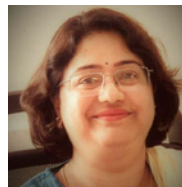


Co-Chairman
Mr. Vinod Sood
Managing Director
Hughes Systique Pvt. Ltd.

Eastern Region

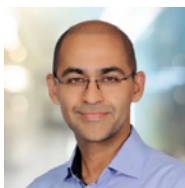


Chairman
Mr. Atanu Mukherjee
President & CEO
Dastur Energy Inc.



Co-Chairman
Ms. Rupa Ganguly*
Assistant Vice President
Hyland Software Solutions India

Hyderabad Chapter



Chairman
Mr. Ranvijay Lamba
Managing Director & Country
Head India & Portugal
Arcesium India Pvt. Ltd.



Co-Chairman
Mr. Murali Krishna
Chief Global Officer and
Country Head
Providence India

Karnataka Chapter



Chairman
Mr. Anand Ramamoorthy
Managing Director
Micron Technology Operations
India



Co-Chairman
Mr. Ashish Modi
President
Honeywell India

Tamil Nadu Region



Chairman
Mr. Rajan Aiyer
Managing Director
Trimble India

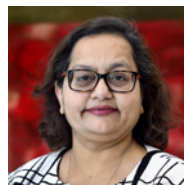


Co-Chairman
Mr. Suresh Kumar
President
Kemin Industries

Western Region



Chairman
Mr. Avinash Gupta
MD & CEO – India
Dun & Bradstreet Information
Services India Pvt. Ltd.



Co-Chairperson
Ms. Kaku Nakhate**
Chief Executive Officer, India
Bank of America N.A.

Honorary Members



Mr. Jonathan Heimer
Minister Counselor for
Commercial Affairs
U.S. Embassy



Ms. Amy Schedlbauer
Minister Counselor for
Economic Affairs
U.S. Embassy

Special Invitee



Mr. Ranji Dua
Chairman
Dua Associates



AMCHAM's Sectoral Committees 2025-26

S. No.	Committee	Secretariat
01	Aerospace & Defense Committee	Wg Cdr Rajiv Anand Senior Director rajiv.anand@amchamindia.com
02	Agriculture & Food Processing Committee	Ms. Komple Sharma Director komple.sharma@amchamindia.com
03	Banking, Financial Services & Insurance Committee	Ms. Rukhsar Memon Program Director rukhsar.memon@amchamindia.com
04	Corporate Social Responsibility (CSR) Committee	Ms. Valerie Swope Program Coordinator valerie@amchamindia.com
05	Cyber Security Committee	Mr. Pranav Mishra Director pranav.mishra@amchamindia.com
06	Data Centers Committee	Ms. Geeta Poduval Director geeta.poduval@amchamindia.com

07	Diversity & Inclusion Committee	<p>Ms. Rakhi Sikka Regional Director – Western Region mumbai@amchamindia.com</p>
08	Economic Affairs Committee	<p>Dr. Priyam Sengupta Regional Director - Eastern Region priyam.sengupta@amchamindia.com</p>
09	Electronics Manufacturing Committee	<p>Mr. Pranav Mishra Director pranav.mishra@amchamindia.com</p> <p>Ms. Elizabeth Jose Director elizabeth.jose@amchamindia.com</p>
10	Energy Committee	<p>Ms. Geeta Poduval Director geeta.poduval@amchamindia.com</p>
11	Environment & Sustainability Committee	<p>Ms. Geeta Poduval Director geeta.poduval@amchamindia.com</p>
12	Ethics & Compliance Committee	<p>Ms. Komple Sharma Director komple.sharma@amchamindia.com</p>
13	Global Capability Centers (GCC) Committee	<p>Ms. Ruth Sandya Rodrigues Regional Director - Hyderabad Chapter sandyaa@amchamindia.com</p> <p>Ms. Komple Sharma Director komple.sharma@amchamindia.com</p>

14	HR Committee	Ms. Komple Sharma Director komple.sharma@amchamindia.com
15	Information & Communication Technology Committee	Mr. Pranav Mishra Director pranav.mishra@amchamindia.com
16	Infrastructure & Smart Cities Committee	Ms. Geeta Poduval Director geeta.poduval@amchamindia.com
17	Manufacturing Committee	Ms. Valerie Swope Program Coordinator valerie@amchamindia.com
18	Medical Technology Committee	Ms. Elizabeth Jose Director elizabeth.jose@amchamindia.com
19	Pharmaceuticals Committee	Ms. Elizabeth Jose Director elizabeth.jose@amchamindia.com
20	Skill Development Committee	Regional Directors amcham@amchamindia.com
21	Supply Chain & Logistics Committee	Ms. Rakhi Sikka Regional Director - Western Region mumbai@amchamindia.com
22	Tax, Tariff & Regulatory Affairs Committee	Wg Cdr Rajiv Anand Senior Director rajiv.anand@amchamindia.com

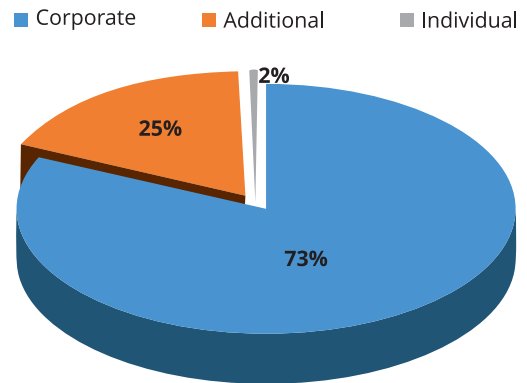


AMCHAM's Membership 2025-26

AMCHAM Type of Membership

Table - I

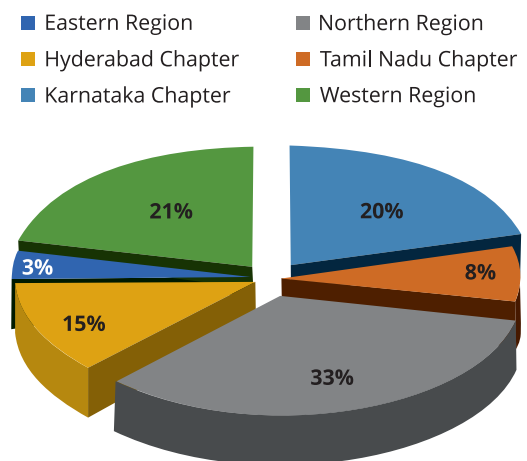
Type of Membership	Total
Corporate	315
Additional	68
Individual	2
Total Membership	385



AMCHAM Region-Wise Membership

Table - II

Regions	Total
Karnataka Chapter	69
Tamil Nadu Chapter	26
Northern Region	116
Hyderabad Chapter	52
Eastern Region	10
Western Region	74
Total Membership	347



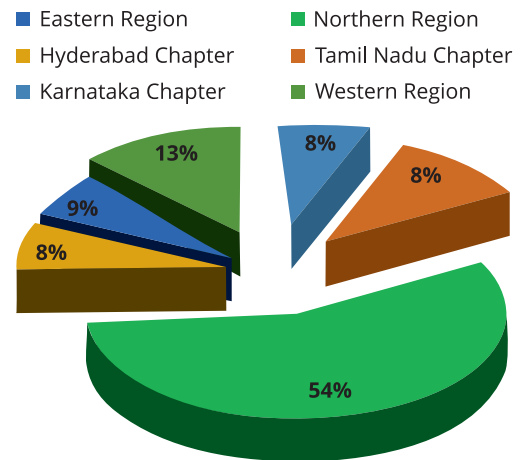


Analysis of Events Organized by AMCHAM during 2025-26

AMCHAM Meetings and Events Across Regions

Table - I

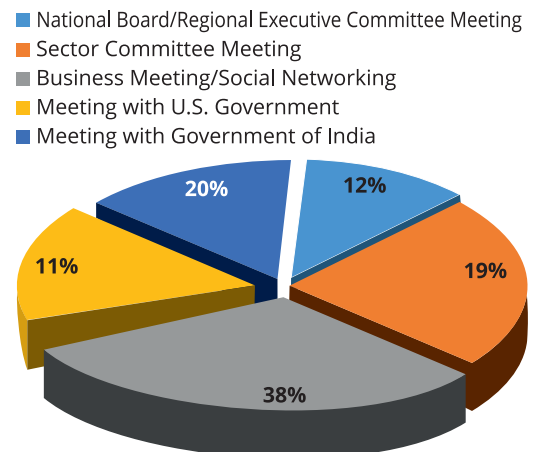
Chapter	Number of Meetings
Karnataka Chapter	10
Tamil Nadu Chapter	9
Northern Region	63
Hyderabad Chapter	9
Eastern Region	11
Western Region	15
Total Events	117



AMCHAM Meetings and Events

Table - II

Type of Meeting	Number of Meetings
National Board/Regional Executive Committee Meeting	14
Committee Meeting	22
Business Meeting/Social Networking	44
Meeting with U.S. Government	13
Meeting with Government of India	24
Total	117





AMCHAM's New Members 2025-26

List of New Members from 22nd August 2025 to 21st May 2026

HYDERABAD CHAPTER

Mr. Rajesh Kousri

Mattel Global Business Services LLP

Mr. Deshant Kaila

McDonald's Capability Center India Pvt. Ltd.

Mr. Vijay Padmanabhan

OCM India GCC Pvt. Ltd.

Mr. Pullarao Prasanth Kalangi

Realto Development Centre India Pvt. Ltd.
DOA Zoniq

Mr. Venkatesh Natarajan

VISCO Information Technology Services Pvt. Ltd.

KARNATAKA CHAPTER

Mr. Chandrasekar Venkataraman

Kaufman Rossin Professional Services Pvt. Ltd.

Faiz Shakir

Nutanix Technologies India Pvt. Ltd.

NORTHERN REGION

Mr. Vineet Tyagi

BIZ2X Platform Pvt. Ltd.

Mr. Varun Gadhok

Center for Creative Leadership India Pvt. Ltd.

Ms. Shilpa Gupta

Eli Lilly and Company (India) Pvt. Ltd.

Mr. Sushil Shadija

Embecta India Pvt. Ltd.

Mr. Varun Sakhuja

Mastercard India Services Pvt. Ltd.

Mr. Abhishek Jain

KPMG Assurance and Consulting Services LLP

TAMIL NADU CHAPTER

Mr. Baskar Natarajan

Finantic AI India Pvt. Ltd.

WESTERN REGION

Ms. Swati Panchadhar

Ascendion Engineering Pvt. Ltd.

Ms. Kaku Pradeep Nakhate

Bofa Securities India Ltd.

Mumbai

Mr. Zubin Zack

O.C. Tanner India Pvt. Ltd.

AMCHAM's Karnataka Chapter - Bengaluru



(L-R) Mr. Anshuman Appanna, Regional Director - Karnataka Chapter, AMCHAM, Mr. Paresh Shah, Offshore Delivery Officer & India Managing Director, Curise Analytics (A Trellance Inc. Company), Dr. Manjula N., IAS, Secretary, Department of Electronics, Information Technology, Biotechnology, and Science & Technology and Secretary, Infrastructure Development Department, Government of Karnataka, Ms. V. Lakshmi, P&GA Lead, ExxonMobil Bengaluru Technology Centre, Ms. Prathiba Das, Consultant Business Consulting, Ernst & Young LLP, and Mr. Gaurav Punjabi, GM Events and Marketing, Karnataka Digital Economy Mission

28 August 2025

Navigating Key HR & Compliance Updates with EY

AMCHAM's Karnataka Chapter, in partnership with Ernst & Young LLP, hosted a focused session on 'Navigating Key HR & Compliance Updates' on August 28th at EY's office in Bengaluru. The program drew strong participation from U.S. industry, with senior HR and compliance leaders attending to better understand the latest statutory updates impacting their organizations. The interactive setting enabled members to engage in peer-to-peer learning while deepening their knowledge of emerging workforce and compliance priorities. The session was led by experts Mr. Amarpal S. Chadha, Partner, EY, and Mr. Rajesh Sureshan, Director, EY, who provided detailed insights into the Employment Linked Incentive (ELI) Scheme and compliance under the Apprentices Act, 1961. Members discussed practical approaches to hiring models, incentive claims, and onboarding apprentices, while also raising queries specific to their company experiences. The high level of participation and interaction reflected the importance of these topics for AMCHAM members, underscoring the session's value as a platform for knowledge sharing and collaborative learning.

29 October 2025

Meeting with Dr. Manjula N., IAS, Secretary, Department of Electronics, Information Technology, Biotechnology, and Science & Technology, and Secretary, Infrastructure Development Department, Government of Karnataka

On October 29th, members of AMCHAM's Karnataka Chapter met with Dr. Manjula N., IAS, Secretary, Department of Electronics, Information Technology, Biotechnology, and Science & Technology, and Secretary, Infrastructure Development Department, Government of Karnataka in Bengaluru. The meeting served as an opportunity for members to introduce themselves and reaffirm the strong and enduring partnership that U.S. industry has built with Karnataka over the years. The discussions highlighted the state's continued support for innovation, technology-driven growth, and investment facilitation — factors that have made Karnataka a preferred destination for U.S. businesses in sectors such as IT, advanced manufacturing, life sciences, and R&D. Members appreciated the government's proactive engagement and shared their commitment to deepening this collaborative relationship, aligning with the shared vision of advancing Karnataka's position as a global hub for technology and innovation.

20 November 2025

High-Impact Panel on the Future of U.S. GCCs at Bengaluru Tech Summit 2025

AMCHAM curated a high-impact cross-industry panel of senior leaders from U.S. industry at the Bengaluru Tech Summit (BTS) 2025 on November 20th at the Bangalore International Exhibition Centre. The session titled 'Deepening Techno-Functional Excellence - How U.S. GCCs are Evolving from Enablement to Innovation' featured a distinguished panel comprising Ms. Shalini Pillay, India Leader – Global Capability, KPMG India (moderator), Ms. Suchismita Sanyal, Head – India Strategy, ExxonMobil Bengaluru Technology Center, Mr. Pawan Sachdeva, Senior Managing Director, Carelon Global Solutions, Ms. Sheenam Ohrie, Managing Director, Broadridge Financial Solutions India, and Ms. Anshuma Singh, IT Head and IT Site leader, Applied Materials India.

The discussion explored how U.S. global capability centers (GCCs) in India are rapidly transitioning from cost-driven enablement models to becoming strategic innovation hubs. Speakers underscored the growing emphasis on combining domain expertise with technological fluency to deliver high-value outcomes. They highlighted real-world examples such as the use of AI to enhance production processes, support sustainability goals, accelerate R&D, strengthen digital infrastructure, and drive faster decision-making. The conversation also examined India's expanding fintech ecosystem — reinforced by over 380 billion annual digital transactions — and the rising importance of blockchain and distributed ledger technologies. Additionally, the panel noted the significant increase in patents being filed from India, reflecting the country's deepening innovation capabilities.

A key theme was the need to cultivate a techno-functional mindset within GCC teams by investing in domain knowledge, customer understanding, and end-to-end product expertise. Panelists emphasized that India's talent pool can be effectively leveraged across sectors, and that leadership roles in specialized domains need not be restricted to traditional degree backgrounds as long

as strong functional knowledge is present. They also stressed the importance of cross-cultural collaboration, with U.S. companies increasingly focusing on culture training to build cohesive global teams.

The session emphasized that GCCs in India are not only supporting, but also increasingly shaping global transformation within their parent organizations. To accelerate this progress, companies must develop strong ecosystems involving academia, customers, and start-ups, build AI-ready infrastructure, and strengthen emerging skills such as prompt engineering. In discussing the true meaning of innovation, panelists pointed to customer-centricity, cyber security, time-to-market, and product reliability — affirming that while rapid innovation is essential, it must always be balanced with robust, high-quality product development. The session concluded with a spirited and engaging Q&A, where participants sought deeper insights on innovation pathways, the future of AI adoption, and the evolving role of Indian GCCs in shaping global organizational strategy. The enthusiastic audience interaction further highlighted the significance of the topic and the value of the perspectives shared by the panel.

25 November 2025

Interaction with Mr. Jeroen Tas, Co-Founder, Mphasis

AMCHAM's Karnataka Chapter members joined Mphasis Limited for a dynamic breakfast session on November 25th at the Leela Palace Bangalore for a thought-provoking conversation with Mr. Jeroen Tas, Co-Founder, Mphasis. Mr. Tas shared insights from his latest book, 'Changing Fast and Slow', highlighting the need for organizations to balance rapid innovation with long-term strategic shifts to successfully navigate change. The session sparked engaging discussions on leadership, transformation, and business agility.

5 December 2025

Karnataka Chapter Executive Committee Meeting

AMCHAM's Karnataka Chapter Executive Committee met on December 5th, 2025 at the Mphasis Ltd. office to reflect on the chapter's ongoing activities and discuss broad areas of focus for the year ahead. The conversation centered on strengthening AMCHAM's overall engagement within the state, including deeper interaction with government departments, increased involvement from member companies, and greater alignment with emerging industry priorities. Members discussed the need to continue building AMCHAM's presence across key sectors, support policy-related conversations as they evolve, and explore opportunities to contribute more meaningfully to Karnataka's technology and economic landscape. The meeting closed with a shared understanding that 2026 would be a year of more structured engagement, stronger partnerships, and a continued effort to reinforce the Karnataka Chapter's role as a collaborative platform for industry and government.

8 December 2025

Key Changes and Industry Readiness Under the New Labour Codes

AMCHAM's Karnataka Chapter, in collaboration with knowledge partner EY, conducted a program titled 'Key Changes and Industry Readiness Under the New Labour Codes' on December 8th at EY's office in Bengaluru. The session was led by Mr. Amarpal Singh Chadha, Partner, Ernst & Young LLP, along with EY subject matter experts. The program focused on key updates in the new labour codes, implications on compensation structures, hiring models, policies, processes, employee relations, workplace safety, and simplifying compliance requirements. Discussions also covered transition readiness for implementation across organisations.

Participants included representatives from a broad range of member companies across sectors, with representatives from Accenture, AO Smith, Broadridge Financial Services, Coca Cola, Exxon Mobil, First American, Goldman Sachs, Kauffman Rossin Kyndryl, Swagelok, Textron, Timken, and Wolken Software, among others. The session enabled member organizations to directly engage with experts, clarify compliance requirements, and understand practical impacts of the evolving labour regulatory framework.

21 January 2026

Meeting with Dr. Manjula N., IAS, Secretary, Department of Electronics, Information Technology, Biotechnology, and Science & Technology and Secretary, Infrastructure Development Department, Government of Karnataka

On January 21st in Bengaluru, members of AMCHAM's Karnataka Chapter met with Dr. Manjula N., IAS, Secretary, Department of Electronics, Information Technology, Biotechnology, and Science & Technology and Secretary, Infrastructure Development Department, Government of Karnataka. The meeting provided an opportunity for members to engage with department officials and discuss AMCHAM's plans and priorities for 2026, with a focus on strengthening coordination and collaboration with the Government of Karnataka. Discussions centered on identifying key areas of engagement to further support U.S. companies operating in Karnataka and to enhance the state's position as a preferred destination for global investment.

Members highlighted the importance of continued government support for technology-led growth, innovation, and ease of doing business, particularly across sectors such as information technology, global capability centers, advanced manufacturing, life sciences, and R&D. The interaction underscored a shared commitment to working closely with the Department in 2026 to advance common objectives and deepen the long-standing partnership between U.S. industry and the state of Karnataka.

12 March 2026

Navigating the New Labour Codes: The Continuing Journey Ahead

AMCHAM's Karnataka Chapter members met on March 12th at the Ernst & Young office in Bengaluru for an in-person discussion on 'Navigating the New Labour Codes: The Continuing

Journey Ahead.' The session, hosted in collaboration with Ernst & Young LLP, India, brought together representatives from member companies across HR, legal, payroll, and finance functions in a peer-to-peer setting that encouraged open exchange of perspectives, experiences, and practical approaches as organizations navigate the evolving labour law framework. The interaction enabled participants to share challenges, compare implementation strategies, and learn from one another's experiences, while subject matter experts Mr. Amarpal Chadha, Partner, EY India, and Mr. Rajesh Sureshan, Director, EY India, offered clarifications and insights on key compliance considerations and the road ahead for organizations adapting to the new regulatory landscape.

24 March 2026

Karnataka Chapter Meeting with Ms. Mariana L. Neisuler, Consul General, U.S. Consulate General Chennai

Key members from AMCHAM's Karnataka Chapter met with Ms. Mariana L. Neisuler, Consul General, U.S. Consulate General Chennai, on March 24th during her visit to Bengaluru. The discussion focused on the evolving landscape of U.S. business in India, with particular emphasis on opportunities in technology, innovation, resilient supply chains, and cutting-edge research. Members also shared on-ground perspectives on Bengaluru's role as a key hub for U.S. companies driving global excellence, and the importance of continued collaboration in enabling ease of doing business and fostering innovation-led growth. The engagement reflected a shared commitment to advancing bilateral priorities and strengthening the U.S.-India economic partnership, contributing to a new phase of growth and prosperity. It also provided an opportunity to identify key areas for deeper industry-government collaboration and future engagement.

24 April 2026

CXO Roundtable with CBRE on India Location Strategy

AMCHAM's Karnataka Chapter, in partnership with CBRE, convened a closed-door CXO roundtable on April 24th at the Shangri-La Hotel, Bengaluru. The session brought together senior leadership from leading member companies for a candid, peer-level exchange on evolving India location strategies. Senior representatives from the following organizations participated: Accenture, Baker Tilly One India, Carelon Global Solutions India, EY, Future Now Center, Gensler, Hindustan Coca-Cola Beverages, IBM Consulting, Mphasis, Steelcase, and Wesco. Titled 'The India Location Playbook: Lessons from the Ground,' the discussion focused on how companies are re-evaluating location decisions across Indian cities in response to shifting business needs. Key themes included cost optimization, scalability of operations, access to talent, and the alignment of location strategy with long-term business outcomes. CBRE complemented the discussion with data-driven insights on market trends, cost dynamics, and emerging location strategies across India.

The conversation highlighted the value of peer learning, with members sharing practical experiences on city selection and expansion strategies. Participants discussed the importance of balancing cost structures with talent availability, particularly in emerging and tier II cities, and emphasized the need to integrate business, financial, and workforce considerations into location planning. The role of data-backed insights in enabling informed and forward-looking decisions was

also underscored, reinforcing the importance of structured market intelligence in shaping long-term India strategies. The session provided a valuable platform for senior leaders to exchange perspectives, identify common challenges, and explore strategic approaches to optimizing their India footprint.



Mr. Amarpal S. Chadha, Partner, EY, and Mr. Rajesh Sureshan, Director, EY, addressing members in Bengaluru at a session on 'Navigating Key HR & Compliance Updates'



(L-R) Ms. Prathiba Das, Business Consultant, Ernst & Young LLP, Mr. Dushyant Gupta, Vice President & Chief of Staff, Broadridge, Mr. Anshuman Appanna, Regional Director - Karnataka Chapter, AMCHAM, Mr. Mahalingam Kathireson, Government Business, South Region, Palo Alto Networks, Ms. V. Lakshmi, P&GA Lead, ExxonMobil Bengaluru Technology Centre, Mr. Chandrasekar Venkatraman, Director, Kaufman Rossin Professional Services Pvt. Ltd., Ms. Suchismita Sanyal, Head, India Strategy, ExxonMobil Bengaluru Technology Centre, Dr. Manjula N., IAS, Secretary, Department of Electronics, Information Technology, Biotechnology, and Science & Technology, and Secretary, Infrastructure Development Department, Government of Karnataka, Ms. Shalini Pillai, Partner and India Leader - GCC, KPMG India, Mr. Ajay Vij, National Executive Board Member, AMCHAM and Senior Country Managing Director, Accenture India, Mr. Supreet Sachdev, Office Managing Partner, KPMG India, Mr. Kishore Balaji, Executive Director - Government & Regulatory Affairs, IBM India Pvt. Ltd. and Mr. Gaurav Punjabi ,GM Events and Marketing, Karnataka Digital Economy Mission



(L-R) Mr. Anshuman Appanna, Regional Director - Karnataka Chapter, AMCHAM, Mr. Yelandur Ramarao Madhusoodhana, Senior Vice President - Chief Financial Officer & Administration, First American (India) Pvt. Ltd., Mr. Jeroen Tas, Tech Investor Advisor, Co-Founder, Mphasis, Ms. Deepa Nagaraj, Senior Vice President & Head - Sparkle Innovation Ecosystem and Communications, Mphasis Limited, Ms. Shweta Ramanujan, Senior Vice President & Head of GCC - Financial Services, Mphasis Limited, and Mr. Amarpal Singh Chadha, Partner, Ernst & Young LLP



(L-R) Ms. Shalini Pillay, India Leader – Global Capability, KPMG India, Ms. Suchismita Sanyal, Head – India Strategy, ExxonMobil Bengaluru Technology Centre, Mr. Pawan Sachdeva, Senior Managing Director, Carelon Global Solutions, Ms. Sheenam Ohrie, Managing Director, Broadridge Financial Solutions India, and Ms. Anshuma Singh, IT Head and IT Site leader, Applied Materials India



(L-R) Mr. Anshuman Appanna, Regional Director - Karnataka Chapter, AMCHAM, Ms. Shalini Pillay, India Leader – Global Capability, KPMG India, Ms. Suchismita Sanyal, Head – India Strategy, ExxonMobil Bengaluru Technology Center, Mr. Pawan Sachdeva, Senior Managing Director, Caelon Global Solutions, Ms. Sheenam Ohrie, Managing Director, Broadridge Financial Solutions India, and Ms. Anshuma Singh, IT Head and IT Site leader, Applied Materials India



(L-R) Mr. Sanjay Vyas, President, Global Head - Safety Services & Clinical Logistics | Managing Director, India, Parexel International India, Mr. Ashish Modi, Co-Chairman - Karnataka Chapter, AMCHAM and President, Honeywell India, Ms. Deepa Nagaraj, Senior Vice President & Head - Sparkle Innovation Ecosystem and Communications, Mphasis Ltd., Mr. Anand Ramamoorthy, Chairman – Karnataka Chapter, AMCHAM and Managing Director, Micron India and (on screen) Mr. Paresh Shah, Offshore Delivery Officer & India Managing Director, Curise Analytics Pvt Ltd (A Trelance Inc. Company) and Mr. Amit Sharma, Managing Partner, IBM Consulting, IBM India



Participants at a session on 'Key Changes and Industry Readiness Under the New Labour Codes' at the EY office in Bengaluru



Participants at a session on 'Navigating the New Labour Codes: The Continuing Journey Ahead' at the Ernst & Young office in Bengaluru



(L-R) Ms. Sheenam Ohrie, Managing Director, Broadridge Financial Solutions (India Limited), Mr. Sanjay Vyas, President, Safety & Logistics and Country Head of India, Parexel International India Pvt. Ltd., Ms. Mariana L. Neisuler, Consul General, U.S. Consulate General Chennai, Mr. Ashish Modi, Co-Chairman - Karnataka Chapter, AMCHAM and President, Honeywell India & Asia Pacific, Mr. Sanjay Koul, National Executive Board Member, AMCHAM and President - India and South East Asia and Managing Director - India, Timken India Limited, Mr. Ravi Krishnan, Chief Administrative Officer, Goldman Sachs Services Private Ltd., Ms. Deepa Nagaraj, Senior Vice President & Head - Sparkle Innovation Ecosystem and Communications, Mphasis Limited, Mr. Amit Sharma, Managing Partner, IBM Consulting, IBM India Pvt. Ltd., Ms. Carey Arun, Principal Commercial Officer, U.S. Consulate General Chennai, and Mr. Anshuman Appanna, Regional Director - Karnataka Chapter, AMCHAM



Participants at the CXO roundtable with CBRE on India location strategy in Bengaluru



CXO roundtable with CBRE on India location strategy

AMCHAM's Tamil Nadu Chapter - Chennai



Mr. Kaviraj Nair, CEO, Office of Institutional Advancement, IIT Madras, speaking in the inaugural session

12 September 2025

Tamil Nadu Chapter Executive Committee Meeting

AMCHAM's Tamil Nadu Chapter Executive Committee held its first meeting for 2025-26 under the leadership of Mr. Rajan Aiyer, Chairman – Tamil Nadu Chapter, AMCHAM and Managing Director, Trimble India on September 12th at the Trimble office in Chennai. The meeting focused on strengthening AMCHAM's network and enhancing collaboration with the U.S. Consulate, with a unanimous decision to invite Ms. Carey Arun, Commercial Officer, U.S. Consulate General to all future Executive Committee meetings. It was agreed to improve member engagement by conducting breakfast meetings every quarter and monthly meeting at members' offices regularly. Members emphasized expanding the membership base by reaching out to non-member U.S. companies in Tamil Nadu.

30 September 2025

Empowering U.S. Companies through Incentives, Apprenticeships, and Evolving Regulatory Compliance

On September 30th, AMCHAM's Tamil Nadu Chapter, in collaboration with EY, hosted an insightful session titled 'Empowering U.S. Companies through Incentives, Apprenticeships, and Evolving Regulatory Compliance' at the EY office in Chennai. The session was conducted by Mr. Puneet Gupta, Partner – Labour and Employment Laws & Regulations, EY, who shared his expertise on three important themes: 1) Employment Linked Incentive (ELI) Scheme – Benefits for employers and actionable strategies to maximize impact. 2) Apprenticeship Scheme – Increasing emphasis by regulatory authorities and the compliance framework required. 3) Changing People Regulations – Emerging developments in labour and employment laws and their implications for HR policies and organizational compliance. Some of the key takeaways included:

- Productive participation in incentive and apprenticeship schemes can enhance business value for U.S. companies in Tamil Nadu.
- With increasing regulatory oversight, compliance needs to be a top management priority.
- Employers must continuously adapt their HR policies to remain aligned with India's evolving labour law ecosystem.

5 December 2025

Innovation & R&D in India – Building Global Competitiveness: Roundtable with Ms. Vanitha Venugopal, CEO, Tamil Nadu Technology Hub (iTNT)

On December 5th at the EY office in Chennai, AMCHAM's Tamil Nadu Chapter organized a roundtable on 'Innovation & R&D in India – Building Global Competitiveness' with Ms. Vanitha Venugopal, CEO, Tamil Nadu Technology Hub (iTNT). During the session, she highlighted the key initiatives undertaken by iTNT and the achievements accomplished so far. She expressed interest in collaborating with AMCHAM in the following areas: corporate innovation and challenge programs, start-up corporate connect and B2B matchmaking, leadership talks, workshops and capacity building, and CSR and innovation funding support. Ms. Vanitha further invited AMCHAM to participate in U.M.A.G.I.N.E 2026, the annual flagship event of the TN Digital Services Department, scheduled for January 8th. She also looks forward to deeper collaboration with the Tamil Nadu Chapter, including conducting knowledge-sharing master classes led by AMCHAM experts.

10 December 2025

Webinar on Navigating India's New Labour Codes

AMCHAM's Tamil Nadu Chapter organized a webinar on 'Navigating India's New Labour Codes' with EY on December 10th. The session featured speakers Ms. Shalini Jain, Partner – People Advisory Services, EY and Ms. Vijayalakshmi PG, Director, People Advisory Services, EY and provided participants with a comprehensive understanding of the new labour codes and their implications for organizations. The session covered how the codes reshape employer obligations,

employee entitlements, and workplace practices. It also offered valuable insights into the impact on compensation structures, hiring models, and HR policies. Additionally, the webinar presented a practical roadmap for transition, focusing on organizational readiness, smooth implementation, and ensuring regulatory compliance. Approximately 36 participants attended the webinar.

14 January 2026

Meeting with Mr. Arun Roy, IAS, Secretary to the Commerce and Industry Department, Government of Tamil Nadu

On 14th January, AMCHAM's Tamil Nadu Chapter met Mr. Arun Roy, IAS, Secretary to the Commerce and Industry Department, Government of Tamil Nadu in Chennai. During the meeting, he was formally invited to the Tamil Nadu Chapter signature conference scheduled on February 5th. He was requested to deliver the keynote address on 'Tamil Nadu 2030: Towards a Trillion-Dollar Economy.' Mr. Arun Roy graciously accepted the invitation and further assured his support by facilitating the participation of the Honourable Minister for Industries and Commerce at the signature conference. The meeting reinforced the strong collaboration between the Government of Tamil Nadu and AMCHAM in advancing the state's economic growth agenda.

14 January 2026

Meeting with Mr. Gaurav Daga, Associate Vice President, Guidance Bureau, Government of Tamil Nadu

As part of government outreach, AMCHAM's Tamil Nadu Chapter met Mr. Gaurav Daga, Associate Vice President, Guidance Bureau, Government of Tamil Nadu in Chennai on January 14th. During the meeting, discussions were held to invite the Honourable Minister for Industries and Commerce to AMCHAM's Tamil Nadu Chapter signature conference. Mr. Gaurav Daga assured his support in facilitating the invitation and also agreed to connect AMCHAM with leading U.S. companies operating in Tamil Nadu, as well as newly established U.S. companies in the state. He further confirmed the participation of the Guidance Bureau, with Managing Director, Dr. Darez Ahamed, IAS, attending the conference, reinforcing the strong partnership between AMCHAM and the Government of Tamil Nadu in promoting U.S.-Tamil Nadu economic collaboration.

21 January 2026

Meeting with Mr. Sivarajah Ramanathan, Director & CEO, Tamil Nadu Startup Mission

AMCHAM's Tamil Nadu Chapter met with Mr. Sivarajah Ramanathan, Director & CEO, Tamil Nadu Startup Mission, on January 21st in Chennai to explore potential areas of collaboration. He expressed keen interest in partnering with AMCHAM on CSR initiatives and facilitating engagement between U.S. companies and the Tamil Nadu start-up ecosystem. The possibility of entering into an MoU with AMCHAM, followed by structured collaboration with U.S. companies, creating a win-win ecosystem was also discussed. AMCHAM welcomed this initiative and expressed strong interest in taking the discussions forward. Mr. Ramanathan was invited to participate in AMCHAM's Tamil

Nadu upcoming signature conference.

5 February 2026

Tamil Nadu: Fast Forward to a Trillion Dollar Economy: U.S. Industry Partnership

AMCHAM's Tamil Nadu signature conference, on February 5th in Chennai, brought together senior leadership from government, U.S. corporations, and academia to deliberate on Tamil Nadu's evolving role as a preferred destination for advanced manufacturing, digital finance, global capability centers (GCCs), and industry-academia collaboration. The program was structured to provide strategic context through government perspectives, followed by deep-dive panel discussions anchored in real-world industry experience.

The inaugural session commenced with a welcome address by Ms. Ranjana Khanna, Director General & CEO, AMCHAM, who set the tone by highlighting AMCHAM's continued commitment to strengthening the U.S.-India economic partnership, with Tamil Nadu emerging as a critical growth engine. This was followed by the opening context-setting remarks by Mr. Rajan Aiyer, Chairman – Tamil Nadu Chapter, AMCHAM and Vice President & Managing Director, Trimble India & SAARC Region, who outlined the state's competitive advantages across manufacturing, digital talent, and policy stability. A special address by Ms. Uma Ratnam Krishnan, Chairperson – GCC Committee, AMCHAM and Managing Director, Optum India, emphasized the growing strategic relevance of global capability centers, moving beyond cost arbitrage to innovation, analytics, and enterprise transformation. Mr. Kaviraj Nair, CEO, Office of Institutional Advancement, IIT Madras, underscored the importance of stronger industry engagement with academic institutions to future-proof talent and research outcomes.

The first panel, 'Smart Manufacturing,' explored how smart manufacturing is reshaping industrial competitiveness through automation, AI, and advanced analytics. Mr. Divyanshu Gautam, Senior Commercial Director, Gorilla Glass & Emerging Opportunities, Corning India and Mr. Ahmed Elmahdy, Senior Director, Central Engineering Chennai, Dow, shared global perspectives on integrating robotics and digital engineering into large-scale operations. Mr. Abhishek Mishra, General Manager – Platform Digital Thread, Ford Motor and Mr. R. Sathish, Managing Director, Modine India, highlighted the role of digital threads, predictive maintenance, and platform-based manufacturing in improving efficiency and resilience. Mr. Sudharshan G., AGM – Lean Manufacturing, Timken, provided insights into lean manufacturing practices aligned with Industry 4.0, while Mr. Pradeep Narayanan, Partner, PW & Co LLP, Chennai, anchored the discussion with a policy and compliance lens, emphasizing governance readiness for smart factories.

In a keynote address on 'Tamil Nadu – The Hub of Global Trade,' Dr. Darez Ahamed, Managing Director & CEO, Guidance, Government of Tamil Nadu, presented a compelling overview of the state's investment ecosystem, policy reforms, and sector-specific opportunities. He highlighted how coordinated government support, infrastructure readiness, and ease-of-doing-business initiatives are positioning Tamil Nadu as a hub for global trade and high-value investments.

The next panel discussion, 'AI in BFSI,' examined the real-world deployment of AI in banking and

financial services. Ms. Sahana J.V., Director, Region Head, MNC Banking, Corporate Bank, Citi India, spoke on AI-driven risk management and customer intelligence in corporate banking. Ms. Neetha Jayanth, Senior Director, Business Strategy and Automation, Risk and Compliance, PayPal, discussed automation and compliance in fraud detection while Ms. Manjushree Dutta, Managing Director & Head of Business Strategy, Planning and Legal Entity Governance, State Street, emphasized transparency and governance in AI-led decision-making. Mr. Sudhir Kamath, Head of Finance, South Asia, Trimble Inc. and Board Member, Trimble India Companies, connected AI adoption to financial strategy and enterprise value, and Mr. Ashwin Ravindranath, Partner, Ernst & Young LLP, provided a balanced view on regulatory expectations and sustainable AI adoption beyond market hype.

A keynote address by Mr. Prashant M. Wadhere, Secretary (Expenditure), Finance Department, Government of Tamil Nadu, focused on fiscal discipline, public spending priorities, and how government financial frameworks support industrial growth and private investment.

Session three titled 'GCCs – The Game Changer' examined how GCCs are transforming from support centers into strategic innovation hubs. Mr. V.S. Sridhar, Executive Managing Director & Head Global Capability Centre Advisory – Operations, Cushman & Wakefield, shared trends on GCC expansion, real estate strategy, and operational maturity. Mr. Sreejith Janardhanan, Vice President Finance and Company Secretary, Kemin Industries South Asia and Mr. Arvind Srinivasan, EVP & Chief Financial Officer, Thryve Digital Health (enGen Global) highlighted finance, automation, and digital health transformation through GCCs. Mr. Saurabh Singh, Vice President & Country Leader – Government Affairs, Optum India, provided a policy and government affairs perspective on enabling GCC-led innovation ecosystems.

In a keynote address, Mr. Brajendra Navnit, Principal Secretary, Information Technology and Digital Services Department, Government of Tamil Nadu, outlined Tamil Nadu's digital vision and technology-led governance initiatives.

The fourth and final panel, 'Industry–Academia Partnership,' focused on building outcome-driven collaboration models to address talent, technology, and societal challenges. Mr. Rufus H.K. George, State Engagement Officer – TN & PDY, National Skill Development Corporation, emphasized skill alignment with industry needs. Ms. Vibha Jain, AVP – Corporate Relations, Office of Institutional Advancement, IIT Madras, outlined structured corporate engagement models, while Dr. N. Venkata Sastry, Director – Career Centre, SRM Institute of Science & Technology, highlighted employability-focused academic initiatives. Dr. Ravi M. Bhatkal, Vice President, Strategy, MacDermid Alpha Electronics Solutions, shared industry expectations from academia in applied research and innovation.

The day concluded with a strong consensus on the need for sustained collaboration between government, industry, and academia to position Tamil Nadu as a global leader in manufacturing, digital finance, GCCs, and future-ready talent development. The conference was supported by the following partners: Optum, IIT Madras, enGen Global, Kemin, Modine, Trimble, and SRM.

10 February 2026

Union Budget 2026 Analysis Session

AMCHAM's Tamil Nadu Chapter organized a Union Budget 2026 analysis session, in collaboration with KPMG, hosted at the KPMG office in Chennai on February 10th. The session provided a comprehensive overview of the Union Budget, covering key developments in direct tax, indirect tax, GST, and personal tax, along with detailed insights into the latest amendments and policy changes. Experts also presented a comparative analysis between the old and new tax regimes, highlighting implications for corporates and individuals. The interactive discussion enabled members to gain clarity on compliance, planning, and strategic financial decisions. The session concluded with an engaging networking high-tea.



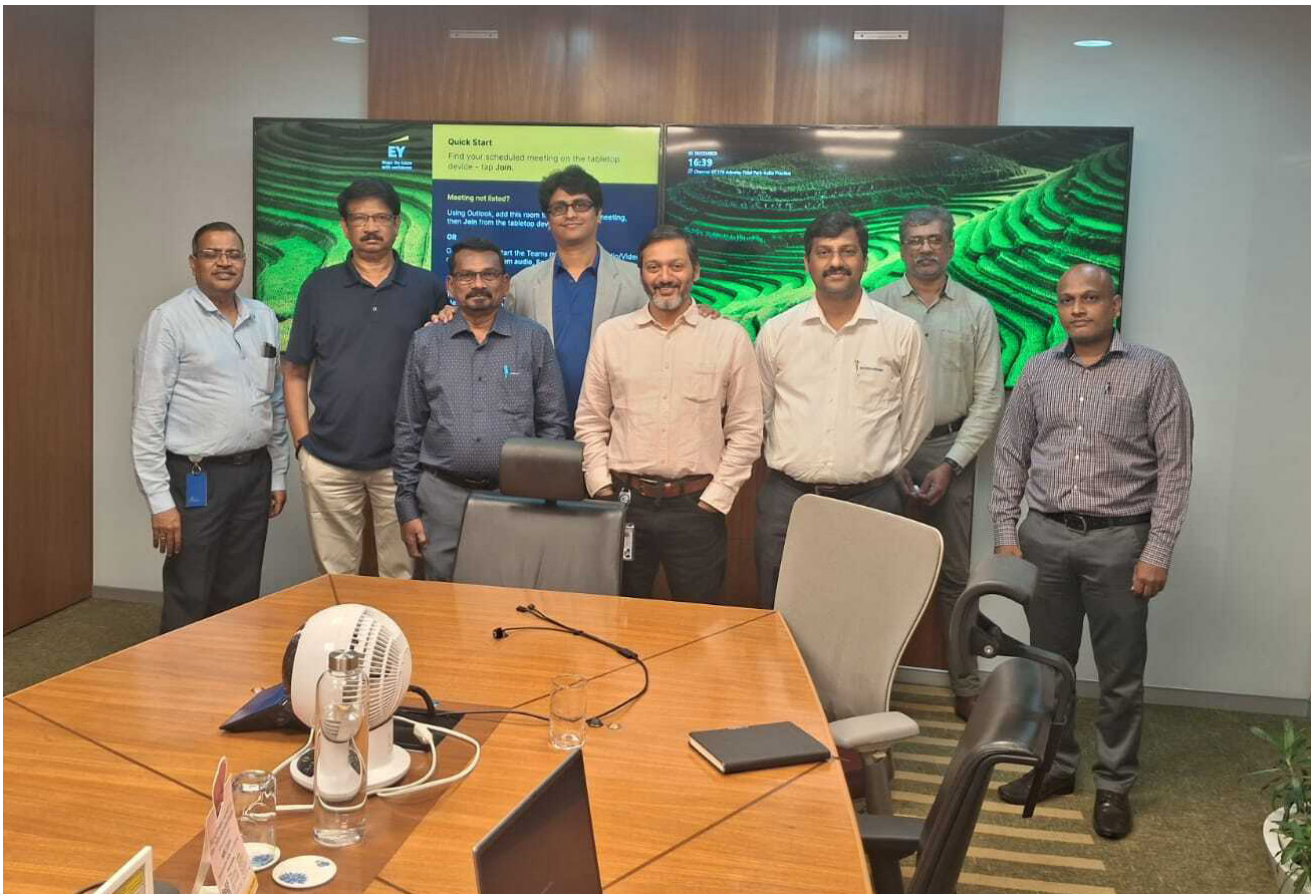
Tamil Nadu Chapter Executive Committee meeting at the Trimble office in Chennai



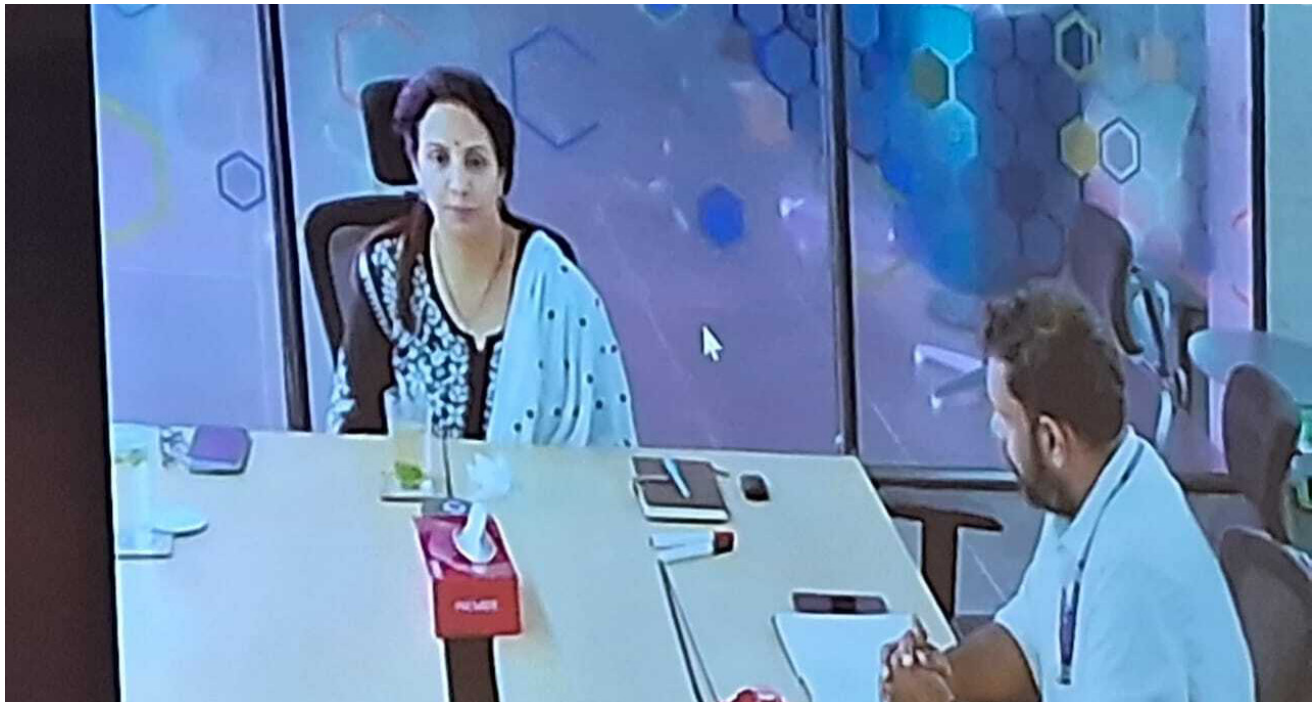
'Empowering U.S. Companies through Incentives, Apprenticeships, and Evolving Regulatory Compliance' in progress at the EY office in Chennai



Participants at a session on 'Empowering U.S. Companies through Incentives, Apprenticeships, and Evolving Regulatory Compliance' in Chennai



Participants at a roundtable with Ms. Vanitha Venugopal, CEO, Tamil Nadu Technology Hub (iTNT) on 'Innovation & R&D in India – Building Global Competitiveness'



Ms. Vanitha Venugopal, CEO, Tamil Nadu Technology Hub (iTNT) addressing members in Chennai virtually

Impact on gratuity and provident fund

1 Gratuity

- Eligibility:** Gratuity after five years of service
- Exceptions:**
 - Death or disablement
 - Expiration of fixed-term employment (after one year)
- Calculation:**
 - On last drawn wages
 - Retrospective impact on account of gratuity (to be confirmed)
- Ceiling:** INR20 lakh (unless revised)

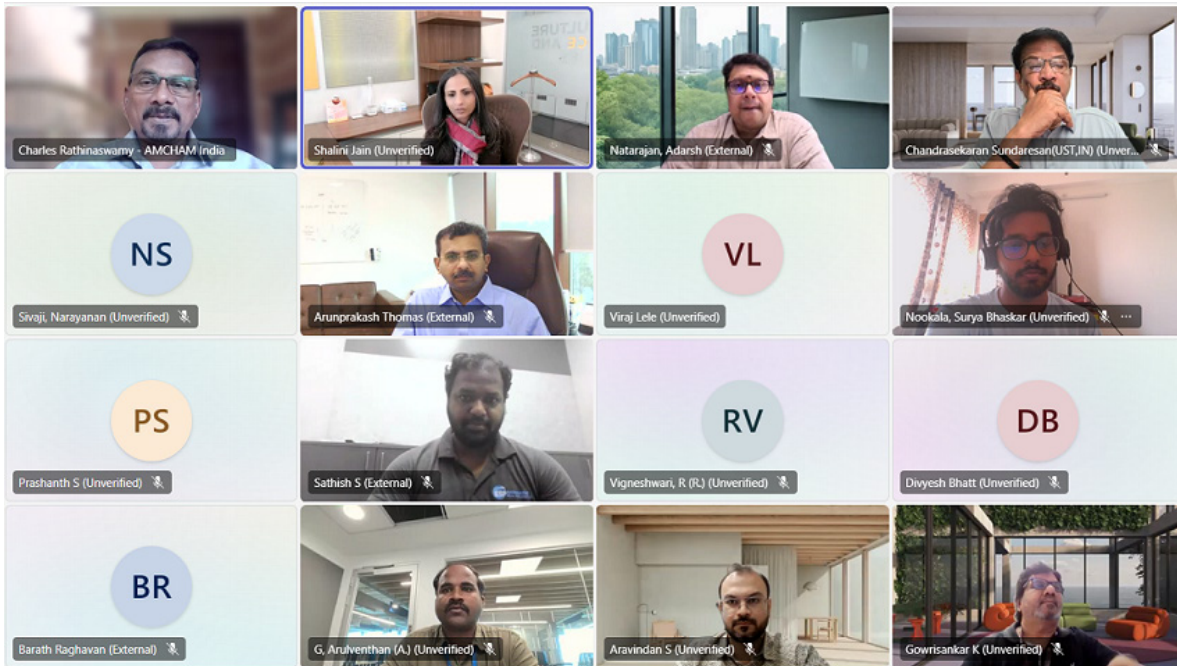
2 Employees' Provident Fund

- Eligibility:** EPF for all employers and all employees
- Contributions:**
 - Current Employees' Provident Fund (EPF) Scheme will continue
 - Salary threshold for contributions under current EPF Scheme: INR15,000
 - Where basic salary exceeds INR15,000 - no impact on EPF contributions

BENEFITS

Vijayalakshmi Pg (Unverified)

A presentation by Ms. Shalini Jain, Partner - People Advisory Services, EY at a webinar on 'Navigating India's New Labour Codes'



Some of the participants at a webinar on 'Navigating India's New Labour Codes' with EY



Mr. Rajan Aiyer, Chairman - Tamil Nadu Chapter, AMCHAM and Vice President & Managing Director, Trimble India and SAARC Region, addressing members in the inaugural session



Ms. Uma Ratnam Krishnan, Chairperson - GCC Committee, AMCHAM and Managing Director, Optum India, speaking in the inaugural session



Inaugural session (L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Uma Ratnam Krishnan, Chairperson - GCC Committee, AMCHAM and Managing Director, Optum India, Mr. Rajan Aiyer, Chairman - Tamil Nadu Chapter, AMCHAM and Vice President & Managing Director, Trimble India and SAARC Region, and Mr. Kaviraj Nair, CEO, Office of Institutional Advancement, IIT Madras



Industry - Academia Partnership (L-R) Dr. Ravi M. Bhatkal, Vice President, Strategy, MacDermid Alpha Electronics Solutions, Ms. Vibha Jain, AVP - Corporate Relations, Office of Institutional Advancement, IIT Madras, Mr. Rufus H.K. George, State Engagement Officer - TN & PDY, National Skill Development Corporation, and Dr. N. Venkata Sastry, Director - Career Centre, SRM Institute of Science & Technology



AI in BFSI (L-R) Mr. Ashwin Ravindranath, Partner, Ernst & Young LLP, Mr. Sudhir Kamath, Head of Finance, South Asia, Trimble Inc. and Board Member, Trimble India Companies, Ms. Neetha Jayanth, Senior Director, Business Strategy and Automation, Risk and Compliance, PayPal, Ms. Manjushree Dutta, Managing Director & Head of Business Strategy, Planning and Legal Entity Governance, State Street, and Ms. Sahana J.V., Director, Region Head, MNC Banking, Corporate Bank, Citi India



GCCs the Game Changer (L-R) Mr. Saurabh Singh, Vice President & Country Leader - Government Affairs, Optum India, Mr. Arvind Srinivasan, EVP & Chief Financial Officer, Thryve Digital Health (enGen Global), Mr. Sreejith Janardhanan, Vice President Finance and Company Secretary, Kemin Industries South Asia, and Mr. V.S. Sridhar, Executive Managing Director & Head Global Capability Centre Advisory – Operations, Cushman & Wakefield



Smart Manufacturing (L-R) Mr. Sudharshan G., AGM – Lean Manufacturing, Timken, Mr. Pradeep Narayanan, Partner, PW & Co LLP, Chennai, Mr. R. Sathish, Managing Director, Modine India, Mr. Abhishek Mishra, General Manager – Platform Digital Thread, Ford Motor, Mr. Ahmed Elmahdy, Senior Director, Central Engineering Chennai, Dow, and Mr. Divyanshu Gautam, Senior Commercial Director, Gorilla Glass & Emerging Opportunities, Corning India



Participants at a Union Budget 2026 analysis session in Chennai at the KPMG office

AMCHAM's Northern Region - Delhi



Shri Jitin Prasada, Hon'ble Union Minister of State for Commerce & Industry and Electronics & Information Technology, Government of India

22 August 2025

Annual Leadership Summit – AI: Redefining the Resilient Supply Chain

Statutory AGM

AMCHAM held its 33rd Statutory Annual General Meeting at the Oberoi, New Delhi on Friday August 22nd, 2025. Ms. Ranjana Khanna, Director General CEO, AMCHAM welcomed members and presented the Annual Report for 2024-25. She gave the highlights of 165 interactions organized pan India across sectors which included engagements with the Government of India, U.S. Mission representatives, interactive meetings at various levels between members, U.S. government officials, and state governments officials. Meetings were continuously held on aspects impacting U.S. industry in India. AMCHAM released 6 publications and submitted a large number of policy representations addressing ease of doing business challenges. She also mentioned that AMCHAM

organized a defense delegation to Washington DC in February 2025 to inform and sensitize the U.S. government on defense related challenges impacting the U.S.-India relationship. AMCHAM's signature advocacy outreach, the annual door knock, had a record 22 delegates visit Washington, D.C. in June 2025, engaging with over 33 departments and offices, as well as 14 Senators and Representatives or their staff. Ms. Khanna shared about the launch of AMCHAM's Pune Chapter and highlighted various state level initiatives to enhance member engagement. Thanks were conveyed to the members of the National Executive Board. Mr. Sanjay Bhutani, Honorary Secretary & Treasurer, AMCHAM presented the financials and audited accounts for FY 2025-26. The financials and audited accounts, proposed by Mr. Salil Gupte, President, Boeing India & South Asia and Mr. Chaitanya Sarawate, President & CEO, GE HealthCare South Asia, was seconded by Ms. Kaku Nakhate, Chief Executive Officer, India, Bank of America, N.A. and passed by members. Appointment of M/s. Walker Chandiook Co. LLP, as the statutory and tax auditors of the American Chamber of Commerce in India for the financial year 2025-26, as per resolution by the National Executive Board in its meeting held on February 28th, 2025, was ratified by members. This was proposed by Mr. Ajay Vij, Senior Country Managing Director, Accenture India and seconded by Mr. Vinod Sood, Co-Founder & Managing Director, Hughes Systique Corporation. The composition of the National Executive Board 2025-26 was announced. Ms. Kaku Nakhate, Chief Executive Officer, India, Bank of America, N.A. was felicitated for being the longest standing National Executive Board member since 2011 and leading with vision and grace.

Inaugural Session

Ms. Ranjana Khanna, Director General CEO, AMCHAM, welcomed members and guest speakers to the Annual Leadership Summit themed 'AI: Redefining the Resilient Supply Chain.' Mr. Salil Gupte, Chairman, AMCHAM and President, Boeing India & South Asia, in his opening remarks, emphasized how the COMPACT (Catalyzing Opportunities for Military Partnership, Accelerated Commerce & Technology) initiative highlights the breadth of the U.S.-India partnership and its execution is the key to moving the relationship forward. He referred to the ten-year defense development roadmap, and shared goals in the TRUST initiative under AI, quantum, bio tech and other areas, as enablers in continuous development of the partnership. He encouraged promoting partnerships in academia, highlighted how critical it is for U.S. companies to continue their skilling initiatives, and embraced working together towards achieving global standards in AI. In a video message, Senator John Cornyn (R-TX), Co-Chair Senate India Caucus, conveyed his appreciation for the partnership of the two nations and highlighted that the summit provides opportunities to discuss U.S. investments in India's tech sector in AI and semiconductors, which power critical technologies. He also highlighted the commitment to improving supply chain efficiency and innovation towards national security.

In a special address Ambassador Arun K. Singh, Former Indian Ambassador to the U.S., highlighted the pivotal role of U.S. industry in advancing the U.S.-India partnership. He noted India's emergence as a global hub for engineering and innovation, driven by a step-by-step, sustained growth journey since 2000. Emphasizing that India is now building solutions for the world, he underscored the strong synergies and strategic convergence that position both nations to move forward together in deeper collaboration. Mr. Sandip Patel, Vice Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd. underlined that because of the pandemic and

other disruptions, the world is now exploring the most transformative character in business today — AI. He additionally referred to AI as ‘augmented intelligence’ and not just ‘artificial Intelligence.’ His stressed the need to innovate in AI to enable it being adaptive, predictive and transformative, and consequently enable supply chains to reinvent themselves. Embracing generative AI, has already shown significant progress in organizations, he said.

Dr. Arvind Virmani, Member, NITI Aayog, Government of India, shared a compelling vision with inclusive growth as key to sustainable development. He explored the impact of shifting global demographics on talent and consumption, and outlined how India can emerge as a global manufacturing hub while leveraging its human capital to lead in services. He reinforced that India is determined to become a high-income country by mid-century and will do whatever it takes to make this a reality. Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, President & CEO, GE HealthCare South Asia, thanked the speakers for sharing their views.

Session 1: Future of Artificial Intelligence in India the Complete Ecosystem

Delivering the keynote address, Mr. Abhishek Singh, Director General, National Informatics Centre, Additional Secretary, Ministry of Electronics and Information Technology, Government of India, stressed that with a huge concentration of talent, India has a unique opportunity to lead in the future of AI. To do so, the need to leverage existing skills, address critical gaps, and prioritize AI development at scale cannot be overemphasized. He highlighted that understanding the magnitude of challenges ahead is essential — and U.S. industry continues to play a vital role in driving this transformation forward through collaboration and innovation.

The powerful panel discussion that followed brought together leading voices shaping India’s AI journey. Expert insights were shared by Mr. Anand Ramamoorthy, Chairman – Karnataka Chapter, AMCHAM and Managing Director, Micron India, Mr. Avinash Avula, President & Managing Director, India, Semiconductor Products Group (SPG) Asia, Applied Materials, Mr. Mike Harney, Vice President, Government and Regulatory Affairs, IBM, with moderation by Mr. Rajesh Ranjan, Head – Government Affairs and Public Policy, Google India. The panel delved into the critical building blocks of a self-reliant AI ecosystem — ranging from semiconductor innovation and infrastructure to fostering robust public-private partnerships. A key focus was on how India can effectively leverage its vast talent pool to position itself as a global leader in AI development and deployment.

Session 2: Communications: Critical Driver of AI in the Digital World

Mr. Sanjeev Kumar Sharma, Deputy Director General, Department of Telecommunications, Ministry of Communications, Government of India, accentuated the need for models customized to India’s needs, built with a strong ethical perspective and stringent data security. He outlined government efforts such as simplified telecom licensing, reduced entry barriers for service providers, and production linked incentive (PLI) schemes to encourage domestic component manufacturing. He stressed the urgency of ownership of submarine cables, industrial data protection, and rural broadband expansion, while citing India’s successes such as UPI and the Open Data Policy as benchmarks globally recognized. His key message was that digital security will remain the government’s top priority till 2030.

The panel discussion that followed underscored communications infrastructure as the foundational enabler for AI in the digital economy. Moderator, Mr. Vivek Sonny Abraham, Senior Director – External Strategy, India & South Asia, Salesforce, set the context by describing the physical network as the ‘digital highway,’ emphasizing that AI requires robust, reliable, secure, and scalable infrastructure to process the massive volumes of data it depends on. He noted that India’s telecom backbone is being strengthened through fibre optic networks, nationwide projects like BharatNet for inclusive connectivity, satellite launches for remote access, and undersea cables that power global communication. He further pointed out that coordinated investments across terrestrial, aerial, and undersea networks are vital, while DoT’s existing use of AI in telecom security and policy initiatives such as the DDTI Startup Scheme are driving India’s digital readiness. Mr. Ankur Malhotra, Director – Government Affairs, Honeywell, requested that the government must incentivize component suppliers for the ecosystem to scale sustainably, emphasizing that sustainability should be the priority through 2030. Mr. Saurabh Singh, Co-Chairman – ICT Committee, AMCHAM and Head of Digital and AI Policy, India & South Asia, AWS, underlined that infrastructure investment will be driven by demand. He pointed to telecom partners’ role in enabling AI deployment and stressed the importance of interconnecting data centers to overcome operational resiliency constraints, making AI skilling a national imperative by 2030. Mr. Girish Bhatia, Senior Director & Head, Sales Engineering, India, Ciena, discussed skill priorities, calling cloud expertise followed by AI as critical ‘hyper skills’ for the future workforce. He highlighted the need for resiliency across subsea and terrestrial layers, development of multiple landing stations, and dedicated networks for hyper-scalers. He described Ciena’s India-focused software and product portfolio designed to deliver custom-built solutions. He pointed to LLM training and emotional intelligence training as critical short-term priorities for ensuring effective AI adoption. In conclusion, the session underscored that India’s AI journey rests on a secure, resilient, and sustainable digital communication backbone, backed by industrial policy, strong data protection frameworks, and parallel investment in skilling. The roadmap to 2030 converges around four pillars: digital security, sustainability, skilling, and hyperscale-ready infrastructure.

Session 3: To a Trillion Dollar Digital Economy

The session focused on India’s pathways to achieving a trillion-dollar digital economy, with discussions centered around AI adoption, digital infrastructure, and the role of skilling in driving growth. Mr. Ashish Modi, Co-Chairman – Karnataka Chapter, AMCHAM and President, Honeywell India, framed the conversation in the context of current geopolitical dynamics and highlighted that the adoption of AI in manufacturing remains a significant bottleneck, stressing that beyond creating value, the way AI value is propagated across industries will determine its true impact.

Mr. Sandip Patel, Vice Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd., underlined that data and applications are the two biggest concerns when it comes to AI adoption. He explained how AI enables predictive analysis and augmented intelligence, powered by structured data, and highlighted the transformative role of hybrid cloud in ensuring seamless operations across different platforms. He identified quantum technology as the next dimension of digital evolution and asserted that AI has moved beyond the hype, with practical applications in HR, procurement, and insurance, where it can predict and prevent losses. However, he cautioned that scaling AI successfully will require strong skilling programs, trust-building around

the technology, and affordability. While the AI curriculum in CBSE schools is a promising beginning to engage the next generation, he emphasized that industries themselves must invest in internal AI training. Mr. Ajay Vij, National Executive Board Member, AMCHAM, and Senior Country Managing Director, Accenture India, commended the strong foundation of digital infrastructure built by the Government of India and positioned Generative AI as a gamechanger, particularly for its ability to break language barriers. He argued that AI must be human-led and guided to ensure responsible use. On the skilling front, he underscored the need for 65% of India's population to become AI literate, adding that AI is industry-agnostic and education curricula must evolve accordingly. He called for fostering a 'learn-to-learn' mindset and stressed that nationwide, collective skilling efforts are critical and that the human quotient must be strengthened to balance technological advancement with values and ethics.

In conclusion, the session underscored that India's journey to becoming a trillion-dollar digital economy will be determined by its ability to scale AI responsibly, invest in hybrid and emerging technologies like quantum computing, build widespread AI literacy, and ensure ethical, human-centric AI deployment. With strong industry-government collaboration and a focus on inclusivity, trust, and skilling, India could unlock the full potential of its digital economy.

Special Address

In his special address, the Honorary President of AMCHAM, Mr. Jorgan Andrews, Chargé d'Affaires, U.S. Embassy, emphasized the resilience and depth of the U.S.-India partnership and highlighted opportunities for deeper collaboration in critical domains such as artificial intelligence, semiconductors, emerging technologies, and critical infrastructure.

Session 4: Trillion Dollar Target Exports

In his keynote address, Mr. Sunil Barthwal, Secretary, Ministry of Commerce and Industry, Government of India, focussed on the global shifts in trade and commerce, describing the present time as both challenging and exciting with paradigm changes taking place worldwide. He spoke about the changing trade dynamics that are no longer driven solely by governments but by multinationals that account for 70% of global trade. Businesses must adapt to demographic, geographic, and technological shifts. He emphasized the need for policy stability to enable businesses being successful. He spoke about the growth of services, digital trade and digital value chains. Currently, 50% of manufacturing value comes from services. Digitally delivered services are expanding rapidly, with the integration of AI, will increase further. With India prioritizing sector-specific understandings in FTAs to strengthen long-term certainty and the government's endeavour to provide stability while also responding to unforeseen disruptions. He pointed out that markets must function effectively, with governments stepping in when necessary to ensure resilience. With India having the first mover advantage in services and digital trade, India's role in shaping global trade and consumption will expand significantly. India's large population provides a strong consumer base making it one of the world's largest and fastest-growing service markets.

Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman – Medical Devices Committee, AMCHAM and President & CEO, GE HealthCare South Asia, in his remarks spoke about how policy reforms and regulatory easing have encouraged companies to invest deeply in India across global

capability centers (GCCs), manufacturing, and healthcare. He mentioned that in healthcare, India continues to expand investments, however, the country remains import-dependent, with 75% of medical products still imported. There is a strong aspiration to both grow domestic manufacturing and boost exports. He stressed that resolving non-tariff barriers and diversifying FTAs with other countries would further encourage long-term investments and strengthen India's global competitiveness. Mr. Michael Fernandez, India Country Head and South Asia Lead, Lockheed Martin, in his vote of thanks, reaffirmed industry's commitment to further the U.S.-India economic and strategic ties. He noted that the perspectives shared underscored the importance of stable policies, resilient supply chains, and collaborative ecosystems.

Session 5: Towards Food Security: Partnering for India's Inclusive Growth

Mr. Rajesh Agrawal, Special Secretary, Department of Commerce Ministry of Commerce and Industry, Government of India, in his keynote address, highlighted the importance of agricultural security, the role of technology in building resilient supply chains and how India and the United States can strengthen partnerships in this area. His address covered both India's strengths in agriculture – having the largest sown area in the world, presence of more than 16 agro-climatic zones, production of a diverse range of crops and challenges including high dependence on agriculture for livelihood, small landholdings, low per capita income, high production costs, limited technology adoption, weak post-harvest management and supply chain inefficiencies. He emphasized the need for transformation by equipping farmers and rural communities with resilience against global volatility, accelerating the infusion of technology — digitalization, drones, precision farming, and advanced irrigation techniques, improving post-harvest management and supply chain systems and building farmers' capacity in quality standards, global best practices, and modern farm management. He also spoke about increasing global integration of India's agriculture sector. Mr. Agrawal said that emerging technologies such as AI, digital platforms, and agri-tech innovations can transform productivity and sustainability and that collaboration with global partners is essential for knowledge sharing, technology infusion and building resilient supply chains.

The industry panel discussion featured Mr. Ravinder Balain, Country President, Cargill India and Managing Director, Cargill Animal Nutrition & Health, South Asia, Mr. Uday Prakash, VP – Strategy and Implementation, Herbalife, Mr. Rajesh Kumar Sinha, Managing Director & Country Manager, John Deere India Pvt. Ltd. and Strategic Advisor to President – C&F, Mr. Robin Edwin, Country Head and Managing Director, Mosaic India and Ms. Nidhi Bhasin, CEO, Digital Green Trust, as moderator. The panel discussed topics like farm mechanization, crop nutrition, role of soil health and nutrient efficiency in ensuring long-term food security for India, link between agriculture, nutrition, and food security, as well as food security in the context of the entire value chain.

AMCHAM's Agriculture & Food Processing Committee released a coffee table book 'Towards Food Security: Partnering for India's Inclusive Growth' that showcases work done by U.S. industry in the agriculture and food sector in India. The book captures the evolving narrative of the Indian agriculture and food sector highlighting how global partnerships are converging to build a more resilient, productive, and inclusive agri-economy. It offers insights into how India can feed its future while ensuring prosperity for every farmer — a vision central to doubling farmers' income,

Atmanirbhar Bharat, and Viksit Bharat 2047. The book features ten stories covering sustainable agricultural practices, women's empowerment, judicious use of resources, skill development, research and development, AgTech, crop nutrition, regenerative agriculture, AI in agriculture, innovation and organic farming. The book was released by Mr. Rajesh Agrawal.

Session 6: AI in Skilling

The keynote address was given by Mr. Deepak Bagla, Mission Director, Atal Innovation Mission (AIM), NITI Aayog, Government of India, who shared his vision for innovation in skilling. He spoke about the dynamic present times which makes building strategies for any business model extremely challenging. He gave an overview of AIM and how it is set to become the central entity for driving innovation across the country. He spoke about the importance of partnerships. Mr. Bagla accentuated how innovation is at the core of building future jobs, with the sectors expected to drive the fastest job and wealth creation going forward to be sports, tourism, entertainment, personal services, and skills. He shared the success stories of AIM and India's rapid rise in the Global Innovation Index.

The panel discussion featured Ms. Malvika Sethi, Top Partner Manager, Strategic Partnerships, Google India, Ms. Shweta Khurana, Sr. Director – Asia Pacific & Japan, Government Partnerships & Initiatives, International Government Affairs, Intel, Mr. Sandeep Aurora, Group Director & Head of Public Policy & Government Affairs, Microsoft India & South Asia, Mr. Yudhisther Yadav, Sr. Manager, Global Workforce Development, India & South Asia (Sri Lanka and Bangladesh), Salesforce and Mr. Michael Fernandez, India Country Head and South Asia Lead, Lockheed Martin, as moderator. The panel explored both sides of AI in skilling i.e. how it is benefitting the entire value chain while also posing some threats.

AMCHAM's Annual Leadership Summit was made possible through the generous support of the following partners: Lockheed Martin India Private Limited, GE Healthcare, Google India Pvt. Ltd., Micron Technology Operations India LLC, Salesforce India and Emerson Process Management (India) Pvt. Ltd., IBM India Pvt. Ltd., Amazon Seller Services Private Limited, Herbalife International India Pvt. Ltd., Applied Materials India Pvt. Ltd., Boeing India Pvt. Ltd., Honeywell International India Private Limited, S&P Capital IQ (India) Pvt. Ltd., Visa Consolidated Support Services (India) Private Limited, Ciena India, ExxonMobil Gas (India) Pvt. Ltd., and Bausch & Lomb India Private Limited.

22 August 2025

National Executive Board Meeting

The first meeting of AMCHAM's National Executive Board for 2025-2026 was held on August 22nd in New Delhi. The board elected Mr. Sandip Patel, General Manager, India/South Asia, IBM, Managing Director, IBM India as Chairman, AMCHAM. The board elected the following office bearers: Vice Chairman, Mr. Michael Fernandez, India Country Head and South Asia Lead, Lockheed Martin, Vice Chairman, Mr. Chaitanya Sarawate, President & CEO, GE HealthCare South Asia and Honorary Secretary & Treasurer, Mr. Sanjay Bhutani, Managing Director India & SAARC, Bausch & Lomb India.

8 September 2025

Tax, Tariff & Regulatory Affairs Committee Meeting

On September 8th, AMCHAM's Tax, Tariff & Regulatory Affairs Committee met virtually. Wg Cdr Rajiv Anand, Senior Director, welcomed participants. Mr. Abhishek Jain, Chairman – Tax, Tariff and Regulatory Affairs Committee, AMCHAM and National Head & Partner, Indirect Taxes, KPMG set the scene with opening remarks. Mr. Rohinton Sidhwa, Co-Chairman – Tax, Tariff and Regulatory Affairs Committee, AMCHAM and Partner, Taxation, Deloitte Touche Tohamtsu India LLP, made his remarks. Two presentations were made at the meeting. The first presentation was an overview of the GST Council meeting of September 3rd and 4th and key decisions made therein, the recommended GST rate changes and sector implications, benefits and challenges as well as key legislative clarifications approved and the impact of these clarifications. The second presentation discussed "The Hyatt Ruling" that recalibrates the interpretation of permanent establishment in India and firmly backs substance-over-form and broadens taxing rights for operations that may lack a traditional physical footprint. The presentation highlighted that MNCs using service-based or asset-light models must now scrutinize cross-border agreements and control structures to manage tax exposures effectively. Both presentations garnered much interest and members sought clarifications. AMCHAM requested members to share recommendations for Budget 2026-27 to be submitted to the Ministry of Finance.

23 September 2025

9th CSR Conference: From Responsibility to Strategy: CSR for Viksit Bharat

AMCHAM's 9th CSR Conference themed 'From Responsibility to Strategy: CSR for Viksit Bharat' was held on September 23rd at the Le Meridian, New Delhi. The conference brought together corporate leaders, government officials, NGOs, and policy makers to discuss transforming India's ₹35,000 crore annual CSR mandate from a compliance obligation into a strategic national mission for achieving Viksit Bharat by 2047. In the inaugural session Wg Cdr Rajiv Anand, Senior Director, AMCHAM, welcomed participants, members and government officials. He shared about the CSR Gallery Walk, a physical photo exhibition at the event that showcased the CSR work of AMCHAM members. The exhibit was a glimpse of initiatives on skilling youth for the workforce, rural healthcare services, driving positive societal impact in agriculture through tech, medical technologies improving healthcare delivery, women's empowerment, strengthening tuberculosis response across India, awareness building about critical environmental challenges and providing affordable cancer care, among others. Mr. Harish Krishnan, Chairman – CSR Committee, AMCHAM and Managing Director & Chief Policy Officer, Cisco India & ASEAN, set the scene for the conference while referencing the pillars of Viksit Bharat. He described the benefit of engaging strategically to create meaningful impact in the communities around us. He emphasized technology as a powerful enabler of transparency and efficiency in CSR. He shared a brief on the four thematic sessions at the conference addressing critical development challenges and the role of strategic CSR in creating systemic change.

In her special address on strategic CSR as a national mission, Dr. Garima Dadhich, Head – School

of Business Environment, Centre for Responsible Business Advisory, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs, emphasized that strategic CSR is an ecosystem effort requiring practical commitments from all stakeholders, including CEOs and board members, CSR Heads, CFOs, NGOs and public sector. Dr. Dadhich warned against scale without systems which is wasteful and generosity without measurement which is simply luck. She called for CSR to align with India's Panchamrit Climate commitments, UN SDGs, and Atmanirbhar Bharat. In his special address on government partnership framework, Mr. Lav Agarwal, Additional Secretary, Ministry of Women and Child Development, Government of India, highlighted the transformative potential of India's ₹35,000 crore annual CSR spend and identified the epidemic of pilots problem — fragmented projects that fail to scale. He spotlighted how critical it is that CSR initiatives must engage with government during project design phase, not just towards the end of the project. Mr. Agarwal made specific appeal for the Adopt-an-Anganwadi initiative with a focus on areas with high malnutrition rates. He also stressed the need to focus on backward geographies and marginalized groups so that development goes to people who need it most. In his closing remarks, Mr. Rajesh Varghese, Co-Chairman – CSR Committee, AMCHAM and Country Director for India, PYXERA Global, thanked speakers for their valuable remarks. He encouraged members to think and achieve at scale and emphasized the power of partnerships.

Session 1: Health Equity: CSR's Role in Public Health, Resilience and Access was moderated by Mr. L.M. Singh, Managing Director India and Global Head, Partnerships and Innovative Finance, Vital Strategies with Dr. Anil Kumar, Principal Advisor, National Centre for Disease Control (NCDC), Ministry of Health & Family Welfare, Government of India, Dr. K. Madan Gopal, Advisor – Public Health Administration, National Health Systems Resource Centre (NHSRC), Government of India, Mr. Rohit Sharma, Senior Legal Counsel, India and South Asia, BD (Becton, Dickinson, and Company) and Mr. Ishmeet Singh, Sr. VP and CEO, Digital Bharat Collaborative, Piramal Swasthya Management & Research Institute (a part of the Piramal Foundation). The session tackled the complex challenge of scaling digital health solutions across India's vast and fragmented healthcare system. Drawing from real-world experiences in states like Assam, the discussion revealed how CSR can bridge critical gaps between innovative technology and last-mile implementation, particularly in strengthening the capacity of frontline workers like ASHAs who serve as the backbone of rural healthcare delivery. Key recommendations: CSR should support environmental health data analysis requiring high-end computing systems, a need to focus on neglected diseases like leprosy (100,000 cases annually) which receive minimal CSR funding despite causing lifelong disability, any CSR-funded solution must be replicable at a national level to justify investment and public health solutions must be uniquely Indian, not copied from Western models.

Session 2: Redefining Agriculture Through Digital Innovation was moderated by Mr. Dwijo Goswami, Associate Partner, McKinsey & Company with Ms. Nidhi Bhasin, CEO, Digital Green – India and Ms. Manju Dhasmana, Senior Director, Corporate Social Responsibility, Microsoft India. The session explored how AI and digital innovation are reshaping opportunities for India's 150 million smallholder farmers, focusing on building resilience, profitability, and sustainability. Speakers delved into case studies and scaling goals of initiatives while sharing about the trust-building process. Key challenges addressed included: 86% of farmers are smallholders with high risk aversion, 30-40% yield gap compared to global benchmarks and the need for solutions addressing

70% rural population where jobs are concentrated in 30% urban areas. The Q&A segment with the audience addressed farmer payment willingness and youth aspiration which highlighted the need to work with agriculture universities and introduce smart agriculture in schools.

Session 3: State of Work: Skilling & Livelihoods featured speakers Mr. Jayant Rastogi, CEO, Magic Bus India Foundation and Ms. Shriya Sethi, Operating Partner, The Convergence Foundation with moderation by Mr. Ishvinder Singh, Head – India & SAARC, Cisco Networking Academy. The session examined how digital transformation is reshaping India's workforce landscape, focusing on future-ready skills and employability in the AI era. They highlighted India's workforce challenges: 12 million youth enter the job market annually vs. 7 million jobs created historically, 50% of graduates considered unemployable, female labor force participation critically low (30-35%) and how AI was expected to eliminate traditional entry-level jobs, accelerating change cycles. The session brought to light the need for critical life skills, continuous earning capabilities, work integrated learning programs and using technology for scale. Key recommendations shared included: a three-pillar approach of government (scale) + private sector (demand/funding) + development sector (community trust/expertise), focus on life skills curriculum integrated across education and training, re-examine all pre-AI era curriculum and frameworks and address 70% rural India with specific solutions.

Session 4: Enabling an Environment for Strategic CSR Giving was moderated by Mr. Yash Ranga, Impact Strategist Director, Strategy & Innovation, PYXERA Global with Mr. Bibhuti Ranjan Pradhan, Executive Director (CD & CSR), Indian Oil Corporation Ltd., Mr. Asim Khan, Head CSR, Cadence Design Systems, Mr. Anand Vishwakarma, Executive Director, ChildFund India, and Ms. Geetanjali Gaur, Social Impact (CSR) Leader, Kyndryl India. India has one of the world's largest CSR mandates, with crores being invested each year. Yet critical questions remain — where is this money going, what is the real impact, and what often remains invisible to companies? The discussion explored the realities on the ground, challenges in decision-making, and opportunities for innovation — bridging the gap between strategy, implementation, and impact through voices of CSR leaders, NGOs, innovators, and beneficiaries. Speakers shared candidly about strategic investment framework, community-centered approaches, legal framework limitations, geographic imbalances such as in the north east states and opportunities in R&D, among others. Key takeaways included: CSR must balance risk-taking with accountability, strategic partnerships require patience and long-term vision, community voices must be integrated by design — not as afterthought and success requires alignment between corporate strategy, community needs, and government policy.

In the way forward segment, Mr. Rajesh Varghese, Co-Chairman – CSR Committee, AMCHAM and Ms. Rohini Kamath, Program Manager, India Cash Grant Program, Cisco shared conference highlights and the future 3-year vision. Based on the conference, AMCHAM would: 1) explore a formal matchmaking mechanism between strategic corporate funders and high-impact implementing partners, 2) focus on consortium building following Digital Green's model of bringing multiple funders together for multi-year engagements and 3) transform AMCHAM's CSR Committee to be more action-oriented. The conference demonstrated that while challenges exist in scaling impact, there is significant potential for CSR to serve as a catalyst for systemic change when approached strategically and collaboratively.

Ms. Elizabeth Jose, Director, AMCHAM closed the conference by thanking the esteemed speakers, engaging audience and valuable partners that made the conference possible: Platinum Partner: Cisco, Silver Partners: Digital Green and Viatrix, and Community Partner: ChildFund India.

Mr. Rajesh Varghese enthusiastically emceed the event. More than 130 people participated in the full day conference.

24 September 2025

Energy Committee Meeting

AMCHAM's Energy Committee held a virtual meeting on September 24th. Ms. Geeta Poduval, Director, AMCHAM welcomed members. Mr. Anil Bhatia, Chairman - Energy Committee, AMCHAM chaired the meeting and highlighted that going forward, industry should continue engaging with the Government of India on energy transition and energy efficiency. Members deliberated upon strategies for expanding the energy basket, industrial decarbonization, integration of renewables into the electricity grid and building scalable supply chains. Representatives from Baker Hughes, Copeland, Emerson, Honeywell, John Crane, S&P Global and Yanarapower joined the meeting.

26 September 2025

Medical Devices Committee Meeting

AMCHAM's Medical Devices Committee held a meeting chaired by the Vice Chairman of AMCHAM, Mr. Chaitanya Sarawate, Chairman – Medical Devices Committee, AMCHAM and President & CEO, GE HealthCare South Asia, on September 26th virtually. The meeting brought together CEOs and senior leaders from leading U.S. MedTech companies. It was decided to chart 3–5 focused priorities for the year ahead, against the backdrop of a rapidly evolving policy and regulatory environment in India and the U.S. Members agreed to focus on a narrowed, high-impact agenda that reflects AMCHAM's strengths in engaging both the U.S. and Indian governments.

The current issues and challenges addressed were:

1. Policy & Regulatory Shifts: GST changes, U.S.-India bilateral treaty agreement (BTA) negotiations, pricing and TMR
2. Operational Issues with CDSCO: Lengthy approval delays for new products and post-approval changes, lack of clarity on PACs, and overlapping regulations from multiple ministries
3. Compliance Burdens: Quality Control Orders, labelling, and multi stakeholder involvement

Proposed priorities for 2025–26 included government procurement and market access, regulatory compliance, ease of doing business, pricing and future policy engagement – monitor trade margin rationalization (TMR), contribute to IP law discussions for MedTech, and shape emerging policy frameworks. The meeting saw active contributions from senior representatives of Bausch & Lomb, Becton Dickinson, Bio-Rad, Boston Scientific, DuPont, Edwards Lifesciences, GE Healthcare, Johnson & Johnson, Lifescan, Medtronic, Ortho Clinical Diagnostics (Quidel Ortho), Stryker, Zimmer, and others, alongside the AMCHAM Secretariat.

26 September 2025

Meeting with Mr. Mahmood Ahmed, Additional Secretary, Ministry of Road Transport and Highways, Government of India

Members of AMCHAM's Infrastructure and Smart Cities Committee met Mr. Mahmood Ahmed, Additional Secretary, Ministry of Road Transport and Highways, Government of India at his office on September 26th to discuss various aspects of engagement with the Ministry. Mr. Ahmed was accompanied by a team of relevant officials from the Ministry. Ms. Geeta Poduval, Director, AMCHAM thanked Mr. Ahmed for meeting members of AMCHAM. Discussions were held around IRC accreditation, edge solutions focused on toll automation, advanced driver assistance systems (ADAS) for large vehicles, AI in road safety, strengthening road safety legislation, leveraging the IT infrastructure, pilot projects for road safety, leveraging building information management (BIM) across roads and highways sector, need for centralized data on refrigerated transport vehicles across India and implementation of Motor Vehicle Aggregator Guidelines (ADAG) across states. Representatives from 3M, Autodesk, Carrier, FTI Consulting, Honeywell, Intel, Microsoft and Uber joined the meeting.

8 October 2025

Electronics Manufacturing Committee Meeting

AMCHAM's Electronics Manufacturing Committee convened virtually on October 8th under the leadership of Mr. Naveen Tandon, Chairman – Electronics Manufacturing Committee, AMCHAM and Head – Policy & Strategy, Apple India, for a productive session focused on key policy and regulatory developments impacting the electronics sector in India. The meeting provided critical updates on the Electronic Component Manufacturing Scheme (ECMS) and initiated planning for several crucial policy submissions.

The committee reviewed the extraordinary success of the Electronic Component Manufacturing Scheme (ECMS), noting an overwhelming industry response:

- Investment proposals received were over \$14 billion, more than double the projected target of \$7 billion.
- Production value proposals reached \$125 billion, significantly exceeding the \$54 billion projection.
- The Ministry of Electronics and Information Technology (MeitY) is currently processing the nearly 250 applications. Successful applicants are expected to be notified within the next 2-3 weeks (mid to late October).
- Action for Members: The committee noted that the application window for Category D – Capital Equipment remains open until March 2027, focusing on reducing dependency on specific countries for critical manufacturing tools.

Two major policy areas were prioritized for detailed action by AMCHAM:

1. Targeted Capital Equipment Policy Proposal: Recognizing India's heavy dependency on

specific countries for capital equipment, the committee resolved to prepare a detailed proposal to inform the National Capital Equipment Policy 2025 being formulated by the Department of Heavy Industries (DHI).

2. Revisiting 'Deemed Class 2' for Brands: The committee discussed challenges with the current Public Procurement Order (July 2024), which excludes brands from receiving Class 2 status despite driving the ecosystem, R&D, and sales.

The meeting laid the groundwork for several upcoming government submissions and policy engagements:

- Design Linked Incentive (DLI) – Expansion: A key focus is on advocating for expansion of the DLI scheme to include MNCs and a significant increase in the incentive quantum, which is currently insufficient for large-scale R&D investments (\$1 billion+). The committee would have a pre-meeting to consolidate suggestions for a high-level meeting with MeitY.
- Ease of Doing Business (EoDB) and Pre-Budget Recommendations: Members were urged to share inputs on operational challenges for EoDB reforms and policy recommendations for Union Budget 2026 to ensure AMCHAM's submission is comprehensive.
- Gold Compounds Import: The committee will review and submit a representation on the recent DGFT notification converting gold compounds to 'restricted' import status, impacting component manufacturing and raising it as a key EoDB issue.
- Occupational Safety, Health and Working Conditions (OSHWC) Code: Feedback will be collected on the new draft rules under the OSHWC Code by the November 14th, 2025 deadline to ensure manufacturing facilities can align with new national benchmarks.

14 October 2025

Northern Region Executive Committee Meeting

The first meeting of the Northern Region Executive Committee was held virtually on October 14th under the Chairmanship of Mr. Michael Fernandez, Vice Chairman, AMCHAM, Chairman – Northern Region, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin and Mr. Vinod Sood, Co-Chairman – Northern Region, AMCHAM and Co-Founder & Managing Director, Hughes Systique Corporation. The following members attended the meeting: Mr C.P. Arvind, CFO, Aptiv India & ASEAN, Mr. Dhritiman Biswas, Director – Government Relations, South Asia, Cargill India, Ms. Sunanda Sehgal, HR Manager, Corning India, and Mr. Raju Kapoor, Director – Public & Industry Affairs, FMC India Pvt. Ltd. The committee discussed strategies for engaging with state government officials, emphasizing the importance of regular interactions and suggested compiling sector-specific issues and investment details to present to state governments. The need for face-to-face meetings with state officials for effective relationship building was highlighted. The group also discussed tariff challenges, proposing specific product exemptions to benefit U.S. companies. Senior level knowledge sharing workshops, improving regional infrastructure and showcasing CSR activities were proposed as potential initiatives to consider. The meeting concluded with a call for additional nominations for the NextGen Leadership Program.

14 October 2025

Meeting with Mr. Rajesh Agrawal, Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India

Ms. Ranjana Khanna, Director General CEO, AMCHAM and Ms. Komple Sharma, Director, AMCHAM called on Mr. Rajesh Agrawal, Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India on October 14th at his office. Ms. Khanna congratulated him on assuming the role of Commerce Secretary. Mr. Agarwal acknowledged the current challenging time and how it also presents opportunities for the industry. Areas for mutual collaboration and growth were discussed. With India poised to become the third largest economy in the world soon, the role of trade and commerce becomes more critical.

4 November 2025

National Executive Board Meeting

The second meeting of AMCHAM's National Executive Board for 2025-2026 was held on November 4th in Mumbai. Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd. chaired the meeting and spoke on 'AI in Skilling.' The NEB meeting was immediately followed by AMCHAM's Western Region flagship conference 'Maharashtra: Fast Forward to a \$1 Trillion Economy' held in partnership with the Government of Maharashtra.

7 November 2025

Pre-Budget Meeting for Union Budget 2026-27 with Ministry of Finance, Government of India

A meeting was held on November 7th with the Ministry of Finance held under the Chairpersonship of Chairman CBDT, Department of Revenue, Ministry of Finance, Government of India to discuss suggestions/recommendations in respect to tax issues pertaining to different sectors made by AMCHAM. Mr Abhishek Jain, Chairman – Taxation, Tariff and Regulatory Affairs Committee, AMCHAM and National Head & Partner, Indirect Taxes, KPMG, Mr. Rohinton Sidhwa, Co-Chairman – Taxation, Tariff and Regulatory Affairs Committee, AMCHAM and Partner & National Corporate & Income Tax Leader, Deloitte Tohmatsu India and Wg Cdr Rajiv Anand, Senior Director, AMCHAM shared the perspective of U.S. industry. The discussion included suggestions made to the government on issues connected with significant economic presence (SEP), OECD pillar 2 solutions, repetitive appeals on the identical issues, binding timelines on appeals and litigation, streamlining withholding tax (WHT) rates for goods and services to simplify the current complex structure, simplifying reporting compliances for TDS, timely finalization of SVB investigations to reduce compliance burden, centralized database for Customs Trade Notices, introduction of dispute resolution scheme under customs, as well as various issues concerning customs.

12 November 2025

Securing the AI Frontier: A New Era of Cyber Resilience

AMCHAM India organized ‘Securing the AI Frontier: A New Era of Cyber Resilience’ on November 12th, under the aegis of the Ministry of Electronics and Information Technology (MeitY) as an official pre-summit event to the India AI Impact Summit 2026. Aligned with the India AI Mission’s pillar on trusted and safe AI, this strategic collaboration brought together senior government officials from the National Security Council Secretariat, Ministry of Defence, Department of Telecommunications, NITI Aayog, and AICTE, alongside technology leaders from Salesforce, Intel, IBM, Google, Meta, PaloAlto Networks, Fortinet, Cisco, and Mastercard. The conference served as a critical platform for establishing AI security and cyber resilience frameworks that will inform India’s national AI strategy, with discussions providing foundational input for the larger India AI Impact Summit 2026 and reinforcing the essential role of public-private partnerships in India’s journey toward Viksit Bharat 2047.

In the inaugural session, Ms. Ranjana Khanna, Director General CEO, AMCHAM, opened the conference by highlighting AI’s dual role in preventing cyber attacks through pattern recognition while also creating new vulnerabilities. She emphasized the conference’s focus on AI security governance frameworks, supply chain security, and public-private partnerships. In a special address, Lt Gen Vinod Khandare, PVSM, AVSM, former Principal Advisor, Ministry of Defence (Cyber Security) touched upon these key themes: integration over silos — advocated for the “Gati Shakti” model of interconnected operations, comprehensive national security — positioned AI and cyber security as critical components of India’s comprehensive national power and the surface area challenge — vulnerability of 1.4 billion connected Indians with massive digital prevalence. Lt Gen Khandare stressed importance of indigenous development in critical technology infrastructure and emphasized that cyber resilience requires assuming attacks will occur and planning accordingly.

Mr. Satyajit Mohanty, Joint Secretary, Defence Policy, Armed Forces Wing, Ministry of Defence, Government of India, emphasized the shift from “cyber security” to “cyber resilience” and highlighted India’s democratic dividend with a vast AI talent pool. He affirmed that U.S.-India relations remain strong and positioned government as a catalyst, not driver, with industry leading innovation. Mr. Ajay Sawhney, former Secretary, Ministry of Electronics and Information Technology, discussed India’s digital public infrastructure (Aadhaar, UPI, GeM, Aarogya Setu) as models for trustworthy, resilient systems. He highlighted that security and resilience must be intrinsic to AI infrastructure design and extend from semiconductors through the entire hardware and software stack. He called for unified resilience framework across all sectors, especially as AI becomes central to operations, and encouraged periodic reality checks.

In the keynote address, Mr. Narendra Nath Gangavarapu, Joint Secretary, National Security Council Secretariat, Government of India, discussed the digital divide, how AI will create new societal divisions requiring reskilling and workforce repurposing. He emphasized the importance of security and critical infrastructure considerations. He shared about assessment framework initiatives and quantum security integration.

Ms. Arundhati Bhattacharya, President & CEO, Salesforce South Asia, provided the industry perspective highlighting trust as a technology layer — which includes trust in governance, trust in physical foundations and trust in digital services. She shared about the complimentary nature of the U.S.-India relationship with AI research (U.S.) and digital infrastructure scale (India).

Mr. Sanjay Krishen, Regional Director IT, Intel provided an overview of AMCHAM's knowledge paper 'Catalyzing India's AI Ambition: A Strategic Framework for AI Compute & Model Democratization.' He highlighted the GPU-centric problem and heterogeneous computing strategy which included the technology-neutral principle and cost optimization. He expounded on the four pillars of democratization: 1) workload-centric classification, 2) strategic architectural mapping, 3) cross-interaction paradigm, and 4) progressive implementation.

In the first session, 'AI Security & Governance Frameworks: Ensuring Regulatory Readiness and Resilience for Viksit Bharat 2047,' Maj Gen (Dr.) Pawan Anand, AVSM, Director, Centre for Emerging Technology for Atma Nirbhar Bharat, United Service Institution of India, gave a special address. He began describing the fragmented world order in the digital sovereignty race and highlighted emerging AI blocks while alluding to AI in warfare. He pointed out India's AI trajectory — 30% CAGR in AI market, \$600 billion economic benefits by 2035, 6,200 AI start-ups (2024) and an ever-growing talent pool. He thoroughly defined governance framework from the perspective of AI security, responsible AI framework (ethics, transparency and accountability), and technical controls like data governance and model governance. He cautioned on open-source risk, supply chain vulnerability, training transparency, liability questions and version tracking.

The panel discussion was moderated by Mr. Binu George, Head of Government Affairs, India & Southeast Asia, Fortinet with Ms. Geeta Gurnani, CTO, IBM Technology India & South Asia, Mr. Satwik Mishra, AI Policy Manager, Google, Ms. Prachi Bhatia, Public Policy Manager, Meta and Mr. Bhanu Saini, Director, Public Policy & Government Relations, PaloAlto Networks. The discussion covered hard-coding governance into AI architecture, evolution of awareness, trust in technology stack, policy as code and automation necessity. Speakers shared successful project learnings and best practices in education while emphasizing government-industry-civil society collaboration was crucial to scale. The session touched on deepfakes and misinformation and detection standards for the same. Continuous security risk assessment and active defense and runtime protection were discussed.

Prof. (Dr.) T.G. Sitharam, Chairman, All India Council for Technical Education (AICTE), Government of India, gave a special address which highlighted that India must prepare for 50 million additional students entering higher education by 2035, while the nation targets a \$150 billion semiconductor ecosystem by 2030. India already contributes 20% of the global semiconductor workforce, but the critical gap remains infrastructure, the GPUs, computing power, and AI systems needed to match this human capital scale.

The second session, 'Securing AI Infrastructure Supply Chain: Public-Private Partnership Frameworks for Critical Infrastructure,' featured a special address by Mr. Mohit Kumar Aggarwal, ITS, Director, AI & Digital Intelligence Unit, Department of Telecommunications, Government of India, who provided an overview of the supply chain threat landscape and shared architecture

requirements of secure design validation, trusted component sourcing, cryptographic provenance tracking and end-to-end monitoring. He showcased how the cyber resilience philosophy works in practice through its successful Public-Private-Citizen Participation model, which prevented ₹400 crores in fraud within just two months by integrating 800+ organizations including banks, law enforcement agencies, and payment platforms. Ms. Naba Suroor, Consultant, Science & Technology, NITI Aayog, in her special address walked the audience through the historical evolution of AI from the 1950s, noting the growth factors and economic impact projections. She touched on the semiconductor sovereignty imperative and highlighted how India is emerging as a semiconductor player.

Dr. Hemang Shah, Sr. Director Government Affairs, Applied Materials India moderated a panel with Ms. Hiral Sharma, Head – Solution Architecting, Public Sector, India & SAARC, Fortinet, Mr. Deepak Singh, Sr. Director for Enterprises Business in India & SAARC, PaloAlto Networks and Mr. Tapendra Dev, Founder & CEO, Secure Blink. The session discussed cyber security scale challenges in software, hardware design and manufacturing. The skilling crisis, vulnerability landscape, the trusted platform module (TPM) and dual reality (attackers and defenders) in cyber security were dissected. Phases of the security lifecycle, zero trust in manufacturing and implementation framework, along with many ecosystem challenges were brought to the fore. The critical principle that was emphasized was ‘trust but verify on a regular basis.’

The final session, ‘Digital Payments: Building U.S.-India AI Cyber Security Payments Framework & Cooperation,’ was moderated by Ms. Hiral Sharma, Head – Solution Architecting, Public Sector, India & SAARC, Fortinet with Mr. Rishabh Arora, Senior Cyber Security Architect, Cisco, Ms. Parnal Vats, Lead Payments – Government Affairs & Public Policy, Google, and Mr. Varun Sakhuja, Director Government Affairs for South Asia, Mastercard. Speakers explored how AI-powered payments demand new security paradigms and why U.S.-India cooperation is critical. The session highlighted zero trust evolution to include AI models, pipelines, and APIs as first-class entities requiring continuous verification. Ecosystem trust extends beyond transaction security through real-time intelligence scoring, merchant risk assessment, and consumer behavior analysis. Speakers agreed that no single payment aggregator can fight fraud alone – success requires multi-stakeholder collaboration across NPCI, MeitY, ministries, etc. As AI threats escalate with grammatically perfect phishing and adversarial ML bypassing detection, there remains U.S.-India partnership opportunities in joint infrastructure and harmonized standards.

The conference was well attended and made possible with partners: Google, IBM, Applied Materials and Fortinet.

19 November 2025

Agri & Food Tech 2025: Redefining the Future of Food Production

AMCHAM’s Agriculture & Food Processing Committee organized its annual conference themed ‘Agri & Food Tech 2025: Redefining the Future of Food Production’ on November 19th in New Delhi. The global agri-food industry is on the brink of a transformative revolution, driven by

advances in technology, sustainable practices, and an increased need for food security. As the world faces pertinent challenges like climate change, population growth, resource scarcity, the role of technology in agriculture and food processing has become even more critical. Technological innovations — ranging from precision agriculture, agri-biotechnology, artificial intelligence, and data-driven farming to sustainable food processing and packaging are redefining the future of food production. The integration of these advancements has the potential to enhance productivity, reduce environmental impact, and ensure food security. Ms. Ranjana Khanna, Director General CEO, AMCHAM, in her welcome address highlighted India's dual position as both an agricultural powerhouse and a nation facing significant food system challenges. She emphasized that India's AgriTech market, projected to reach \$25 billion in 2025, offers tremendous opportunity through AI-driven systems, precision agriculture, IoT sensors, blockchain traceability, and automation. Dehydration technology and last-mile connectivity were identified as immediate opportunities to reduce losses while increasing farmer incomes and product shelf life.

The opening address was given by Mr. Subroto Geed, Chairman – Agriculture & Food Processing Committee, AMCHAM and President, South Asia, Corteva Agriscience. He spoke about India becoming the largest contributor to population growth, making technology adoption not just beneficial but existential. He emphasized that technology is already touching every segment of the food value chain, from IoT sensors enabling precision farming to blockchain ensuring consumer transparency and food safety. He also shared the yearly activities done under the aegis of AMCHAM's Agriculture & Food Processing Committee. AMCHAM, in collaboration with Yes Bank, released a knowledge report 'Cultivating Tomorrow: How Technology is Redefining India's Food Production.' Mr. Sunjay Vuppuluri, National Head, Food & Agribusiness Strategic Advisory & Research (FASAR), Yes Bank, gave an overview of the report which explores the evolving role of technology in the food ecosystem, across farm level production, post-harvest management, processing, value addition, logistics and distribution. It highlights the growing role of data-led decision-making, digital public infrastructure, private sector led innovations and the Government of India's policy push that are accelerating the adoption of innovative technology in Indian agriculture. It acknowledges the barriers that constrain largescale adoption of frontier technologies and identifies select initiatives that the private sector and government could focus on to create an enabling environment to fuel innovation and boost technology adoption.

In a special address, Mr. Avinash Choudhary, Lead – Agri, Open Network for Digital Commerce (ONDC), explained how ONDC's architecture unbundles supply, demand, and fulfillment in contrast to the traditional platforms where single entities control all aspects. At present, 8,000 Farmer Producer Organizations (FPOs) actively sell value-added products through ONDC, with the platform integrating critical services from soil testing and quality assaying to assurance and payment guarantees. The upcoming integration of e-NAM (National Agriculture Market) with ONDC promises to exponentially expand transparent electronic trading. He shared how ONDC's agriculture solutions are designed around farmer-centric principles covering the complete agricultural lifecycle from pre-harvest planning and input procurement through cultivation, harvesting, post-harvest management, and final market linkages.

Mr. Devesh Deval, Joint Secretary, Ministry of Food Processing Industries, Government of India,

in the keynote address, outlined the government's strategic interventions and how the Ministry operates at a three-tiered approach: Production Linked Incentive (PLI) scheme for global brands; PM-KISAN SAMPADA scheme for mid-level enterprises, and PMFME (Pradhan Mantri Formalization of Micro Food Processing Enterprises) scheme supporting numerous micro-enterprises. Mr. Deval emphasized the need for holistic, cross-ministry coordination and invited industry to present state-specific challenges for resolution through planned and continuous brainstorming sessions. With greater public private partnerships, it is aimed to achieve the 40% processing target in line with the developed economies of the world. He also shared updates pertaining to specific issues and challenges facing industry. Mr. Ravinder Balain, Co-Chairman – Agriculture & Food Processing Committee, AMCHAM, Country President, Cargill India and Managing Director, Cargill Animal Nutrition & Health, South Asia gave the vote of thanks.

The first panel 'From Data to Harvest: How Technology is Redefining Food Production' featured Mr. Ravinder Balain, Co-Chairman – Agriculture & Food Processing Committee, AMCHAM, Country President, Cargill India and Managing Director, Cargill Animal Nutrition & Health, South Asia, Ms. Sushma Vasudevan, Managing Director and Partner, Boston Consulting Group, and Mr. Swapnil (Neil) Jadhav, CEO and Founder, Map My Crop with moderator by Mr. Subroto Geed, Chairman – Agriculture & Food Processing Committee, AMCHAM and President, South Asia, Corteva Agriscience. The panel centered their discussion around how technology is changing the way food is produced in India today. Key points included — technology as an enabler for productive, sustainable, inclusive food systems; focus on integrated approach across the value chain; importance of government-industry collaboration for food security; use of data analytics driving predictive insights for yield optimization; digital transformation; rising investment priorities in agri-tech and reduction in information asymmetry. Specific examples included precision agriculture using AI and satellite imagery for crop monitoring, real-time advisory services reaching farmers at scale, data-driven crop protection and pest management, mobile-first approach ensuring accessibility for smallholder farmers and integration of IoT sensors providing hyperlocal weather and soil data.

The second session 'Innovation and Tech for Agriculture' highlighted how AI, satellite data, and digital innovations are transforming agriculture — enabling better yields, hyperlocal advisory, climate-smart practices, and improved market access. It also underscored how real-time crop intelligence is strengthening food security and building a more resilient agricultural system. Ms. Nidhi Bhasin, CEO, Digital Green India, spoke about how FarmerChat, their AI-powered multi lingual and multimodal platform is redefining agricultural extension with real-time, context — aware support at scale, supporting farmers with guidance right when it is required. The session featured Ms. Anu Kumari and Ms. Lakshmi Devi, farmers from the state of Bihar. They shared their experience of using technology and digital tools and how its reshaping on ground decision making. They pointed out how a simple feature of voice recognition has empowered them and reduced dependency. It was followed by an insightful presentation by Mr. Rahul Dayal, Head – Strategy & Partnerships, SatSure, on how satellite-powered intelligence is supporting farmers and agri-systems at scale.

The session on 'Trust Through Technology: Ensuring Food Integrity and Safety' included Ms. Nirupama Sharma, Lead – Regulatory Policy Advocacy & Scientific Credibility, Amway India, Dr. Jasvir Singh, Director, Global Regulatory & Strategy Lead, Danisco India, Mr. Sunil K. Marwah, CEO, Food Industry Capacity and Skill Initiative (FICSI), Mr. Raju Kapoor, Director of External Affairs, FMC India, Mr. Rishabh Trivedi, Technical Program Manager, Google DeepMind, and Dr. Akriti Sharma, CEO, Pusa Krishi, with moderation by Mr. Sunjay Vuppuluri, National Head, Food & Agribusiness Strategic Advisory & Research (FASAR), Yes Bank. The panel shared their views on how technology is empowering stakeholders across the value chain to deliver food systems that are transparent, accountable, and resilient. They addressed the existing challenges in maintaining food integrity and safety and how technology is defining their ability to address them. They also discussed the initiatives that need to be taken up by private sector and government to build a robust food safety ecosystem. Specific points included blockchain traceability, predictive food safety using AI, IoT monitoring of storage conditions, good agricultural practices ensuring safety at farm level, AI applications in automated quality assessment, and innovations blending traditional preservation wisdom with modern science. The session emphasized that consumers increasingly demand complete transparency about food origin, handling, and safety.

The last panel, 'Catalyzing Tech Innovations in Agri and Food through Global Partnerships,' featured Dr. Bhuvaneshwari Balasubramanian, India Country Director, Global Alliance for Improved Nutrition, Mr. Parul Soni, Global Managing Partner, Thinkthrough Consulting (TTC), Founder & Secretary-General, ABWCI, Trustee & Settler, Ideas to Impact Foundation, Chairman Director, Praks Partners, and Mr. Kaustuv Chakrabarti, Head of Private Sector Partnerships and South–South and Triangular Cooperation, United Nations World Food Programme (WFP) India with moderator Mr. Dhritiman Biswas, Senior Director, Government Relations – South Asia, Cargill. Speakers discussed three broad tracks — food and nutrition security, solving through partnerships, food wastage, and technology and digital infrastructure. Panelists deliberated upon global partnerships being essential for technology transfer, capacity building through international collaborations, nutrition-focused innovations, cross-border innovation ecosystems, regulatory harmonization for seamless technology adoption, food waste reduction through partnerships, 'samaj, sarkar, bazaar' (society, government, market) convergence model, India's DPI (Aadhaar, ONDC, UPI) blueprint for global solutions, technology partnerships like robotic arms for warehouses, AI-powered nutrition scanning, proven solutions for scaling: route optimization (Anna Chakra), grain ATMs (Annapurthi), co-development of agri-tech and food-tech solutions, focus on women-led value chains and climate-smart agriculture, and strategic deployment of ESG and CSR for maximum impact, amongst others.

The conference was supported by Corteva Agriscience, Cargill, Kellanova and Digital Green with Yes Bank as the knowledge partner.

24 November 2025

Roundtable with NITI Aayog on Heterogeneous Compute Infrastructure for India AI

AMCHAM convened a closed-door roundtable on November 24th at NITI Aayog, New Delhi,

bringing together senior technology leaders from member companies and senior government officials for a strategic discussion on India's AI infrastructure. The purpose of the interaction was to examine how heterogeneous computing approaches can support India's AI Mission and the vision of Viksit Bharat 2047, while ensuring equitable access to AI compute capabilities across the country's diverse institutional landscape.

Participants acknowledged that the aim of the India AI Mission's ₹10,371.92 crore investment represents a defining moment in India's technological trajectory, and strategic decisions about compute infrastructure will significantly influence how effectively these resources democratize AI access. The discussion centered on AMCHAM's comprehensive knowledge paper 'Catalyzing India's AI Ambition: A Strategic Framework for AI Compute & Model Democratization,' which challenges the default assumption that all AI workloads require GPU infrastructure. While GPUs remain essential for training large models and high-throughput parallel processing, industry leaders presented evidence that many AI applications, including inference optimization, edge computing, and educational deployments, can be efficiently executed on CPUs, NPUs, or hybrid architectures. This heterogeneous approach has the potential to expand institutional AI access from a few dozen premier centers to hundreds of organizations across metropolitan areas, tier-2 and tier-3 cities, and rural institutions.

The discussion explored the critical distinction between AI training and inference workloads, with participants noting that organizations often default to GPU infrastructure regardless of actual computational requirements. Members emphasized that strategic use of heterogeneous computing can reduce total cost of ownership while expanding AI accessibility to institutions at different maturity levels, from foundation builders establishing basic AI literacy to advanced adopters conducting cutting-edge research. The conversation highlighted how matching workloads to optimal architectures based on actual performance requirements, cost constraints, and energy efficiency considerations could significantly amplify the impact of the India AI Mission's investment.

A significant portion of the dialogue addressed data center expansion and sustainability. Participants examined how strategic architectural choices impact both cost structures and energy efficiency, covering considerations around cooling requirements, power consumption patterns, and environmental sustainability implications. Leaders noted that heterogeneous approaches can potentially reduce energy requirements while maintaining computational effectiveness for specific workload categories. The discussion also touched on India's growing data center investments driven by digital growth and a strong talent pipeline, while acknowledging the need for careful infrastructure planning to optimize resource utilization.

The roundtable explored opportunities for supporting open compute initiatives that would enable broader institutional participation in AI development. Participants discussed how standardized frameworks for workload classification and architectural mapping could accelerate technology transfer, facilitate knowledge sharing between industry and academia, and support the emergence of India-specific AI applications addressing local challenges in agriculture, healthcare, education, and governance. Members emphasized the importance of building trust and safety mechanisms into AI systems from foundational stages, addressing how compute infrastructure decisions

intersect with data sovereignty concerns, algorithmic transparency requirements, and the need to ensure AI development aligns with India's values while maintaining global competitiveness.

The conversation reflected on the framework's four foundational pillars: workload-centric classification, strategic architectural mapping, cross-interaction paradigm, and progressive implementation. Participants noted that this graduated approach could ensure equitable access across India's educational and economic spectrum, with pathways designed for institutions at different maturity tiers. The discussion emphasized that successful implementation of the India AI Mission requires coordination across multiple stakeholders —government policymakers, technology providers, academic institutions, research organizations, and industry adopters, with the heterogeneous compute framework providing actionable methodology for resource allocation decisions while maintaining flexibility to adapt as AI technologies continue evolving.

The meeting was hosted by Dr. Vivek Singh, Senior Advisor, NITI Aayog with participation from Ms. Simarjot Kaur, Consultant Grade 1, NITI Aayog, Mr. Deepak Narang, Consultant Grade 1, NITI Aayog, and other NITI Aayog team members including Dr. Pratibha Chanana, Dr. Zeba, Ms. Tusha, and Ms. Akansha Dhamija. Industry representatives from the following companies participated: Amazon Web Services, Dell Technologies, Google, Hewlett Packard Enterprise, Intel Corporation and PaloAlto Networks.

25 November 2025

Pharmaceuticals Committee Meeting

AMCHAM's Pharmaceuticals Committee, under the leadership of Ms. Meenakshi Nivetia, National Executive Board Member and Chairperson - Pharmaceuticals Committee, AMCHAM and Country President and Managing Director, Pfizer India, convened a meeting on November 25th virtually. The meeting brought together CEOs and senior leaders from leading U.S. pharma companies to discuss key policy initiatives and challenges. The Chairperson emphasized the importance of leveraging AMCHAM to drive policy changes, particularly in regulatory, pricing, and innovation in India. Key issues discussed included the impact of ongoing trade negotiations with the U.S., EU, and other countries, the revision of the Drug Price Control Order, stronger regulatory data protection (RDP), the need for better access to medication and the potential of India as an innovation hub. Meetings with U.S. government stakeholders to discuss the current policy developments and seek their support was also discussed.

26 November 2025

India's Energy Transition: The Way Forward

AMCHAM's Energy Committee organized a roundtable on 'India's Energy Transition: The Way Forward' on November 26th in New Delhi. Ms. Ranjana Khanna, Director General CEO, AMCHAM, welcomed participants and highlighted how India's digital transformation is opening up new opportunities, significant energy challenges of data centers and the role of U.S. companies in India's energy growth. In his opening remarks, Mr. Anil Bhatia, Chairman – Energy Committee, AMCHAM

and Vice President & Managing Director – India, Emerson spoke about India’s phenomenal economic growth and how this would lead to a significant rise in energy demand over the coming decades. He highlighted the continuing presence of U.S. energy companies in India and their contribution to the sector through R&D and skilling. AMCHAM members, he said, have been actively partnering in India’s energy growth, bringing-in globally proven technological capabilities and have been contributing to India’s energy transformation. Setting the scene for the roundtable, Mr. Atanu Mukherjee, Chairman – Eastern Region, AMCHAM and CEO, Dastur Energy Inc. underlined the need for an integrated, pragmatic policy framework to align India’s energy, industrial, financial, innovation, and environmental objectives and strategies for securing energy abundance, affordability, reliability, and sustainability.

Delivering the special address, Dr. Ranjit Rath, Chairman & Managing Director, Oil India Ltd., appreciated the U.S.-India partnership in the energy sector and highlighted Oil India’s existing positive collaboration with U.S. companies for various ongoing projects. Dr. Rath spoke about upcoming opportunities in critical minerals, bioethanol, sustainable aviation fuel (SAF), coal gasification and the digital drive 2.0 being undertaken by Oil India and invited U.S. companies for engaging in fruitful collaborations. On the occasion, Dr. Ranjit Rath, released AMCHAM’s vision paper on ‘India’s Energy Transition: The Way Forward’ which includes a capability deck capturing the contribution of AMCHAM members to India’s energy sector. Participants at the roundtable included representatives from 3M, APCO Worldwide, Baker Hughes, Bharat Petroleum Corporation Ltd., Carrier, Copeland, Dastur Energy, Emerson, FTI Consulting, GE Vernova, Honeywell, Intel, John Crane, LanzaTech, Marsh and the U.S. Embassy. The roundtable was supported by the following partners – ExxonMobil, Emerson, John Crane, Rockwell Automation and knowledge partner Dastur Energy.

28 November 2025

Webinar on New Labour Codes: Employer Readiness

AMCHAM India organized a webinar on ‘New Labour Codes: Employer Readiness’ on November 28th, to deep dive into salient features of the labour code and how organizations can prepare for this major transition. Ms. Ranjana Khanna, Director General CEO, AMCHAM welcomed speakers and participants. She spoke about how the four codes bring major reforms but also present practical challenges for large and multinational companies. Ms. Sumita Dawra, Former Labour Secretary, Government of India, Ms. Saraswathi Kasturirangan, Partner and Chief Happiness Officer, Deloitte and Mr. Atul Mittal, Partner, Deloitte India were the expert speakers.

Ms. Sumita Dawra gave an overview on the newly notified labour codes, announced on November 21st, 2025, which are intended to both enhance worker welfare and improve ease of doing business. Some of the salient points included:

- Consolidating 29 existing labour laws into 4 simplified codes, reducing 1,232 sections to 480.
- Updated outdated legislation to reflect current economic realities, technological change, and global trade dynamics.

- Strengthened worker welfare through better social security, minimum wages, and timely wage payments.

Support ease of doing business by:

- Creating uniform definitions, such as a unified definition of wages.
- Reducing compliance burdens, minimizing red tape, and eliminating “Inspector Raj.”
- Transitioning labour inspectors into inspector-cum-facilitators focused on guidance and improvement rather than punishments.
- Introducing web-based, randomized inspections, electronic returns, single registrations, online licensing, auto-renewals, and deemed approvals.
- Decriminalizing minor violations and replacing most penalties with fines and improvement notices.
- Relaxing thresholds related to factories, contract labour, and layoffs, reducing regulatory pressure on SMEs and start-ups.
- Establishing streamlined advisory boards such as the Occupational Safety, Health and Working Conditions Advisory Board.
- Inclusion of fixed-term employment, allowing employers flexibility to hire directly for specific projects while ensuring better social security for workers compared to traditional contract labour.
- Other measures include sunset clause for dispute resolution, faster adjudication through strengthened tribunals, and mandatory 14-day strike notice which aims to reduce disruptions and support industrial stability.

She emphasized that the labour codes will bring simplification, transparency, and modern governance, that will boost productivity and consumption by improving worker welfare and enabling businesses to operate more efficiently.

Ms. Saraswathi Kasturirangan and Mr. Atul Mittal explained the transition from the old laws to the new code and how it is bringing uniform definitions, greater use of technology, increased accountability, and simplified compliance through reduced filings and digitization.

Major organizational impact areas include:

1. New Uniform Definition of Wages

- Applies across all codes.
- Exclusions capped at 50% of total remuneration.
- Likely financial impact on gratuity, leave encashment, PF eligibility, bonus applicability, etc.
- May significantly increase cost calculations as “wages” could become higher than current basic pay structures.

2. Gratuity Impact

- For regular employees, gratuity will now be computed on the new wage definition, causing retrospective cost increases for past service.

3. Fixed-Term Employees

- Must receive benefits similar to regular employees.
- Eligible for gratuity after 1 year (pro-rata).
- Organizations must evaluate workforce costs and structures.

4. Minimum Wages and National Floor Wage

- Central government will set a national floor wage.
- State minimum wages cannot fall below this.
- Organizations must await the notification before implementing.

5. Women Workers

- Can work night shifts with consent and necessary safety measures.

6. Workforce Categorization and Compliance Mapping

- Organizations need to map compliance requirements across categories:
 - Fixed-term employees
 - Contract labour
 - Inter-state migrant workers
 - Women workers
 - International workers

7. Digitization and Simplification

- Reduced registrations and licenses.
- Dispute resolution timelines shortened (e.g., 2 years under PF).
- Overall aim is simplified, tech-enabled compliance.

8. Industrial Relations (IR) Code and the Occupational Safety, Health and Working Conditions (OSH) Code

- Contract labour is not allowed in core activities, except where the nature of work normally requires it / full-time workers are not needed / or there is a temporary surge in workload.
- Multiple registrations are simplified into one unified registration under the new codes.
- All employees must receive new appointment letters within three months, including required details like Aadhaar, LIN, UAN, ESIC and EPFO numbers.
- Leave eligibility is relaxed: working 180 days in a year (instead of 240) now qualifies an employee for annual leave.
- A 30-day cap on carry-forward leave is introduced; excess leave must be encashed, and

organizations cannot accumulate large leave balances.

- Overtime rules remain (8 hours daily, 48 weekly), but employers must obtain written consent from workers for overtime, preferably built into appointment letters.
- A mandatory grievance redressal committee (up to 10 members) with equal employer–employee representation, including women, that must resolve complaints within 30 days.
- A new reskilling fund requires payment of 15 days' wages to retrenched workers, with the government disbursing this amount within 45 days; retrenched workers must be given rehiring preference for one year. A single negotiating union concept is introduced to streamline collective bargaining.
- Gratuity continues after five years but is now also available to fixed-term employees who complete at least one year.
- Women are permitted to work between 7:00 p.m. and 6:00 a.m. with written consent, transportation facilities, and mandatory crèche support for establishments with 50+ employees.
- Compliance with the Sexual Harassment of Women at Workplace Act, 2013 remains mandatory alongside the new provisions.

9. Challenges and Ambiguities

- Dependence on state rules under the concurrent legislative framework.
- Overlap between labour codes and existing Shops & Establishments Acts, which will continue to apply.
- Pending clarity on:
 - Whether variable pay, one-time payouts, and benefits in kind (stock options, car leases) count as wages.
 - Some provisions (ESI, maternity/crèche facilities, minimum wages) that rely on rules yet to be issued.

The key takeaways from the session included:

- Organizations must review their current wage structures and assess how they align with the new definition of wages, including the impact on coverage and financial costs such as gratuity.
- All employment-related documents, contracts, and internal policies should be evaluated and updated to ensure compliance with the labour codes.
- Companies need to analyze their workforce composition — workers, contract labour, interstate migrant workers, women employees — and check whether thresholds triggering additional compliance obligations are being crossed.
- Activities outsourced to contractors should be reviewed to confirm whether any involve core activities, which generally cannot be performed by contract labour except under specific exemptions; organizations may need to consider shifting some roles to fixed-term

employment instead.

- HR policies should be updated, including creating or revising policies on maternity benefits, crèche facilities, and other benefits, as required once rules are fully notified.
- Payroll and wage payment processes must be re-examined because payment of wages timelines now apply to all employees, not just those below a certain salary threshold, making timely payment critical.
- Organizations must review compliance with overtime rules, wage timelines, and consolidated forms under the digitized system.
- Fixed-term employment provisions should be reassessed and incorporated into workforce planning and policy updates.

2 December 2025

Labour Codes: Impact on Electronics Manufacturing

AMCHAM's Electronics Manufacturing Committee, under the leadership of Mr. Naveen Tandon, Co-Chairman -Electronics Manufacturing Committee, AMCHAM and Head – Policy & Strategy, Apple India, convened a specialized webinar on December 2nd to examine the impact of India's newly implemented labour codes on the electronics manufacturing sector. The session, led by Mr. Puneet Gupta, Partner, EY People Advisory Services, brought together industry leaders to analyze how the four labour codes, notified on November 21st, 2025, will reshape workforce management in a sector where electronics exports have surged 47% year-on-year to reach ₹1,08,450 crore in Q1 FY26. Mr. Gupta provided an in-depth analysis of eight critical work streams, highlighting the redefined "wages" concept that caps exclusions at 50% of total remuneration, retrospective gratuity calculations, and gratuity payment after one year for fixed-term employees. Special emphasis was placed on provisions affecting women employees, including night shift regulations, mandatory transport with CCTV monitoring, and simplified creche allowance options, critical for an industry with a large-scale women workforce. The session also covered flexible work arrangements allowing up to 48 hours per week, prohibition on contract labour for core activities, mandatory leave encashment, and new compliance requirements including grievance committees, safety committees, and enhanced documentation standards. Participants raised questions on managing multi-state operations during the 3-6 month transition period, state-specific exemptions, and implementation challenges, all addressed by Mr. Gupta with actionable guidance. It was emphasized that while U.S. companies maintain high standards, specific areas such as leave encashment policies, worker classification, and compliance frameworks require immediate attention to sustain India's momentum as the world's second-largest mobile phone manufacturer.

5 December 2025

Ethics & Compliance Committee Meeting

AMCHAM's Ethics & Compliance Committee organized its year end committee meeting virtually on December 5th. The meeting featured a fireside chat with Mr. Yogesh Goyal, Senior Vice President, Group Head Ethics & Compliance, Infosys. He shared his perspectives around the role

of compliance heads in present times, corruption and anti-bribery risk management, technology, AI and compliance transformation, building strong compliance culture, and third parties. The fireside chat was conducted by Mr. Gaurav Ajmani, Chairperson – Ethics & Compliance Committee, AMCHAM and Associate General Counsel: Compliance, Amazon. Ms. Bhawna Ranganadhan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact and Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM & Chief Compliance Officer, Honeywell India were present.

9 December 2025

Webinar on Employer Readiness for the New Labour Codes

AMCHAM's Northern Region organized a webinar on 'Employer Readiness for the New Labour Codes' on December 9th. The webinar highlighted salient features of the labour code and how organizations can prepare for this major transition which represents one of the most significant reforms in India's labour regulatory landscape in decades. The speakers at the webinar were Ms. Deepika Mathur, Executive Director Global Employer Services, Deloitte India and Ms. Ruchi Maini, Director, Mergers & Acquisitions, Deloitte India. The session was widely attended and it enumerated the rationale behind consolidation of codes, expected benefits to industry, timelines for implementation, and key challenges in adopting the revised codes, as well as technology readiness and immediate steps for employers ahead of full enforcement.

9 December 2025

Interaction with Mr. Brendan Lynch, Assistant U.S. Trade Representative for South and Central Asia

AMCHAM organized an interaction with Mr. Brendan Lynch, Assistant U.S. Trade Representative for South and Central Asia on December 9th at the Boeing office in New Delhi. Ms. Ranjana Khanna, Director General CEO, AMCHAM welcomed participants. Mr. Salil Gupte, Immediate Past Chairman, AMCHAM and President, Boeing India & South Asia, set the tone for the meeting. AUSTR Lynch provided an update on U.S.-India trade negotiations. Members shared sector-wise inputs focused on policy changes and updates on ease of doing business for U.S. companies operating in India across the following sectors: agriculture, defense, healthcare, ICT and services. A range of topics were discussed such as IP challenges, feedstock, genetically modified (GM) foods, defense exports, regulatory data protection, trade margin rationalization for pharmaceuticals, market access issues, quality control order (QCO) compliance burden, innovation friendly framework, and various IT certification and testing requirements, among others. U.S. industry shared about the extent and value of R&D in India however noted that when calculating the indigenous content for Make in India, it is not considered.

Mr. Michael Fernandez, Vice Chairman, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin and Mr. Aman Rishi, National Executive Board Member, AMCHAM and Vice President and General Manager, Stryker participated in the session along with representatives from 22 member companies. U.S. government participants included: Ms. Olya Lutchny, Deputy Assistant

USTR for South and Central Asia, USTR, Ms. Amy Schedlbauer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Economic Affairs, U.S. Embassy, Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy, Mr. Daniel Hall, Deputy Minister Counselor for Economic Affairs, U.S. Embassy, Ms. Sonia Laul, Trade Officer, U.S. Embassy, and Mr. DJ Rao, Senior Economic Policy Advisor, U.S. Embassy.

10 December 2025

Defense Committee Meeting

AMCHAM's Defense Committee held a meeting on December 10th in New Delhi under the leadership of Mr. Alay Parikh, Chairman - Defense Committee, AMCHAM and Vice President, International Business Development, Boeing International Corporation India and Mr. Samit Ray, Co-Chairman - Defense Committee, AMCHAM and Deputy Vice President, Government Relations and Public Policy, Raytheon Technologies. Mr. Michael Fernandez, Vice Chairman, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin, Capt Jeremy Crestetto, Chief, U.S. Military Group India, U.S. Embassy, Mr. Nilesh Christian, Deputy Chief, U.S. Military Group India, U.S. Embassy, Mr. Karunesh Khanna, Director, Airforce & Cyber Capabilities Development, U.S. Military Group India, U.S. Embassy, Lt Col Aaron Doyle, Director of Airforce Capability Development, U.S. Military Group India, U.S. Embassy, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Wg Cdr Rajiv Anand, Senior Director, AMCHAM and representatives of Raytheon Technologies, 3M India and KPMG India joined the meeting. Capt Crestetto briefed members on the recently agreed U.S.-India 10-year defense framework. Mr. Fernandez highlighted features of the recently set up MRO in Bengaluru for C-130 Aircraft, its capabilities and expected operational timelines. The meeting prioritized the need for discussing avenues and topics for engaging with thought leaders and government functionaries on AI and cyber security in defense. In this regard, AMCHAM will consult and seek advice from Mr. Karunesh Khanna, Director, Airforce & Cyber Capabilities Development, U.S. Military Group India, U.S. Embassy. Issues connected with RDPAs, status of foreign wholly owned defense companies in India, IDDM and constraints connected therewith, and the requirement of identifying POCs at the Department of War and Ministry of Defence for effective implementation of the U.S.-India 10 year defense framework were discussed. The meeting concluded with thanks to all present.

11 December 2025

CSR Committee Meeting with Expert Speakers

AMCHAM's CSR Committee convened a meeting virtually on December 11th over Webex. Ms. Valerie Swope, Program Coordinator, AMCHAM welcome participants. In a fireside chat, Mr. Harish Krishnan, Chairman - CSR Committee, AMCHAM and Managing Director and Chief Policy Officer, Cisco Systems, India & Southeast Asia and Mr. Brian Tlppens, Senior Vice President and Chief Social Impact & Inclusion Officer, Cisco, shared their perspectives on corporate purpose, and how collaboration and innovation are key to Cisco's social impact. They discussed Cisco's '40 Communities' initiative with an aim to engage, support, and invest in 40 communities around

the world over the next 10 years. They also highlighted the necessity to align with government priorities to maximize community impact in India.

Dr. Garima Dadhich, Head - School of Business Environment, Centre for Responsible Business Advisory and Centre for Business and Human Rights, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs, Government of India, emphasized in her address that the government aims to enhance CSR transparency and effectiveness through improved frameworks and partnerships. Dr. Garima shared priority areas for CSR investment as health equity, climate resilience, quality education, and digital inclusion. She talked about how technology and innovation play crucial roles in driving effective and sustainable social interventions. Mr. Rajesh Varghese, Co-Chairman – CSR Committee, AMCHAM and Country Director for India, PYXERA Global moderated a Q&A portion with Dr. Garima. He led a discussion on feedback from the 9th CSR Conference held in September 2025. Members shared suggestions on focussed sessions and topics for the committee to take forward in 2026. The committee decided to launch a short survey to understand the needs of the members, both NGOs and corporates, which could aid in potential matchmaking.

18 December 2025

Pharmaceuticals Committee Interaction with United States Patent and Trademark Office (USPTO) Officials

AMCHAM convened a closed-door virtual interaction between members of the Pharmaceuticals Committee and officials from the United States Patent and Trademark Office (USPTO) on December 18th, to discuss key intellectual property (IP) issues impacting U.S. pharmaceutical companies operating in India. The discussion focused on the importance of a predictable and innovation-friendly IP ecosystem to support R&D investments and timely patient access to advanced therapies. Members shared industry perspectives on challenges related to patent examination timelines, pre-grant oppositions, regulatory data protection, enforcement against counterfeiting, compulsory licensing, and the absence of patent linkage in India. Participants also highlighted ongoing regulatory and market access concerns, including delays in new drug approvals, lack of a clear framework for data exclusivity, and the need for stronger and more coordinated IP enforcement mechanisms. The interaction acknowledged positive steps taken by the Government of India, including increased stakeholder consultations, digitization of IP processes, and capacity-building initiatives. AMCHAM emphasized the need for continued dialogue and alignment with global best practices to strengthen India's IP framework. AMCHAM looks forward to continued engagement with USPTO and Indian stakeholders to support a balanced IP regime that promotes innovation, investment, and public health objectives, while reinforcing India's position as a global life sciences hub.

21 January 2026

Meeting with Mr. Vipin Kumar, Chairman, Airports Authority of India

AMCHAM members had an interaction with Mr. Vipin Kumar, Chairman, Airports Authority of India on January 21st at his office in New Delhi. Ms. Ranjana Khanna, Director General CEO, AMCHAM opened the discussion by highlighting the substantial contribution being made to the

aviation sector by U.S. companies in India and how their global expertise would further benefit the growth of aviation in India significantly. U.S. companies have the global capabilities to address cyber security, which is extremely crucial since aviation and airport infrastructure are critically at risk to cyber threats. Mr. Salil Gupte, Immediate Past Chairman, AMCHAM and President, Boeing India and South Asia, spoke about the significance of safety and sustainability for all segments of the airports and the need for addressing costs to make air travel affordable. He also raised the concern regarding air space availability in India in the coming decade, with both manned and unmanned aircrafts to be present in the skies. Addressing members, Mr. Vipin Kumar, Chairman, Airports Authority of India spoke about the growth of the Airports Authority and various challenges that need to be addressed on priority, including, airspace design, cyber security, providing better services at cheaper prices to flyers and the long gestation periods for tender approval. He also highlighted the significance of Make in India as a focus area for the Government of India. Members discussed partnership possibilities for various technologies that U.S. companies could bring into India and also areas requiring government support – including, integration of airports under one command center, energy efficiency for cost optimization, Make in India initiatives, long term operation and maintenance contracts, AI skilling, technologies like BIM which can help address tender and project timelines, tendering challenges through the GEM portal, AI for enhancing security, opportunities in surveillance, radar, air traffic control and data center networks, airport design, project management, modernization of existing airports and integrated delivery services. The Chairman was joined by a team of senior officers, including, Member, Air Navigation Services, Member, Finance and Member, Planning. Representatives from AMD, Autodesk, Carrier, Cisco, Collins Aerospace, Fortinet, Intel, Jacobs, Microsoft, Motorola Solutions, Smiths Detection, Trimble and Turner joined the meeting. Mr. Rajiv Anand, Senior Director, Ms. Geeta Poduval, Director and Mr. Pranav Mishra, Director from AMCHAM also attended the meeting.

27 January 2026

Dialogue with U.S. House Armed Services Committee Delegation

On January 27th, AMCHAM hosted a dialogue with a U.S. House Armed Services Committee (HASC) delegation with Chairman Mike Rogers, Ranking Member Adam Smith, and Representative Jimmy Patronis in New Delhi. Ms. Ranjana Khanna, Director General CEO, AMCHAM welcomed participants. Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, provided an overview of the U.S.-India partnership. Mr. Michael Fernandez, Vice Chairman, AMCHAM and Country Head India & GBD South Asia, Lockheed Martin India, shared an overview of the U.S.-India defense partnership. Mr. Salil Gupte, Immediate Past Chairman, AMCHAM and President, Boeing India & South Asia, moderated the interaction with members. American defense industry leadership in India highlighted their commitment to strengthening the American and Indian defense industrial bases. Members briefed the delegation on opportunities in the defense landscape, including emerging technologies. Mr. Samit Ray, Co-Chairman – Defense Committee, AMCHAM and Deputy Vice President, Government Affairs, Raytheon Technologies gave the concluding remarks. Mr. Gaurav Mehndiratta, Co-Chairman - Defense Committee, AMCHAM and Partner and National Head, Corporate and International Tax, KPMG in India participated.

The meeting was attended by the following U.S. government participants: Mr. Patrick Nevins, House Armed Services Committee (HASC) Deputy Staff Director, Mr. Michael Kirlin, Subcommittee on Tactical Air and Land Forces Staff Director, Mr. Jay Vallario, HASC Professional Staff Member, LTC Rob Kelly, U.S. Army, Lead Military Escort, MSG Luis Quinones-Roman, U.S. Army, Military Escort, CAPT Jeremy Crestetto, Chief of U.S. Military Group - India, U.S. Embassy, Mr. Jonathan Heimer, Minister Counselor for Commercial Affairs, U.S. Embassy, Mr. Daniel Hall, Deputy Minister Counselor for Economic Affairs, U.S. Embassy and Mr. David Boxer, First Secretary | Mission India Macroeconomic Officer, U.S. Embassy.

3 February 2026

Taxation, Tariffs & Regulatory Affairs Committee Webinar on Key Aspects of Union Budget 2026

AMCHAM's Taxation, Tariffs & Regulatory Affairs Committee held a webinar on key aspects of Union Budget 2026 on February 3rd. Mr. Abhishek Jain, Chairman - Taxation, Tariff and Regulatory Affairs Committee, AMCHAM and National Head & Partner, Indirect Taxes, KPMG, and Mr. Rohinton Sidhwa, Co-Chairman - Taxation, Tariff and Regulatory Affairs Committee, AMCHAM and Partner & National Corporate & Income Tax Leader, Deloitte Tohmatsu India, led the discussions. For U.S. companies with a strong and growing presence in India, the budget's provisions on taxation, trade, infrastructure, and ease of doing business are particularly significant. This webinar provided an opportunity to examine the key budget announcements, understand their implications for U.S. industry, and reflect on how they may shape future investment and partnership decisions in India.

4 February 2026

Defense Roundtable with Mr. David Jensen, Chief, Security Cooperation Division, J55, United States Indo-Pacific Command

AMCHAM hosted a closed-door roundtable with Defense Committee members on February 4th in New Delhi with Mr. David Jensen, Chief, Security Cooperation Division, J55, United States Indo-Pacific Command (USINDOPACOM). Mr. Michael Fernandez, Vice Chairman, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin, Mr. Alay Parikh, Chairman - Defense Committee, AMCHAM and Vice President, International Business Development, Boeing International Corporation India, Mr. Prabudh Sharma, President and Regional Executive, South Asian Region, Raytheon, Mr. Amitabh Ghosal, Vice President, L3Harris India, Mr. Pankaj Kaushik, Head Government Relations and Business Development, BAE Systems India, CAPT Jeremy Crestetto, Chief, U.S. Military Group India, U.S. Embassy, Mr. Nilesh Christian, Deputy Chief, U.S. Military Group India, U.S. Embassy, LTC Bombe Lee, Director, Army Capability Development, U.S. Military Group India, U.S. Embassy, LCDR Albert Perry, Director, Navy Capability Development, U.S. Military Group India, U.S. Embassy, LTC Hitoshi Kumagai, Deputy Chief, U.S. Military Group India, U.S. Embassy, Ms. Loudi-Ann Lum, SA/SC Manager, J55, USINDOPACOM and Wg Cdr Rajiv Anand, Senior Director, AMCHAM India, joined the meeting.

Mr. Alay Parikh opened the meeting with brief remarks on learnings from Op Sindoor and the

consequent increase in opportunities as well as some regulatory and procurement hurdles faced by the U.S. defense industry in India. Members highlighted that extended timelines prescribed in the ITAR process pose challenges in bidding for RFI and requested that these be addressed. With co-development and co-production opportunities a priority, members were requested to identify specific requirements of capabilities and proactively seek sanctions to process approvals. Members were encouraged to engage with U.S. Military Group India for larger involvement in understanding and leveraging the process of enhancing supply chains. Licensing process reforms and the Partnership for Indo-Pacific Industrial Resilience (PIPIR) were discussed. Industry emphasized the need of initiating highest level G2G engagements since competitors have leader-to-leader engagement enabling them to close deals expeditiously. The meeting concluded with thanks to all present.

5 February 2026

Post Budget Analysis on Electronics Manufacturing in India

AMCHAM members participated in a virtual roundtable on February 5th that highlighted the implications of Union Budget 2026 on India's electronics manufacturing sector. The webinar, held in collaboration with knowledge partner Deloitte, brought together industry leaders, policy experts, and tax specialists to examine how recent budget announcements align with India's manufacturing-led growth strategy and global value chain (GVC) integration objectives. Ms. Ranjana Khanna, Director General CEO, AMCHAM, opened the discussion by welcoming participants and introducing the Chief Economic Advisor (CEA), Dr. V. Anantha Nageswaran. Mr. Naveen Tandon, Chairman – Electronics Manufacturing Committee, AMCHAM and Head – Policy & Strategy, Apple India, set the context for the session, emphasizing the critical juncture of the sector amidst evolving global trade frameworks.

Addressing members, Dr. V. Anantha Nageswaran, Chief Economic Advisor of India, shared insights into the government's policy focus areas:

- **Global Value Chain Integration:** He highlighted India's emerging role as a preferred manufacturing destination due to geopolitical realignments and the need for robust logistics and a skilled workforce.
- **Manufacturing-Led Growth:** The CEA reaffirmed the government's commitment to creating an enabling environment through infrastructure investments and continued policy refinement.
- **Private Sector Innovation:** He underscored the importance of private sector entrepreneurship in driving India's manufacturing transformation.

Experts from Deloitte India provided a detailed analysis of the economic and tax landscape. Ms. Rumki Majumdar, Economist, discussed the Economic Survey 2025-26 findings, noting the importance of balancing tariff protections with global cost-competitiveness. Mr. Easwaran P.S, Partner and Asia Pacific Supply Chain Leader, offered strategic perspectives on scaling manufacturing operations. Mr. Rohinton Sidhwa, Mr. Madhava Yathigiri, and Mr. Gulzar Didwania shared comprehensive views on budget announcements from direct tax, indirect tax, and customs

perspectives, respectively. The session concluded by reinforcing that achieving India's ambition as a global electronics hub requires a coordinated, long-term commitment from both government and industry to address challenges in capital affordability, skill development, and infrastructure.

9 February 2026

Interactive Session with Mr. Ravi Agrawal, Chairman, CBDT

AMCHAM participated in an interactive session on February 9th with Mr. Ravi Agrawal, Chairman, CBDT, on the draft rules and forms of the Income Tax Rules. Mr Rohinton Sidhwa, Co-Chairman - Taxation Tariff & Regulatory Affairs Committee, AMCHAM and Partner, Taxation, Deloitte and Wg Cdr Rajiv Anand, Senior Director, AMCHAM attended the session. The Chairman CBDT highlighted that IT Act 25 has facilitated consolidation of and simplification in language. Procedural changes have been announced in Union Budget 2026 and will add to India's growth story. He brought out that it is the effort of Departments now to clearly capture information and data from tax payers. Towards this, rules have been reduced from 511 to 333 and forms have been reduced from 399 to 190, with the intent of simplifying existing processes. He stressed that this is an opportunity for suggestions towards filling any gaps that may still exist in the revised rules and forms before the rules are notified. Enhanced focus remains on re-engineering of rules and forms, standardization of forms, smart forms, removal of legal ambiguity, alignment of rules, reducing compliance, enhanced ease of doing business, and removing redundancy from existing provisions. With these changes, it is expected that data inconsistency will be minimised. Rules and forms placed in public domain will be available till February 22nd, 2026 here: <https://incometaxindia.gov.in/news/draft-income-tax-forms-2026.htm> Feedback has been sought online on the draft rules and forms at the earliest. Members are requested to share their feedback directly through the portal. However, since the max limit of 500 words has been prescribed for description of suggestions, in exceptional cases where the description requires more than 500 words, members may share the same to AMCHAM by February 15th for collation and onward submission to CBDT.

15 February 2026

Roundtable with Admiral Samuel Paparo, Commander, U.S. Indo-Pacific Command on 'Transforming the Relationship Utilizing Strategic Technology - Cyber, Space and AI'

AMCHAM hosted a closed-door roundtable with Admiral Samuel Paparo, Commander, U.S. Indo-Pacific Command for a strategic discussion on transforming U.S.-India collaboration in cyber security, space, and AI on February 15th in New Delhi. Ms. Ranjana Khanna, Director General CEO, AMCHAM welcomed participants and set the context for the session. From AMCHAM's leadership the following participated: Mr. Michael Fernandez, Vice Chairman, AMCHAM, Mr. Salil Gupte, Past Chairman, AMCHAM and Mr. Samit Ray, Co-Chairman – Defense Committee, AMCHAM. Leading U.S. technology companies, cloud providers, semiconductor manufacturers, aerospace and defense firms, and cyber security experts joined U.S. government officials to chart the path forward for bilateral cooperation in aviation, defense manufacturing, and emerging technology security.

Members shared insights on a Cyber Security Collaboration Center, cyber resilience and current global cyber status quo, updates from the semiconductor industry on security by design, insights on field-programmable gate arrays (FPGAs) in space and the integration of AI in critical information infrastructure. An introduction for a Joint Cyber Coordination & Control Center (JCCC) framework—a sovereign-by-design platform for predictive defense against evolving cyber threats in the Indo-Pacific was discussed. As both nations face sophisticated cyber campaigns targeting critical infrastructure, cloud systems, and supply chains, collaboration is no longer optional—it's imperative. The JCCC represents a new model of democratic cyber cooperation focused on critical infrastructure protection, digital public infrastructure security, supply chain resilience, real-time threat, intelligence sharing and joint defense capabilities. From the U.S. Embassy the following officials joined the session: MG Patrick Teague, SDO/DATT, COL Matt Kohler, Army Attache, CAPT Jeremy Crestetto, Chief, U.S. Military Group – India, and Lt Col Anthony Hughes, Director, Defense Cooperation in Armaments (DCA) and Space, U.S. Military Group – India.

16 February 2026

Energy Committee Meeting

AMCHAM's Energy Committee held a meeting on February 16th virtually under the leadership of Mr. Anil Bhatia, Chairman - Energy Committee, AMCHAM and Vice President and Managing Director, Emerson Process Management (India) Pvt. Ltd. The committee deliberated upon the Draft National Electricity Policy (NEP), 2026, U.S.-India partnership in the energy sector focused on decarbonization and CCUS, AI thermoelectric corridors and urban mining for critical mineral security. Mr. Atanu Mukherjee, Chairman – Eastern Region, AMCHAM and President & CEO, Dastur Energy Inc. opened the discussions. Representatives from AWS, FTI Consulting, GE Vernova, Honeywell, Intel, John Crane and Pyxera Global attended the meeting.

17 February 2026

AI Impact Summit 2026: U.S.-India: Building Trust and Innovation in the AI Age

AMCHAM India's sessions at the AI Impact Summit 2026 themed 'U.S.-India: Building Trust and Innovation in the AI Age' were held on February 17th at the Chanakya Auditorium, Sushma Swaraj Bhawan, New Delhi. The program was structured around three back-to-back sessions spanning safe and secure AI, the IndiaAI Innovation Centre, and governance and compliance in the age of sovereign AI. The program commenced with Ms. Ranjana Khanna, Director General CEO, AMCHAM, who highlighted the rapid pace of India's digital transformation, including crossing one trillion digital financial transactions, and underscored the strategic importance of the U.S.-India partnership in building a cyber-resilient economy.

The first session, 'U.S.-India Coordination on Cyber Security & Resilience,' was moderated by Mr. Abhijeet Gogoi, Principal, Zinnov, and featured Mr. Vishak Raman, Chairman – Cyber Security Committee, AMCHAM and Vice President of Sales, India, SAARC, SEA and ANZ, Fortinet, Mr. Hari Jayaram, Chief Information Officer, Applied Material Global, Mr. Siddharth Rele, Senior Director for the AI Group, AMD India, Mr. Ram Papatla, Managing Director, APAC Trust and Safety, Google,

and Ms. Anne E. Robinson, Senior Vice President & Chief Legal Officer, IBM. A special address was delivered by Mr. G. Narendra Nath, Joint Secretary, National Security Council Secretariat (NSCS), Government of India. The panel explored how AI is transforming both cyber threat landscapes and defence capabilities, with speakers emphasising security-by-design principles, federated infrastructure, responsible AI, and the need for transparency in training data provenance. Mr. Narendra Nath called on industry to cooperate with government in establishing the provenance of AI training data, a prerequisite for trustworthy national AI systems.

The second session, 'Building India's AI Foundation: The IndiaAI Innovation Centre and Indigenous Model Development,' was moderated by Mr. Debashish Banerjee, Partner, Deloitte and Applied AI Leader, and featured Dr. Vivek Kumar Singh, Senior Advisor, S&T, NITI Aayog, Government of India, Mr. M.A.K.P. Singh, Member (Hydro) and Chief Information Security Officer, Ministry of Power, and CTO and Global Adviser, CyberPeace Foundation, Mr. Suresh Nanduru, India Lead, Strategy & Consulting Global Network, Accenture, Dr. Thomas Zacharia, SVP, Strategic Technical Partnerships and Public Policy, AMD, Mr. Kishore Balaji, Executive Director – Government Affairs, IBM South Asia, and Mr. Gokul V. Subramaniam, President and Vice President, Client Computing Group, Intel India. The session examined the rationale for India's indigenous foundational AI models — including the need to address cultural and linguistic biases in global models and to serve India's 22+ languages — while exploring how open-source, hardware-agnostic, and energy-efficient architectures can support sovereign AI at scale. Speakers highlighted that affordable edge inferencing and a robust national data ecosystem are as critical as compute investment in realizing the India AI Mission's goals.

The third and final session, 'Governance & Compliance in the Age of Sovereign AI,' was moderated by Mr. Rahul Singhal, Partner & Head of Cyber Assurance, KPMG, and featured Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia and Managing Director, IBM India, Ms. Nicole Foster, Director of AWS Global AI and Canada Public Policy, Amazon, Mr. Rohit Arora, Co-Founder & CEO, Biz2Credit and Biz2X, Mr. John W. Schaeffler, Executive Director, Government Affairs & Policy, GE Healthcare, Ms. Sarah E. Kemp, Vice President, International Government Affairs, Intel, Ms. Katie La Zelle, Vice President Global Engagement – Privacy, AI and Data Responsibility, Mastercard, and Ms. Nicole Quinn, Vice President for Policy and Government Affairs, Japan and Asia Pacific, Palo Alto Networks. The panel addressed the legal, regulatory, and security architecture underpinning sovereign AI, with discussions spanning DPDP Act compliance, algorithmic accountability, explainability of indigenous LLMs, AI agent identity and access management, and the importance of cross-border data flows for financial fraud prevention. Speakers converged on the view that sovereign AI is not about isolation but about building trustworthy, accountable, and globally collaborative AI systems rooted in the Indian context.

The day concluded with a strong consensus that the U.S.-India partnership in AI is structural and strategic, grounded in shared democratic values, deep technology interdependencies, and a common interest in building AI ecosystems that are secure, inclusive, and globally competitive.

18 February 2026

Meeting with Mr. Manoj Joshi, Secretary, Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India

AMCHAM's Medical Technology Committee and Pharmaceuticals Committee met with Mr. Manoj Joshi, Secretary, Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India on February 18th to discuss key policy and regulatory issues impacting the sector. The meeting was led by Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman – Medical Technology Committee, AMCHAM and President & CEO, GE HealthCare South Asia and Ms. Meenakshi Nevatia, National Executive Board Member, AMCHAM, Chairperson – Pharmaceuticals Committee, AMCHAM and Managing Director, Pfizer India. The interaction brought together senior leadership from leading U.S. medical technology and pharmaceutical companies operating in India for a constructive and focused discussion on strengthening collaboration to support innovation, patient access, and a predictable regulatory environment.

Key issues discussed included: policy and regulatory framework – Public Procurement Order (PPO) implementation challenges, expansion of local content definitions, Land Border Order – compliance concerns and market access implications, Government e-Marketplace (GeM) portal issues, including Government Token Endorsement (GTE) and procurement-related operational challenges, public notices – inclusion and exclusion criteria, tender-related concerns, intellectual property and patent enforcement, patent linkage at the state level, Trademark Registry (TMR) related concerns, marketing and pricing regulations, implementation issues on the Uniform Code for Pharmaceutical Marketing Practices (UCPMP), regulatory harmonization and approvals, regulatory data protection, etc. The discussion emphasized the importance of policy predictability, regulatory convergence, and enabling a conducive ecosystem for innovation-driven growth in India's healthcare sector. AMCHAM extended a formal invitation to the Secretary to address AMCHAM's 4th Healthcare Summit, scheduled for April 9th in New Delhi.

20 February 2026

Infrastructure and Smart Cities Committee Meeting

AMCHAM's Infrastructure and Smart Cities Committee met virtually under the leadership of Mr. Rajan Aiyer, Chairman - Infrastructure and Smart Cities Committee, AMCHAM and Managing Director, Trimble India on February 20th. Ms. Geeta Poduval, Director, AMCHAM welcomed members. The committee reviewed past activities and follow-up action arising out of meetings with the Ministry of Road Transport and Highways and Airports Authority of India. Members deliberated upon the importance of mandating BIM-based concept, design, construction, and O&M, emerging opportunities for the data center industry in view of the recent tax incentives announced in the budget, and proposed meetings with the Ministry of Housing and Urban Affairs and Ministry of Railways. Representatives from 3M, Carrier, Cisco, FTI Consulting, Honeywell, Uber and Visa participated in the discussion.

25 February 2026

Compliance & Integrity Dialogues: Reimagining Compliance & Governance in the Age of AI

AMCHAM, in collaboration with PwC, is organizing, a six-part series of Compliance & Integrity Dialogues. The inaugural session 'Reimagining Compliance & Governance in the Age of AI' took place on February 25th at the PwC office in Gurugram. The session examined today's compliance responsibilities and AI's readiness to support them, highlighted practical use cases of AI in compliance, and forensics, and offered a forward-looking perspective on emerging governance frameworks and responsible AI adoption. Expert speakers included Mr. Andrew J. Dale, Partner, Ropes & Gray LLP, Mr. Kunal Gupta, Partner, Trilegal, Mr. Siddharth Vishwanath, Partner, PwC India, Mr. Abhijit Yadav, PwC India, Mr. Samir Paranjpe, Partner, PwC India, Mr. Nitin Talwar, Partner, PwC India, Ms. Bhawna Ranganathan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact and Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell.

27 February 2026

National Executive Board Meeting

The third meeting of AMCHAM's National Executive Board for 2025-2026 was held on February 27th in New Delhi. Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India chaired the meeting. Ambassador Arun Singh shared his perspective on the current state of U.S.-India relations. Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy shared highlights of recent U.S. government delegations that visited India. The NEB meeting was immediately followed by AMCHAM's conference on 'IT Legal Framework: U.S.-India Partnership.'

27 February 2026

IT Legal Framework: U.S.-India Partnership

AMCHAM's conference 'IT Legal Framework: U.S.-India Partnership' was held on February 27th at The Oberoi, New Delhi. The conference was structured around three back-to-back sessions spanning advance pricing agreements, regulatory framework and cyber security harmonization, and banking and payments. In her opening remarks, Ms. Ranjana Khanna, Director General CEO, AMCHAM, highlighted India's landmark IT Amendment Rules effective February 20th, 2026, which introduced mandatory labelling, stricter due diligence, and shortened compliance timelines for intermediaries. She acknowledged and thanked Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy, for his support of U.S. industry. Mr. C.R. Dua, National Executive Board Member, AMCHAM and Chairman, Dua Associates, set the scene by drawing a sharp distinction between the strategic ambition of the U.S.-India technology partnership and the operational friction that continues to impede it, transfer pricing disputes, data localization mandates, fragmented data center approvals, and an uneven payments landscape. A special address was delivered by Ms. Aditi Singh, Director – Programme

Management & HR, National e-Governance Division (NeGD), Ministry of Electronics & Information Technology, Government of India, who traced India's digital public infrastructure journey from Aadhaar, UPI, and DigiLocker to the AI Safety Institute and the U.S.-India AI opportunity partnership, and invited industry to co-design interoperability standards, co-invest in quantum-resilient infrastructure, and co-create solutions for the global south using India's DPI as a large-scale testbed.

In the inaugural address Mr. R. Venkataramani, Attorney General for India, Government of India, reflected on the governance of economics and the economics of governance in a technology-transformed world, and on the challenge of balancing national development imperatives with the conditions for open, rules-based global trade and commerce. Mr. Venkataramani released AMCHAM's knowledge paper 'Trust, Traceability, and Transparency: India's 2026 IT Amendment Rules for AI-Generated and Synthetic Content,' along with, Dr. Lalit Bhasin, President, Society of Indian Law Firms & Co-Managing Partner Bhasin & Co. Law Firm and Mr. C.R. Dua, National Executive Board Member, AMCHAM and Chairman, Dua Associates. The paper provides a structured industry perspective on the rules that came into effect on February 20th and examines the implications of the new framework for digital platforms and AI-generated content, while offering practical insights for companies navigating compliance obligations.

The first session, 'Advance Pricing Agreements (APAs),' was moderated by Mr. Tabrez Ahmad, Group Director, Government Affairs, Asia Pacific & Japan, Dell Technologies, and featured a special address by Mr. Ajay Sawhney, Former Secretary, Ministry of Electronics & Information Technology, Government of India, and a special address by Ms. Akta Jain, Deputy Secretary (APA), Central Board of Direct Taxes (CBDT), Department of Revenue, Ministry of Finance, Government of India, and Mr. Vineet Tyagi, Head of Operations India and Global CTO, Biz2X. The session examined the tax certainty imperative for U.S. technology and semiconductor firms investing in India. Mr. Sawhney underscored that the Semiconductor Mission 2.0 provides 50% project cost support, unprecedented in India's fiscal history, and requires a tax framework that matches its ambition. He noted that a record 174 APAs were signed in FY2024-25, bringing the cumulative total to 815 since 2012. Ms. Akta Jain outlined the maturation of India's APA program from a late entrant in 2012 to one where approximately 50% of new applications are now bilateral, with the United States accounting for around 65% of all bilateral APAs signed, making it India's largest APA treaty partner. Mr. Vineet Tyagi called for three industry priorities: greater velocity in APA processing to match the pace of AI-era business, stronger inter-agency harmonization between CBDT, CBIC, and state-level incentive programs, and an AI-enabled digital pre-filing risk assessment framework to standardize comparables and reduce the interpretational disputes that generate the bulk of transfer pricing litigation.

The second session, 'Regulatory Framework & Cybersecurity Harmonization,' featured a special address by Mr. Rakesh Maheshwari, Advisor, Cyber Laws and Tech Policy, and former Senior Director and Group Coordinator (Cyber Law, Cyber Security & Data Governance), Ministry of Electronics and Information Technology, Government of India, and a special address by Dr. Preeti Banzal, Adviser/Scientist G, Office of the Principal Scientific Adviser, Government of India. The panel was moderated by Mr. Vivek Sonny Abraham, Senior Director, External Strategy – India & South

Asia, Salesforce, with Ms. Akanksha Singh, Director of Cyber Security, S&P Global, and Mr. Jasmeet Wadhera, Head of Legal, India and South Asia, Visa. The session examined the evolving regulatory landscape for artificial intelligence and cyber security across India and the United States.

Dr. Banzal outlined India's shift toward a techno-legal governance model where principles of privacy, fairness, and accountability are being embedded as engineering requirements in the form of audit trails, watermarking, and a national AI incident database and called for joint work on shared AI risk taxonomies, interoperable assurance standards, and bilateral regulatory sandboxes.

Mr. Maheshwari raised a foundational challenge that many generative AI platforms do not fit within the current statutory definition of "intermediary" under Indian law, requiring a more agile, principles-based governance architecture. Mr. Wadhera made the case for a unified, interoperable regulatory regime, not a single global regulator, but common parameters and certifications analogous to SOX in accounting or UCP 500 in international trade to eliminate compliance fragmentation for firms operating across multiple jurisdictions. Ms. Singh recommended a layered, risk-based cyber security architecture aligned with the NIST AI Risk Management Framework, with board-level governance, enterprise risk management, and developer accountability as its three tiers. The session closed with three phrases that captured the panel's consensus: responsible exploitation, balanced innovation, and trustworthy AI.

A presentation on the Business Ready (B-Ready) Initiative of the World Bank, an international benchmarking project, was delivered by Mr. Abhishek Tripathy, IRS, Joint Commissioner, Tax Policy Research Unit, Department of Revenue, Ministry of Finance, Government of India, and Ms. Katyayani Sanjay Bhatia, IRS, Deputy Commissioner, Tax Policy Research Unit, Department of Revenue, Ministry of Finance, Government of India. The presentation outlined the life-cycle methodology of the B-Ready initiative, tracking ease of doing business from business formation to closure across ten thematic pillars, and noted that India is to be ranked for the first time in the 2026 report. The speakers emphasized that the ranking is determined by private sector feedback cross-verified against government responses, hence invited industry stakeholders to engage directly with the World Bank survey as a concrete contribution to improving India's international regulatory standing.

The third and final session, 'Banking & Payments,' was moderated by Mr. Anand Jha, Vice President, Government Affairs, India and South Asia, Visa, and featured a special address by Dr. Pavan Duggal, Advocate, Supreme Court of India, and Chief Executive, Artificial Intelligence Law Hub, Pavan Duggal Associates, and Mr. Varun Singh, Founder and Managing Partner, Foresight Law Offices India. Dr. Duggal opened by highlighting a landmark regulatory framework, India's IT Intermediary Guidelines and Digital Media Ethics Code Amendment Rules, effective February 20th, 2026, which represents the country's first substantive foray into AI regulation, requiring intermediaries (including all financial institutions) to flag AI-generated content and comply with removal timelines or risk losing the statutory safe harbor protections of Section 79 of the Information Technology Act 2000. He called attention to the critical absence of an AI liability framework in global regulatory regimes, including India's, and announced the launch of the AI Accountability Framework 2026 and a Global AI Harms Registry to begin building the empirical evidence base needed for accountable AI deployment in banking and finance. Mr. Varun Singh identified three structural barriers to

a level playing field for international payment providers: the zero percent merchant discount rate for UPI, which creates an asymmetric competitive environment, tokenization infrastructure requirements that mandate in-country build-out, fragmenting the global fraud detection systems on which international card networks rely, and the shift from a guest to a resident model for payment gateways. He proposed a revenue-tiered MDR threshold and a hybrid data architecture allowing personal data localization while keeping tokenized data on global rails as pragmatic middle paths. Mr. Anand Jha observed that predictability is the most critical enabling condition for global technology companies. Since compliance calendars spanning 200 jurisdictions leave no margin for regulatory surprise, it was noted that India's long legislative gestation from ministerial consultation to parliamentary passage and presidential assent is itself a form of predictability that industry should recognize and rely on.

The day concluded with a strong consensus that the U.S.–India technology partnership is structurally well-positioned but requires a matching legal and regulatory architecture built on coordination across agencies, consistency in interpretation, and the kind of predictability that converts strategic intent into durable investor confidence. AMCHAM thanks Visa for being a partner for the conference.

27 February 2026

Infrastructure & Smart Cities Committee Meeting

AMCHAM's Infrastructure & Smart Cities Committee met under the leadership of Mr. Rajan Aiyer, Chairman – Infrastructure & Smart Cities Committee, AMCHAM and Managing Director, Trimble India in New Delhi on February 27th. Ms. Geeta Poduval, Director, AMCHAM welcomed members. Opening up the discussions, Mr. Rajan Aiyer highlighted the significance of U.S. technology companies in supporting India's infrastructure growth meeting global standards, and the need for engaging with the Government of India for enhancing road infrastructure. Members deliberated upon technology offerings, such as BIM and Digital Twin, tunneling networks, AI and intelligent technologies for traffic management and road safety, interoperable transport systems, data utilization, advanced road materials and toll plaza designs. Representatives from AMD, Autodesk, Cisco, Dell, FTI Consulting, IBM, Jacobs, Rockwell Automation, Solstice Advanced Materials, Visa and Uber took part in the deliberations.

16 March 2026

Infrastructure & Smart Cities Committee Meeting

AMCHAM's Infrastructure & Smart Cities Committee held a meeting on March 16th virtually to discuss AMCHAM's strategy on data centers. Ms. Geeta Poduval, Director, AMCHAM welcomed members and Mr. Rajan Aiyer, Chairman – Tamil Nadu Chapter, AMCHAM, Chairman - Infrastructure & Smart Cities Committee, AMCHAM and Managing Director, Trimble India, opened the discussion. Members deliberated upon central guidelines for data centers, state data center policies, enabling data center infrastructure, and energy and cooling solutions. Representatives from 3M, AMD, Carrier, Cisco, Cushman & Wakefield, Emerson, FTI Consulting, Honeywell, Intel, Microsoft, Rockwell Automation, Salesforce, Trimble, and Turner, participated.

24 March 2026

Electronics Manufacturing Committee Meeting

AMCHAM's Electronics Manufacturing Committee convened virtually on March 24th to deliberate on key policy issues affecting the sector. Mr. Naveen Tandon, Chairman – Electronics Manufacturing Committee, AMCHAM, and Head – Policy & Strategy, Apple India, opened the discussion with an overview of recent government initiatives, including the Union Budget's enhanced outlay under the Electronics Component Manufacturing Scheme (ECMS), increased from ₹22,000 crores to ₹40,000 crores, as well as announcements on bonded warehousing, ISM 2.0, and the BHAVYA scheme for plug-and-play industrial parks. Members engaged in deliberations across six policy agenda items: the impact of global memory price escalation on Public Procurement Order (PPO) contracts and the case for force majeure provisions; the proposed Mandatory Testing and Certification of Telecom Equipment (MTCTE) framework for six denotified products and the need for brand-based, rather than factory-based certification; the status of the Public Procurement Policy for Micro and Small Enterprises (PPPMII) at DPIIT, pending final Cabinet Secretariat clearance; the Legal Metrology Amendment mandating a country of origin filter for e-commerce platforms effective July 1, 2026; filings submitted to the government's High Level Committee on ease of doing business, covering legal metrology and environmental compliance; and labour code implementation, with a focused discussion on the Apprenticeship Act and compliance challenges for technology companies. The committee actively reviewed member concerns across all agenda items and agreed on follow-up measures to address them through appropriate channels.

2 April 2026

Infrastructure & Smart Cities Committee Meeting

AMCHAM's Infrastructure & Smart Cities Committee met virtually on April 2nd under the leadership of Mr. Rajan Aiyer, Chairman – Infrastructure & Smart Cities Committee, AMCHAM and Managing Director, Trimble India, to discuss the National Building Code. Ms. Geeta Poduval, Director, AMCHAM welcomed participants. Members discussed various aspects relating to the upcoming new standards under the National Building Code to be announced by the Bureau of Indian Standards (BIS). Representatives from 3M, AMD, Autodesk, Cushman & Wakefield, FTI Consulting, Honeywell, Rockwell Automation, and Trimble attended the meeting.

7 April 2026

Meeting with Ms. Nidhi Kesarwani, Joint Secretary, Department for Promotion of Industry and Internal Trade of India (DPIIT), Ministry of Commerce and Industry, Government of India

AMCHAM members met Ms. Nidhi Kesarwani, Joint Secretary, Department for Promotion of Industry and Internal Trade of India (DPIIT), Ministry of Commerce and Industry, Government of India and Mr. Mohammad Isharar Ali, Director, DPIIT, on April 7th in New Delhi. Members discussed the impact of the geopolitical scenario on business in India and possible remedial measures. Issues included supply chain disruptions impacting production and contractual obligations,

waiving off delayed delivery clause/penalty in government contracts, relaxation of basic customs duty on critical and imported components, increasing the scope of critical sectors list, temporary suspension of import duties on essential commodities, impact on logistics, creation of live logistics portal for status of availability to support industry, giving packaging sector a priority status and cohesion of state notifications with central announcements, amongst other topics. Ms. Kesarwani provided an update on the ongoing governmental interventions and assured full support to industry.

9 April 2026

National Executive Board Meeting

The fourth meeting of AMCHAM's National Executive Board for 2025-2026 was held on April 9th virtually. Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India chaired the meeting. Ms. Indrani Bagchi, CEO, Ananta Centre, India, shared her perspective on 'U.S.-India Relations: Outlook for the Future.'

9 April 2026

Meeting with U.S. Embassy Officials on Building Information Modeling (BIM) and Digital Twin Technologies

AMCHAM's Infrastructure & Smart Cities Committee members had a meeting with U.S. Embassy officials on April 9th, 2026 at the American Center, New Delhi, to discuss advancing U.S.-India collaboration on the potential mandate of Building Information Modeling (BIM) and digital twin technologies across key infrastructure sectors, including railways, roads and highways, airports and ports. Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy appreciated the ongoing efficiency improvement in infrastructure sector in India and extended support to AMCHAM members.

Mr. Rajan Aiyer, Chairman – Tamil Nadu Chapter, AMCHAM, Chairman – Infrastructure & Smart Cities Committee, AMCHAM and Managing Director, Trimble India, spoke about how the digital revolution in construction can bring about higher quality, enhanced safety and greener infrastructure development in India. Members deliberated upon the urgent need for mandating BIM and digital twin technologies across the infrastructure sector and how this can lead to better resource utilization, reducing government expenditure, enhancing predictive maintenance and ensuring better asset utilization. The meeting was attended by Ms. Xiaobing Feng, Principal Commercial Officer, U.S. Embassy, Ms. Anamika Chakravorty, Economic Officer, U.S. Embassy, Ms. Ritu Arora, Sr. Commercial Specialist, U.S. Embassy, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Valerie Swope, Program Coordinator, AMCHAM and Ms. Geeta Poduval, Director, AMCHAM. Representatives from Autodesk, Google, Honeywell, Jacobs, Microsoft and Trimble participated in the discussions.

10 April 2026

Meeting with Mr. Sanjeev Kumar, Secretary Defence Production, Ministry of Defence, Government of India

On April 10th, AMCHAM's Defense Committee met with Mr. Sanjeev Kumar, Secretary Defence Production, Ministry of Defence, Government of India and his team comprising of Mr. Dinesh Mahur, Additional Secretary, Department of Defence Production, Ministry of Defence and Mr. Chandandeep Singh, DDG AI, Department of Defence Production, Ministry of Defence. Mr. Alay Parikh, Chairman – Defense Committee, AMCHAM and Vice President, International Business Development, Boeing India, Mr. Samit Ray, Co-Chairman – Defense Committee, AMCHAM and Deputy Vice President, Government Affairs, Raytheon Technologies, Mr. Salil Gupte, Past Chairman, AMCHAM and President, Boeing India & South Asia, Mr. Amitabh Ghosal, Vice President India Operations, L3Harris Technologies, Mr. Parag Sehgal, Director – International Business Development, Lockheed Martin India, Mr. Sanjeev Trehan, Director Defence & Aerospace, Trimble India, Mr. Manan Asri, Director, Defense & Aerospace, KPMG, Mr. Avik Singh, Executive, Global Government Relations, Raytheon Technologies, Ms. Ranjana Khanna, Director General CEO, AMCHAM and Wg Cdr Rajiv Anand, Senior Director, AMCHAM were present. Members had in-depth discussions on various issues of U.S.-India defense cooperation as well as defense industrial co-development and co-production such as indigenous content (IC) requirements, implications of DAP 2026 for foreign OEMs, recognition of capability investments in IC calculations, and support mechanisms for 'Make in India' programs, amongst others. It was decided to submit focussed feedback on some points such as NavIC Restricted Service (RS) Access, issues concerning Technical Assistance Agreements (TAA), import of raw materials in IC calculations, export of parts under contracts for IC recognition, realistic IC thresholds in DAP and recognition of skill development as IC, for consideration of the Ministry of Defence.

13 April 2026

Meeting with Mr. Rajesh Agrawal, Commerce Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India

Ms. Ranjana Khanna, Director General CEO, AMCHAM and Ms. Komle Sharma, Director, AMCHAM called on Mr. Rajesh Agrawal, Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India and Dr. Brij Mohan Mishra, Joint Secretary – FT (NAFTA), Department of Commerce, Ministry of Commerce & Industry, Government of India on April 13th in New Delhi. The meeting focused on emerging opportunities for business in India including data centers. The need for having robust and resilient supply chains was also discussed.

13 April 2026

Meeting of the GCC Advisory Committee under the Chairmanship of Secretary, Ministry of Electronics and Information Technology, Government of India

AMCHAM participated in a meeting of the GCC Advisory Committee convened on April 13th under the chairmanship of Secretary, Ministry of Electronics and Information Technology (MeitY),

Government of India. Key discussion points included:

1. National Framework for GCCs: An update was shared on the latest developments concerning key enablers identified during stakeholder consultations for drafting the National Framework for GCCs. These included areas such as international taxation reforms (including Safe Harbour Rules) and labour law considerations.
2. Future-Ready Talent Ecosystem: Committee members presented their suggestions on building a future-ready talent ecosystem, with emphasis on aligning academic outcomes with industry requirements, strengthening industry-academia linkages, and enhancing employability.
3. Initiatives by Government Bodies: Representatives from the Department of Higher Education (DHE), AICTE, UGC and Ministry of Skill Development and Entrepreneurship (MSDE) shared their ongoing and proposed initiatives aimed at developing a skilled and future-ready workforce to support GCC growth.
4. Constitution of Sub-Committee: It was discussed and agreed to constitute a dedicated GCC sub-committee focused on talent development to drive focused interventions and coordination among stakeholders.
5. Enabling Equitable Growth: Deliberations were held on strategies to accelerate the growth of GCCs in India, including promoting expansion into emerging Tier 2 and Tier 3 cities, supported by enabling policy frameworks and talent availability.

Ms. Ranjana Khanna, Director General CEO, AMCHAM and Ms. Komle Sharma, Director, AMCHAM participated.

14 April 2026

Defense Committee Interaction with U.S. National War College Students

On April 14th, AMCHAM's Defense Committee met with students and faculty of the U.S. National War College during their visit to New Delhi. Mr. Alay Parikh, Chairman – Defense Committee, AMCHAM and Vice President, International Business Development, Boeing India welcomed participants and gave an overview of the defense sector in India. Mr Samit Ray, Co-Chairman – Defense Committee, AMCHAM and Deputy Vice President, Government Affairs, Raytheon Technologies and Mr. Michael Fernandez, Vice Chairman, AMCHAM and Country Head India & GBD South Asia Lockheed Martin India, provided these future leaders with valuable insights into the American defense industry in India. Committee members from BAE Systems India, Boeing India, L3Harris India, Lockheed Martin India, and Raytheon Technologies engaged in a thoughtful session focused on U.S.-India relations in the context of defense partnerships. The students were able to understand more about opportunities for collaboration between the U.S. and India in defense procurement and technology sharing, the evolving strategic landscape in the Indo-Pacific region, and the importance of a strong U.S.-India defense partnership in ensuring regional security.

15 April 2026

Meeting with Mr. Suwendu Pati, Chief General Manager, Fintech Department, Reserve Bank of India

Members of AMCHAM's BFSI Committee met virtually on April 15th with Mr. Suwendu Pati, Chief General Manager, Fintech Department, Reserve Bank of India (RBI), Mr. Ankur Singh, Assistant General Manager, Fintech Department, RBI and Mr. Muralidhar Manchala, Deputy General Manager, Fintech Department, RBI. The discussion was centered around the RBI's Digital Payments Awareness Week, with key focus areas including artificial intelligence in financial services, cyber security and emerging threats, MuleHunter AI and fraud detection, as well as KYC, AML, and compliance challenges, alongside the evolving landscape of agentic AI and future technologies. The meeting underscored the RBI's overarching approach of 'innovation with responsibility,' with continued emphasis on building trust, strengthening customer protection, and enabling responsible AI adoption. A key strategic message highlighted was that solutions developed for India have the potential to scale globally. The importance of strong industry-regulator collaboration was reiterated as critical to addressing emerging risks such as agentic AI, deepfakes, and cyber threats. Representatives from Amazon Pay, Dell Technologies, Citibank, Google Pay, HPE, Mastercard, Meta, PayPal, and Visa, participated in the meeting.

17 April 2026

Meeting with Mr. Aman Sharma, Joint Secretary, Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India

AMCHAM's Medical Technology Committee had a constructive meeting with Mr. Aman Sharma, Joint Secretary, Department of Pharmaceuticals, Ministry of Chemicals & Fertilizers, Government of India, on April 17th at his office. The interaction brought together senior leaders from leading U.S. medical technology companies operating in India for a focused dialogue on key policy and regulatory issues impacting the sector. Discussions covered aspects related to GTE inclusions and exclusions, challenges in the implementation of the Public Procurement Order (PPO), expansion of local content definitions, and operational concerns pertaining to the Government e-Marketplace (GeM) portal. During the discussion on the UCMDMP – Healthcare Professionals Training Programme, the Joint Secretary informed members that the recommendation to remove Clause 6.2 has been submitted for approval. AMCHAM extended a formal invitation to the Joint Secretary to address AMCHAM's 4th Healthcare Summit, scheduled for April 30th in New Delhi.

20 April 2026

Meeting with Mr. S. Krishnan, Secretary, Ministry of Electronics and Information Technology, Government of India

Members of AMCHAM met with Mr. S. Krishnan, Secretary, Ministry of Electronics and Information Technology (MeitY), Government of India, on April 20th in New Delhi. Mr. Sushil Pal, Joint Secretary, MeitY and Ms. Asha Nangia, Scientist 'G' and Group Coordinator, MeitY, joined the meeting. Discussions focused on how the current geopolitical climate is impacting IT contracts, with

members exploring remedial measures such as force majeure relief for hardware tenders. Moving forward, a joint ministry initiative is being developed to support members with their existing Government of India contracts.

21 April 2026

Meeting with Ms. Ekroop Caur, Joint Secretary, Department of Expenditure, Ministry of Finance, Government of India

The discussion with Dr. Caur focused on emerging opportunities in India's data centers and energy ecosystem, with particular emphasis on expanding infrastructure along the east coast, including Odisha and Telangana. The conversation highlighted the importance of diversified development of data centers supported by strong connectivity and robust transmission and distribution networks. Energy availability was identified as a critical factor, with the need to explore reliable and alternative energy solutions to sustain growth. Strategic considerations included the integration of smart grids and evolving digital infrastructure, alongside alignment across multiple states and stakeholders. Key challenges around implementation and coordination were also discussed. Mrs. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Komple Sharma, Director, AMCHAM and Mr. Pranav Mishra, Director, AMCHAM attended the meeting on April 21st in New Delhi.

23 April 2026

Interaction with AMCHAM's Honorary President, Ambassador Sergio Gor and National Executive Board Members

AMCHAM's National Executive Board members met with Ambassador Sergio Gor, Honorary President of AMCHAM on April 23rd at the Boeing office in New Delhi. Ms. Ranjana Khanna, Director General CEO, AMCHAM welcomed participants. Mr. Salil Gupte, Past Chairman, AMCHAM and President, Boeing India & South Asia, set the tone for the meeting and moderated the discussion. Ambassador Gor shared insights on the U.S.-India partnership, trade agreement, Pax Silica and defense cooperation. Board members provided sector-wise inputs focused on ease of doing business for U.S. companies operating in India across the following sectors: aerospace and defense, healthcare, manufacturing, fintech and services. The discussion touched upon IP challenges, defense exports, refurbished medical devices, pharmaceutical trials, market access issues, innovation friendly framework, and plastic waste management regulation, among others. Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM and President & CEO, GE HealthCare South Asia, provided the closing remarks.

U.S. government participants included: Ms. Amy Schedlbauer, Honorary National Executive Board Member, AMCHAM and Minister-Counselor for Economic Affairs, U.S. Embassy, Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy, Mr. Dan Hall, Counselor for Economic Affairs, U.S. Embassy, Ms. Lisa Browne, Chief of Staff to the Ambassador, U.S. Embassy, and Mr. Will Horton, Special Advisor to the Ambassador, U.S. Embassy.

27 April 2026

Meeting with Ms. Parama Sen, Additional Secretary, Department of Expenditure, Ministry of Finance, Government of India

AMCHAM's Secretariat met with Ms. Parama Sen, Additional Secretary, Department of Expenditure, Ministry of Finance, Government of India on April 27th at her office. AMCHAM shared U.S. industry in India's concerns in the current geopolitical scenario. Prominent requests included force majeure for existing government procurement contracts, suspending punitive actions, permitting contract renegotiation for contracts currently under execution, and allowing phased delivery with partial payments. Ms. Sen assured the industry of her support.

29 April 2026

Meeting with Mr. Darpan Jain, Additional Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India

Ms. Ranjana Khanna, Director General CEO, AMCHAM and Ms. Komple Sharma, Director, AMCHAM called on Mr. Darpan Jain, Additional Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India on April 29th at his office. The meeting focused on strengthening U.S.-India trade and investment relations, highlighting that many U.S.-headquartered companies are actively operating in India and continue to see it as a high-growth market. Discussions covered the evolving digital and data ecosystem, with emphasis on the need for clearer data governance and regulatory frameworks. Key policy concerns included tariffs, ease of doing business, harmonization of standards, multiplicity of orders and the importance of predictable regulations were discussed. The discussion emphasized the importance of coordinated efforts to simplify regulations, enhance sectoral engagement, and strengthen long-term bilateral cooperation.

29 April 2026

Meeting with Dr. Brij Mohan Mishra, Joint Secretary (NAFTA), Department of Commerce, Ministry of Commerce and Industry, Government of India

AMCHAM had a meeting with Dr. Brij Mohan Mishra, Joint Secretary (NAFTA), Department of Commerce, Ministry of Commerce and Industry, Government of India, on April 29th to discuss emerging opportunities in data centers. Ms. Ranjana Khanna, Director General CEO, AMCHAM delineated how India is emerging as a major global data center hub and the urgent need for lending support to industry through robust data infrastructure and regulatory frameworks to complement the digital ecosystem. Addressing members, Dr. Brij Mohan Mishra appreciated AMCHAM's initiative to support development of the data center industry, which is on high priority for the government, and assured support to address industry concerns. Mr. Rajan Aiyer, Chairman - Tamil Nadu Chapter, AMCHAM, Chairman - Infrastructure & Smart Cities Committee, AMCHAM and Managing Director, Trimble India and South Asia, spoke about the need for developing an ecosystem from design to execution, operation and maintenance of data centers and how technology would be the enabler for achieving it. Members deliberated on infrastructure requirements, including, availability of clean power, water, land, and fibre network connectivity, as well as regulatory concerns. Representatives

from Amazon Web Services, Autodesk, Blackstone, Carrier, Cushman & Wakefield, FTI Consulting, GE Vernova, Honeywell, Intel, and Microsoft attended the meeting

30 April 2026

4th Healthcare Summit: Viksit Bharat 2047: Access, Affordability & AI

AMCHAM India organized the 4th Healthcare Summit themed 'Access, Affordability, & AI' focused on AI enabled healthcare for all – bridging the last-mile gap in India on April 30th at the Le Meridien, New Delhi. In the inaugural session, Ms. Ranjana Khanna, Director General CEO, AMCHAM, warmly welcomed participants. Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman - Medical Technology Committee, AMCHAM and President & CEO, GE Healthcare South Asia, set the scene by accentuating the critical role of innovation in building a resilient healthcare ecosystem. He highlighted the persistent challenge of unequal healthcare access, noting that while life expectancy in India continues to improve, significant disparities remain between rural and urban populations, with rural regions still underserved. He emphasized the transformative potential of digital infrastructure in enabling AI-driven healthcare solutions and called for accelerated development of cost-effective products to ease the financial burden on patients. Dr. Yasha Pandit, Partner, Grant Thornton Bharat, provided a brief overview of the knowledge report released later in the program and emphasized the vision of leveraging AI-enabled healthcare to benefit all citizens, with a strong focus on improving access, affordability, and last-mile delivery. She noted the significant scale and impact of initiatives such as PMJAY and the Ayushman Arogya framework, along with the growing adoption of ABHA and digital health records.

In her special address, Dr. Krithika Rangarajan, Associate Professor, Department of Oncology Radiology, AIIMS, Government of India, emphasized that technology delivers value only when aligned with patient outcomes, with innovation firmly anchored in quality care. She underscored that AI should augment, not replace, doctors, keeping human judgment at the core of healthcare even as AI-driven wellness tools gain traction. She also highlighted key challenges to adoption, including workflow inefficiencies, trust deficits, and slow system uptake, alongside the need for cultural grounding such as addressing language barriers and patient behavior. Importantly, she called for a sharper focus on ensuring that technological solutions are aligned with real, on-ground healthcare gaps. Ms. Meenakshi Nevatia, National Executive Board Member, AMCHAM, Chairperson - Pharmaceuticals Committee, AMCHAM, and Country President & Managing Director, Pfizer India, in her concluding remarks, underscored that healthcare is not only a critical social priority but also a key driver of economic growth and national development, contributing significantly to productivity, job creation, and long-term economic resilience.

The first session 'AI in Healthcare: From Smart Diagnostics to Next-Generation Therapies,' began with a special address from Mr. Madhukar Kumar Bhagat, Joint Secretary (e-Health), Ministry of Health & Family Welfare, Government of India, who emphasized that digital health must deliver care seamlessly—where, when, and how citizens need it, and highlighted the role of technology in enhancing efficiency and expanding the reach of healthcare services. He underscored that all healthcare technologies should be evaluated across four critical dimensions—availability, accessibility, affordability, and quality—stating that these pillars are fundamental to building an

effective and inclusive healthcare system. The panel discussion was moderated by Mr. Mandeep Singh Kumar, National Executive Board Member, AMCHAM and Vice President & MD, India, Medtronic India with Mr. Sumit Agrawal, Director R&D and Site Leader, Boston Scientific, Mr. Nilesh Maheshwari, Partner, Grant Thornton Bharat, Mr. Sharad Goswami, Senior Director, Global Policy & Public Affairs, Pfizer Limited, Mr. Hari Atmakuri, Group Vice President - Data & AI, Providence, and Mr. Ajay Bagga, Managing Director India & Country Head – South Asia, Zimmer India (P) Ltd. The session highlighted the transformative role of AI across the healthcare continuum, spanning delivery, diagnostics, treatment planning, and patient monitoring, while also shaping the future of long-term medical innovation in India.

The special session began with Ms. Ranjana Khanna, Director General CEO, AMCHAM, followed by opening remarks by Mr. Winselov Tucker, President and General Manager, Eli Lilly and Company (India) Pvt. Ltd. Chief guest, Shri Jitin Prasada, Hon'ble Union Minister of State for Commerce & Industry and Electronics & Information Technology, Government of India, in his keynote address, underscored that healthcare is a critical driver of societal well-being, directly impacting lives at scale. He highlighted India's core challenge of balancing scale, affordability, and access, noting that these—along with the integration of AI—will shape the future of healthcare in the country. Reinforcing the Prime Minister's vision, he emphasized the need to democratize healthcare, ensuring it reaches beyond metro cities and is not limited to urban or premium hospital settings. AMCHAM's knowledge report, developed in collaboration with Grant Thornton Bharat, 'Access, Affordability and AI-enabled Healthcare for All' was released during the session. Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman - Medical Technology Committee, AMCHAM and President & CEO, GE HealthCare South Asia gave the concluding remarks.

The second session, 'Best Practices in Healthcare Innovation: Enabling Regulatory Pathways for MedTech and Pharma,' featured a special address by Mr. Aseem Sahu, Deputy Drugs Controller (India), Central Drugs Standard Control Organization (CDSCO), Directorate General of Health Services, Ministry of Health & Family Welfare, Government of India. He emphasized that healthcare innovation must go beyond new technologies to deliver tangible patient outcomes and real-world impact. He highlighted the critical role of a strong and efficient regulatory system in ensuring both safety and innovation, stressing that regulatory pathways must be streamlined to enable faster adoption without compromising patient safety. The panel discussion was moderated by Mr. Sanjay Bhutani, Honorary Secretary & Treasurer, AMCHAM and Managing Director - India & SAARC, Bausch & Lomb India with expert speakers Dr. Mona Duggal, Director & Scientist G, ICMR – NIRDHDS, Ms. Malti Jaswal, Health Insurance and UHC Expert, Former Advisor NHA, Founder, Inspiring Seniors Foundations, Mr. Sudhakar Mairpady, Director, Regulatory & Government Affairs, South Asia, Becton and Dickinson India Pvt. Ltd., Mr. Venkata Krishna, Senior Director – Technology, Carelon Global Solutions, and Mr. Parameswaran Nair, Country Leader (India & SEA), Edwards Lifesciences (India) Pvt. Ltd. The session highlighted that healthcare innovation must be guided by clear vision, not just technological advancement. Speakers emphasized the critical role of strong regulatory authorities in ensuring that innovation progresses with the right balance between speed and patient safety and the importance of adhering to global best practices in product development while aligning innovation with India's unmet medical needs.

The third session 'From Awareness to Action: Strengthening Mental Resilience Across the Care Continuum' began with a special address by Prof. (Dr.) Rajinder K. Dhamija, Chair National Task Force on Brain Health Professor of Neurology & Director, Institute of Human Behaviour and Allied Sciences (IHBAS), Government of India. This panel discussion was moderated by Ms. Shilpa Gupta, Associate Vice President – Corporate Affairs, Eli Lilly and Company (India) Pvt. Ltd. With esteemed speakers Dr. Sonali Rawal, Health Policy Specialist - Consultant Grade II, NITI Aayog, Government of India, and Ms. Renu Sachdeva, Founding Member, Psychotherapist and Master Mentor, Dementia India Alliance. The discussion highlighted how integrated innovation across diagnosis, treatment, and care delivery can enable scalable and accessible brain-health solutions, with emphasis on policy and system enablers that promote affordability, access, quality, and coordination across mental-health services. Early and accurate detection, including pre-symptomatic identification through AI-enabled diagnostics and advanced imaging, integrated care pathways that connect diagnosis, treatment, long-term disease management, and caregiver support, and data-driven insights to support personalized treatment approaches and better outcomes, were addressed.

In the closing session, 'Reimagining Care: Global Best Practices for India's Healthcare Transformation,' Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head – India, Providence, shared his vision for engineering the future of care amid global challenges such as workforce burnout, care shifting beyond hospitals, fragmented systems, and AI-driven transformation. He emphasized reimagining care delivery through predictive risk models and contact center enablement to improve outcomes. He also highlighted the growing role of AI, genomics, and clinical research in shaping next-generation healthcare. Dr. Santosh Moses, Partner, Grant Thornton Bharat deliberated on final recommendations and strategic insights from the summit. He emphasized the need for advancing regulatory harmonization and global alignment, including accelerated adoption of MDSAP, institutionalizing mental resilience as a core health system capability, and enabling standardized digital and AI platforms to support interoperability and scale. He suggested transitioning AI from pilots to population-scale implementation focusing on measurable outcomes and shifting from isolated excellence to system-wide transformation. Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman – Medical Technology Committee, AMCHAM and President & CEO, GE Healthcare South Asia, gave the concluding remarks at the summit.

The summit was supported by the following partners: Eli Lilly, GE Healthcare, Providence, Stryker, Zimmer, BD, Boston Scientific, Edwards Life Science, Bausch & Lomb, and Pfizer, with knowledge partner Grant Thornton. Approximately 125 representatives from member companies participated.

6 May 2026

Who Decides 'Safe Enough' for AI: Legal & Compliance's Role in Advancing Adoption, Not Impeding It

AMCHAM, in collaboration with EY, organized a program 'Who Decides "Safe Enough" for AI: Legal & Compliance's Role in Advancing Adoption, Not Impeding It' at EY Wavespace, Gurugram on May 6th. The session brought together industry leaders and experts to deliberate on the evolving role of legal, governance, and compliance functions in enabling responsible AI adoption while

balancing innovation, accountability, and regulatory preparedness. Ms. Bhawna Ranganathan, Co-Chairperson - Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact, welcomed participants.

A panel discussion moderated by Mr. Arpinder Singh, India and Emerging Markets Leader, EY Forensic & Integrity Services, examined how organizations are defining acceptable AI risk thresholds, establishing governance and decision-making structures, and balancing business agility with legal and compliance oversight. Panelists reflected on accountability frameworks, board-level governance expectations, third-party and vendor risks, defensibility of AI-led decisions, and the role of human oversight in AI systems. The conversation further highlighted the need for scalable governance models that support responsible adoption without creating operational bottlenecks. The panel featured insights from Dr. Akhil Prasad, Board Member, Group GC & Company Secretary, Boeing India, Ms. Akila Agrawal, Senior Partner, Cyril Amarchand Mangaldas, Ms. Niyati Ojha, Legal Counsel, HP India, and Mr. Deepak Yadav, Head of Compliance – India & South East Asia (SEA), Kenvue. The panel was followed by a case study-based asset demo by Mr. Swapnil Sule, Director, EY Forensic & Integrity Services and team.

The program concluded with a fireside chat with Mr. Rajiv Chugh, Partner & National Leader, Policy Advisory & Speciality Services, EY, on 'Data Protection in the Age of AI.' It was moderated by Ms. Bhawna Ranganathan, Co-Chairperson - Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact and Mr. Gaurav Ajmani, Associate General Counsel, Snapchat. The discussion focused on the evolving data protection landscape in India, organizational preparedness under the DPDP framework, governance and operational gaps, leadership response during data-related incidents, and the importance of building practical and implementable compliance approaches in an increasingly AI-enabled environment.

7 May 2026

CSR Committee Meeting with Members from Non-Profit Organizations

For the first time ever, AMCHAM members from the non-profit sector met virtually on May 7th under the leadership of Mr. Rajesh Varghese, Co-Chairman – CSR Committee, AMCHAM and Country Director for India, PYXERA Global, to brainstorm and collaborate. Ms. Valerie Swope, Program Coordinator, AMCHAM, welcomed participants and shared tips on how they could best leverage membership. Mr. Rajesh Varghese moderated the discussion which covered regulatory challenges and advocacy unique to the sector, key findings from the CSR survey and forward planning for committee activities. Potential engagement with NITI Aayog and state-level officials were discussed. Mr. Manjunath Gorur Chandrashekar, CSR Manager SkillsBuild, IBM India, gave an overview of IBM's SkillsBuild program and how non-profits can partner for the same. Representatives from ChildFund India, Christel House India, Foundation for Excellence (FFE), PYXERA Global, Shanti Bhavan, and Vital Strategies participated.





(L-R) Mr. Salil Gupte, Chairman, AMCHAM and President, Boeing India & South Asia, Ms. Ranjana Khanna, AMCHAM and Ambassador Arun K. Singh, Former Indian Ambassador to the U.S.



(L-R) Mr. Salil Gupte, Chairman, AMCHAM and President, Boeing India & South Asia, Mr. Sandip Patel, Vice Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd. and Dr. Arvind Virmani, Member, NITI Aayog, Government of India



Inaugural Session (L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Salil Gupte, Chairman, AMCHAM and President, Boeing India & South Asia, Ambassador Arun K. Singh, Former Indian Ambassador to the U.S., Mr. Sandip Patel, Vice Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd., Dr. Arvind Virmani, Member, NITI Aayog, Government of India and Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM and President & CEO, GE HealthCare South Asia



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Jorgan Andrews, Honorary President, AMCHAM and Chargé d'Affaires, U.S. Embassy and Mr. Salil Gupte, Chairman, AMCHAM and President, Boeing India & South Asia



Communications: Critical Driver of AI in the Digital World (L-R) Mr. Girish Bhatia, Senior Director & Head, Sales Engineering, India, Ciena, Mr. Saurabh Singh, Co-Chairman – ICT Committee, AMCHAM and Head of Digital and AI Policy, India & South Asia, AWS, Mr. Sanjeev Kumar Sharma, Deputy Director General, Department of Telecommunications, Ministry of Communications, Government of India, Mr. Ankur Malhotra, Director-Government Relations, Honeywell and Mr. Vivek Sonny Abraham, Senior Director, External Strategy - India & South Asia, Salesforce



To a Trillion Dollar Digital Economy (L-R) Mr. Ashish Modi, Co-Chairman - Karnataka Chapter, AMCHAM and President, Honeywell India, Mr. Sandip Patel, Vice Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd. and Mr. Ajay Vij, National Executive Board Member, AMCHAM and Senior Country Managing Director, Accenture India



Trillion Dollar Target Exports (L-R) Mr. Michael Fernandez, India Country Head and South Asia Lead, Lockheed Martin, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Sunil Barthwal, Secretary, Ministry of Commerce and Industry, Government of India and Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM and President & CEO, GE HealthCare South Asia



Future of Artificial Intelligence in India: The Complete Ecosystem (L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Rajesh Ranjan, Head – Government Affairs and Public Policy, Google India, Mr. Mike Harney, Vice President, Government and Regulatory Affairs, IBM, Mr. Abhishek Singh, Director General, National Informatics Centre, Additional Secretary, Ministry of Electronics and Information Technology, Government of India, Mr. Anand Ramamoorthy, Chairman – Karnataka Chapter, AMCHAM and Managing Director, Micron India and Mr. Avinash Avula, President and Managing Director, India, Semiconductor Products Group (SPG), Asia, Applied Materials



Releasing the coffee table book, 'Towards Food Security: Partnering for India's Inclusive Growth' (L-R) Ms. Komple Sharma, Director, AMCHAM, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Uday Prakash, VP - Strategy and Implementation, Herbalife, Mr. Ravinder Balain, Country President, Cargill India and Managing Director, Cargill Animal Nutrition & Health, South Asia, Mr. Rajesh Agrawal, Special Secretary, Department of Commerce, Ministry of Commerce and Industry, Government of India, Mr. Rajesh Kumar Sinha, Managing Director & Country Manager, John Deere India Pvt. Ltd. and Strategic Advisor to President - C&F, Mr. Robin Edwin, Country Head and Managing Director, Mosaic India and Ms. Nidhi Bhasin, CEO, Digital Green Trust



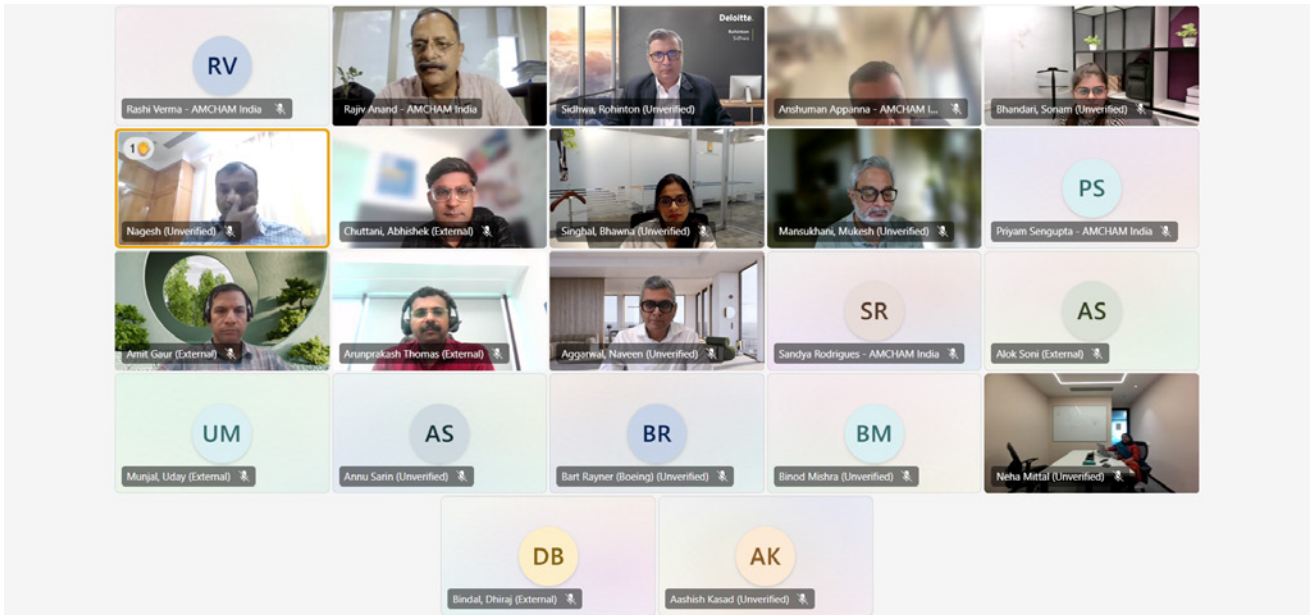
AI in Skilling (L-R) Ms. Shweta Khurana, Sr. Director – Asia Pacific & Japan, Government Partnerships & Initiatives, International Government Affairs, Intel, Mr. Yudhisther Yadav, Sr. Manager, Global Workforce Development, India & South Asia (Sri Lanka and Bangladesh), Salesforce, Mr. Deepak Bagla, Mission Director, Atal Innovation Mission, NITI Aayog, Government of India, Mr. Michael Fernandez, India Country Head and South Asia Lead, Lockheed Martin, Mr. Sandeep Aurora, Group Director & Head of Public Policy & Government Affairs, Microsoft India & South Asia and Ms. Malvika Sethi, Top Partner Manager, Strategic Partnerships, Google India



Celebrating Ms. Kaku Nakhate, Co-Chairperson - Western Region, AMCHAM and Chief Executive Officer, India, Bank of America, N.A. as the longest serving National Executive Board Member of AMCHAM since 2011



(L-R) Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM and President & CEO, GE HealthCare South Asia, and Ms. Ranjana Khanna, Director General CEO, AMCHAM and



Tax, Tariff & Regulatory Affairs Committee meeting in progress



Inaugural Session (L-R) Mr. Harish Krishnan, Chairman – CSR Committee, AMCHAM and Managing Director & Chief Policy Officer, Cisco India & ASEAN, Dr. Garima Dadhich, Head - School of Business Environment, Centre for Responsible Business Advisory, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs, Government of India, Mr. Lav Agarwal, Additional Secretary, Ministry of Women and Child Development, Government of India, and Mr. Rajesh Varghese, Co-Chairman – CSR Committee, AMCHAM and Country Director for India, PYXERA Global



Health Equity: CSR's Role in Public Health, Resilience and Access (L-R) Mr. Rohit Sharma, Senior Legal Counsel, India and South Asia, BD (Becton, Dickinson, and Company), Dr. K. Madan Gopal, Advisor – Public Health Administration, National Health Systems Resource Centre (NHSRC), Government of India, Mr. L.M. Singh, Managing Director India and Global Head, Partnerships and Innovative Finance, Vital Strategies, Dr. Anil Kumar, Principal Advisor, National Centre for Disease Control (NCDC), Ministry of Health & Family Welfare, Government of India, and Mr. Ishmeet Singh, Sr. VP and CEO, Digital Bharat Collaborative, Piramal Swasthya Management & Research Institute (a part of the Piramal Foundation)



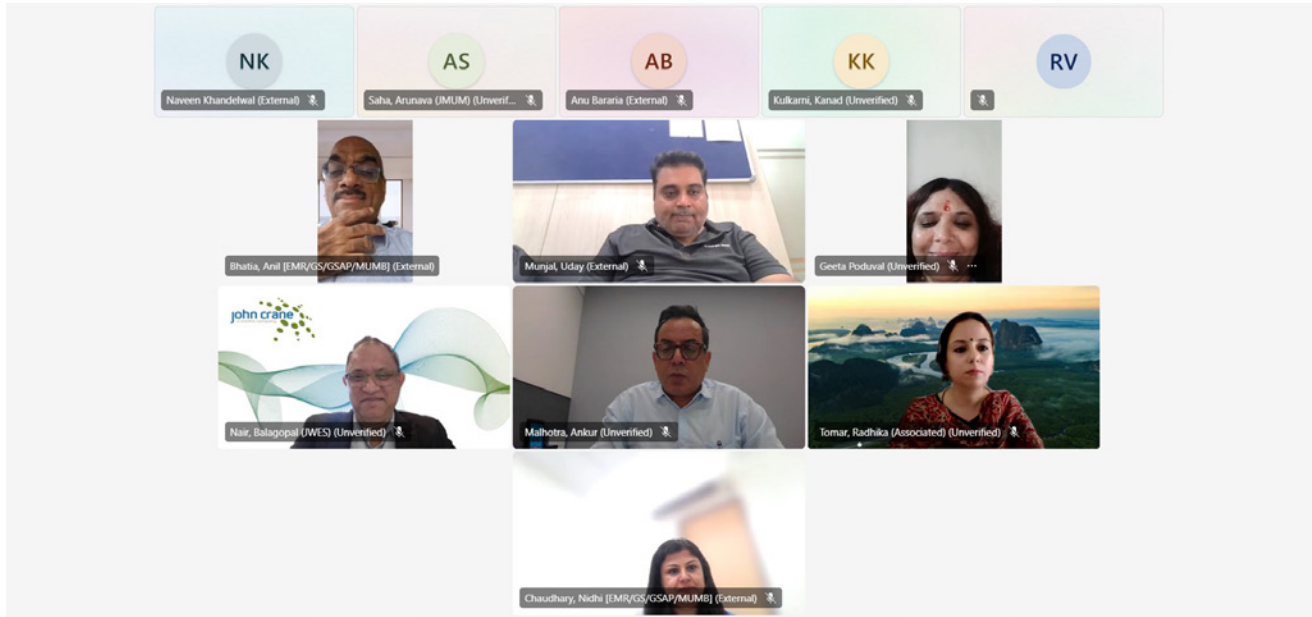
Redefining Agriculture Through Digital Innovation (L-R) Ms. Manju Dhasmana, Senior Director, Corporate Social Responsibility, Microsoft India, Ms. Nidhi Bhasin, CEO, Digital Green – India, and Mr. Dwijo Goswami, Associate Partner, McKinsey & Company



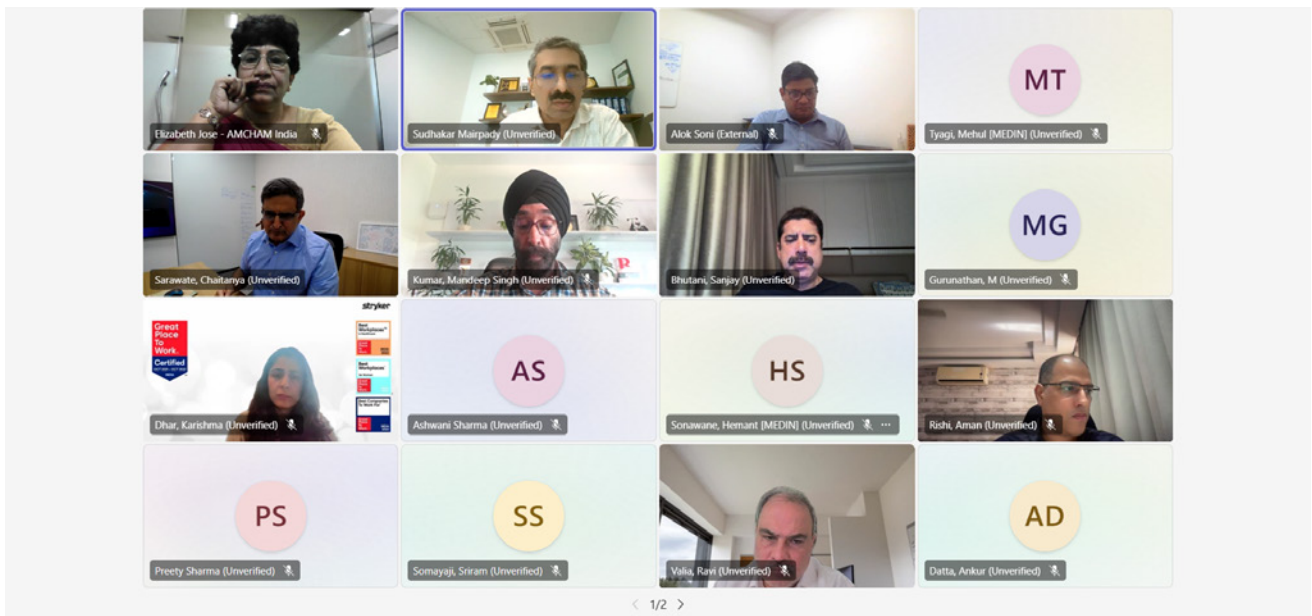
State of Work: Skilling & Livelihoods (L-R) Ms. Shriya Sethi, Operating Partner, The Convergence Foundation, Mr. Ishvinder Singh, Head – India & SAARC, Cisco Networking Academy and Mr. Jayant Rastogi, CEO, Magic Bus India Foundation



Enabling an Environment for Strategic CSR Giving (L-R) Mr. Bibhuti Ranjan Pradhan, Executive Director (CD & CSR), Indian Oil Corporation Ltd., Mr. Yash Ranga, Impact Strategist Director, Strategy & Innovation, PYXERA Global, Ms. Geetanjali Gaur, Social Impact (CSR) Leader, Kyndryl India, Mr. Anand Vishwakarma, Executive Director, ChildFund India, and Mr. Asim Khan, Head CSR, Cadence Design Systems



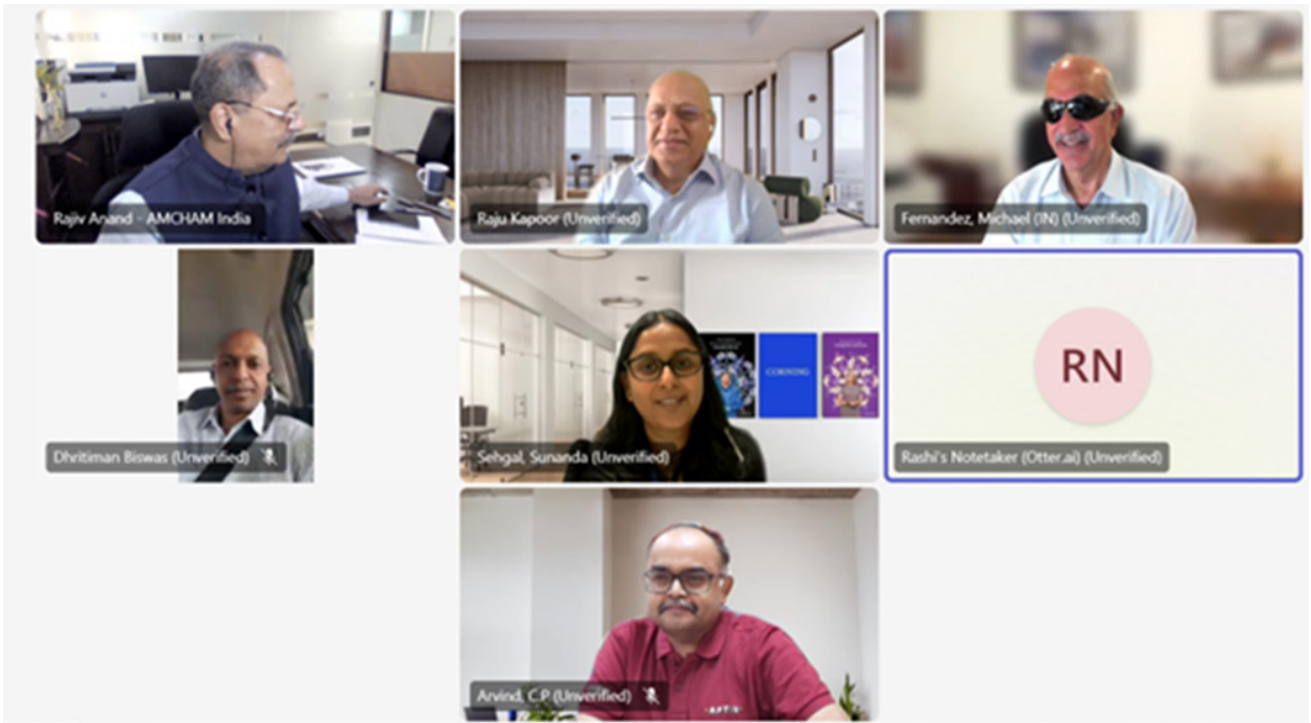
Energy Committee meeting in progress



Medical Technology Committee meeting in progress



Mr. Mahmood Ahmed, Additional Secretary, Ministry of Road Transport and Highways, Government of India with Infrastructure and Smart Cities Committee members



Northern Region Executive Committee members



(L-R) Ms. Komple Sharma, Director, AMCHAM, Ms. Ranjana Khanna, Director General CEO, AMCHAM and Mr. Rajesh Agrawal, Secretary, Department of Commerce, Ministry of Commerce & Industry, Government of India



(L-R) Mr. Sanjay Bhutani, Honorary Treasurer & Secretary, AMCHAM and Managing Director - India & SAARC, Bausch & Lomb India, Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, and Ms. Ranjana Khanna, Director General CEO, AMCHAM



National Executive Board meeting in progress in Mumbai



CBDT officials led by Chairman, CBDT, Mr. Ravi Agrawal with Mr. Rohinton Sidhwa, Co-Chairman - Taxation, Tariff and Regulatory Affairs Committee, AMCHAM and Partner & National Corporate & Income Tax Leader, Deloitte Tohmatsu India and Mr Abhishek Jain, Chairman - Taxation, Tariff and Regulatory Affairs Committee, AMCHAM and National Head & Partner, Indirect Taxes, KPMG



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Ajay Sawhney, former Secretary, Ministry of Electronics and Information Technology, Lt Gen Vinod Khandare, PVSM, AVSM, former Principal Advisor, Ministry of Defence (Cyber Security), Mr. Narendra Nath Gangavarapu, Joint Secretary, National Security Council Secretariat, Government of India, Mr. Satyajit Mohanty, Joint Secretary, Defence Policy, Armed Forces Wing, Ministry of Defence, Government of India, and Mr. Sanjay Krishen, Regional Director IT, Intel



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Arundhati Bhattacharya, President & CEO, Salesforce South Asia, Mr. Ajay Sawhney, former Secretary, Ministry of Electronics and Information Technology, Mr. Narendra Nath Gangavarapu, Joint Secretary, National Security Council Secretariat, Government of India, Mr. Sanjay Krishen, Regional Director IT, Intel, and Mr. Pranav Mishra, Director, AMCHAM with knowledge paper 'Catalyzing India's AI Ambition: A Strategic Framework for AI Compute & Model Democratization'



(L-R) Mr. Binu George, Head of Government Affairs, India and Southeast Asia, Fortinet, Ms. Prachi Bhatia, Public Policy Manager, Meta, Mr. Satwik Mishra, AI Policy Manager, Google, Maj Gen (Dr.) Pawan Anand, AVSM, Director – Centre for Emerging Technology for Atma Nirbhar Bharat (CETANB), United Service Institution of India, Ms. Geeta Gurnani, Chief Technology Officer and Technical Pre-Sales Country Head, IBM Technology for India and South Asia, and Mr. Bhanu Saini, Director Public Policy and Government Relations, India, PaloAlto Networks



(L-R) Mr. Deepak Singh, Sr. Director for Enterprises Business in India & SAARC, PaloAlto Networks, Ms. Naba Suroor, Consultant, Science & Technology, NITI Aayog, Government of India, Prof. (Dr.) T.G. Sitharam, Chairman, All India Council for Technical Education (AICTE), Government of India, Dr. Hemang Shah, Sr. Director, Government Affairs, Applied Materials India, Mr. Mohit Kumar Aggarwal, ITS, Director, Artificial Intelligence and Digital Intelligence Unit (AI & DIU), Department of Telecommunications, Government of India, Ms. Hiral Sharma, Head - Solution Architecting, Public Sector, India & SAARC, Fortinet, and Mr. Tapendra Dev, Founder & CEO, Secure Blink



(L-R) Mr. Rishabh Arora, Senior Cyber Security Architect, Cisco, Ms. Hiral Sharma, Head - Solution Architecting, Public Sector, India & SAARC, Fortinet, Mr. Varun Sakhuja, Director, Government Affairs for South Asia, Mastercard, and Ms. Parnal Vats, Lead Payments, Government Affairs & Public Policy, Google



In conversation with Ms. Nidhi Bhasin, CEO, Digital Green – India and farmers from Bihar, Ms. Anu Kumari and Ms. Lakshmi Devi, on how technology has transformed their work



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Sunjay Vuppuluri, National Head, Food & Agribusiness Strategic Advisory & Research (FASAR), Yes Bank, Mr. Devesh Deval, Joint Secretary, Ministry of Food Processing Industries, Government of India, Mr. Subroto Geed, Chairman - Agriculture & Food Processing Committee, AMCHAM and President, South Asia, Corteva Agriscience, Mr. Avinash Choudhary, Lead - Agri, Open Network For Digital Commerce (ONDC), Mr. Ravinder Balain, Co-Chairman - Agriculture & Food Processing Committee, AMCHAM, Country President, Cargill India and Managing Director, Cargill Animal Nutrition & Health, South Asia, releasing the report 'Cultivating Tomorrow: How Technology is Redefining India's Food Production'



Trust Through Technology: Ensuring Food Integrity and Safety (L-R) Mr. Sunjay Vuppuluri, National Head, Food & Agribusiness Strategic Advisory & Research (FASAR), Yes Bank, Mr. Rishabh Trivedi, Technical Program Manager, Google DeepMind, Ms. Nirupama Sharma, Lead – Regulatory Policy Advocacy & Scientific Credibility, Amway India, Dr. Jasvir Singh, Director, Global Regulatory & Strategy Lead, Danisco India, Dr. Akriti Sharma, CEO, Pusa Krishi, Mr. Sunil K. Marwah, CEO, Food Industry Capacity and Skill Initiative (FICSI), and Mr. Raju Kapoor, Director of External Affairs, FMC India



Catalyzing Tech Innovations in Agri and Food through Global Partnerships (L-R) Dr. Bhuvanewari Balasubramanian, India Country Director, Global Alliance for Improved Nutrition, Mr. Parul Soni, Global Managing Partner, Thinkthrough Consulting (TTC), Founder & Secretary-General, ABWCI, Trustee & Settler, Ideas to Impact Foundation, Chairman Director, Praks Partners, Mr. Dhritiman Biswas, Senior Director, Government Relations - South Asia, Cargill, and Mr. Kaustuv Chakrabarti, Head of Private Sector Partnerships and South-South and Triangular Cooperation, United Nations World Food Programme (WFP) India



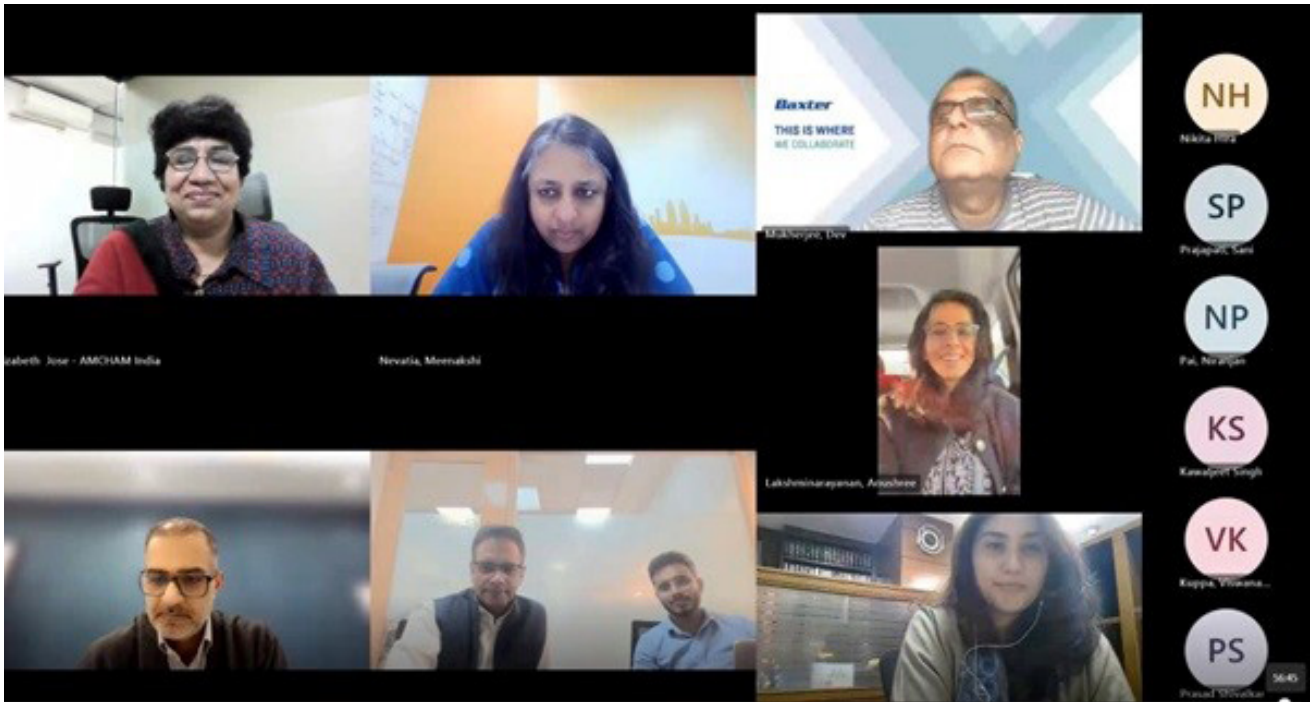
From Data to Harvest: How Technology is Redefining Food Production (L-R) Mr. Subroto Geed, Chairman - Agriculture & Food Processing Committee, AMCHAM and President, South Asia, Corteva Agriscience, Mr. Swapnil (Neil) Jadhav, CEO and Founder, Map My Crop, Mr. Ravinder Balain, Co-Chairman - Agriculture & Food Processing Committee, AMCHAM, Country President, Cargill India and Managing Director, Cargill Animal Nutrition & Health, South Asia, and Ms. Sushma Vasudevan, Managing Director and Partner, Boston Consulting Group



(L-R) Dr. Zeba, NITI Aayog, Ms. Tusha, NITI Aayog, Ms. Akanksha Dhamija, NITI Aayog, Ms. Dipakshi Mehandru Director, Government Affairs, Intel, Mr. Shesha Krishnapura, Intel Fellow and Intel IT CTO, Mr. Bhanupreet Saini, Director, PaloAlto Networks, Dr. Vivek Singh, Senior Advisor, NITI Aayog, Mr. Ajay Nijhawan, Head, Telco and Government Business, Intel, Mr. Pranav Mishra, Director, AMCHAM, Ms. Reshu Natani, Digital & Trade Policy Manager, India/SAARC, AWS, Ms. Simarjot Kaur, Consultant, NITI Aayog, Col Alo Jafri, Director, Dell, Mr. Deepak Narang, Consultant, NITI Aayog, Dr. Pratibha Chanana, NITI Aayog, Mr. Saumer Phukan, Head, AI Strategy and Technical Business, Intel, Mr. Harsh Sadotra, Enterprise Architect – Public Sector, HPE, and Ms. Aditi Chaturvedi, India Lead for Platforms & Devices, Government Affairs and Public Policy, Google



Audience interaction with speakers during roundtable with NITI Aayog on Heterogeneous Compute Infrastructure for India AI



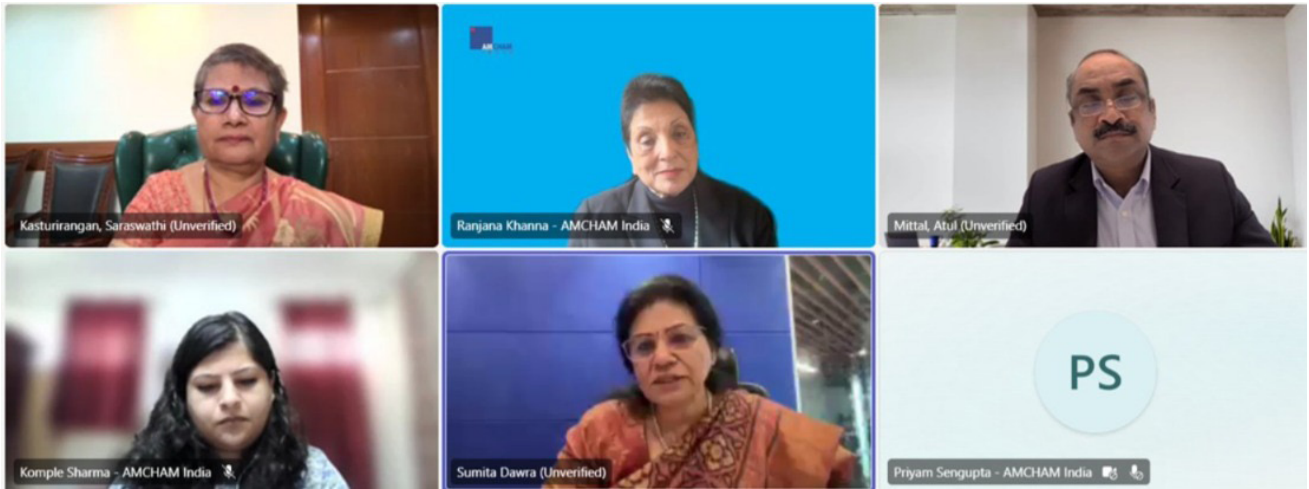
Pharmaceuticals Committee meeting in progress



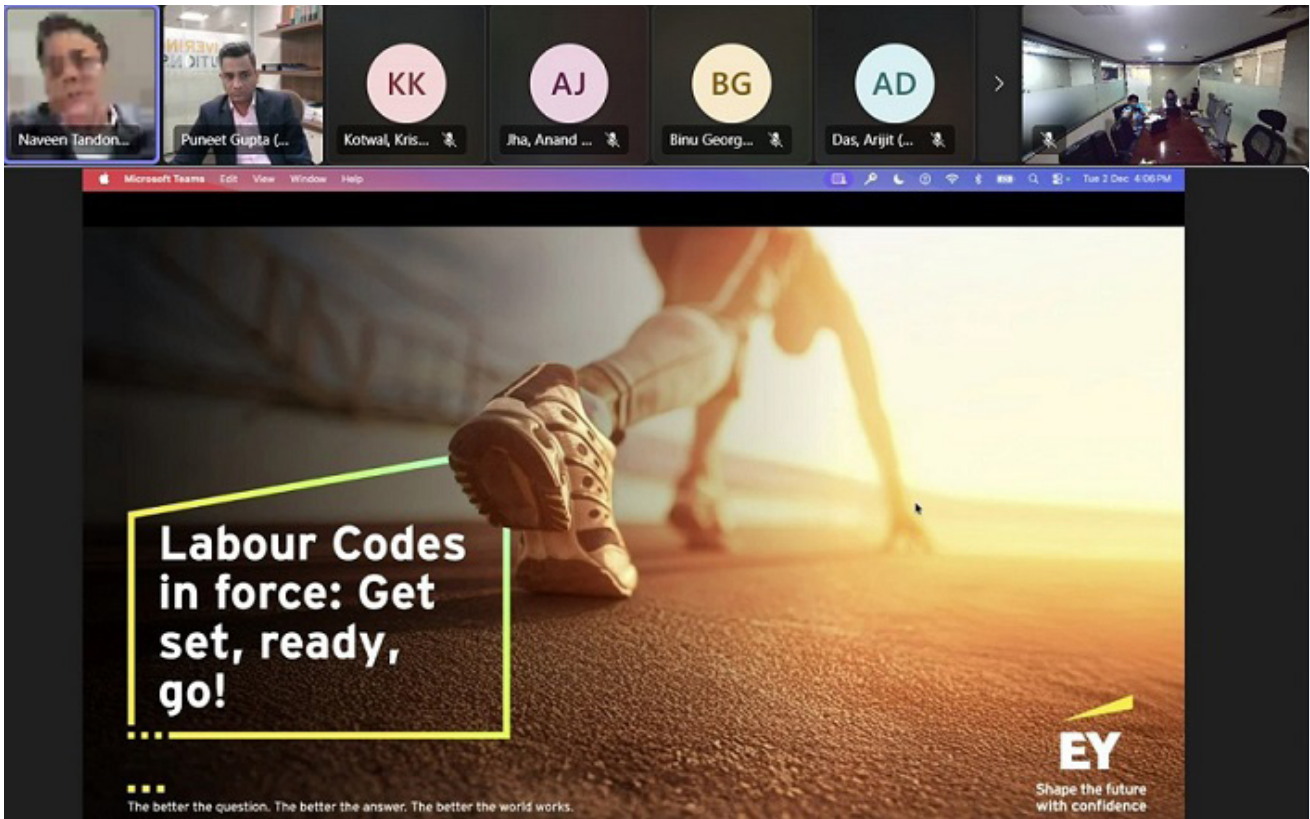
Releasing AMCHAM's vision paper 'India's Energy Transition: The Way Forward' (L-R) Ms. Geeta Poduval, Director, AMCHAM, Mr. Ravi Kumar, Chief General Manager (R&D), Bharat Petroleum Corporation Ltd., Mr. Anil Bhatia, Chairman - Energy Committee, AMCHAM and Vice President & Managing Director - India, Emerson, Dr. Ranjit Rath, Chairman & Managing Director, Oil India Ltd., Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Atanu Mukherjee, Chairman - Eastern Region, AMCHAM and CEO, Dastur Energy Inc., and Mr. Ashok Kumar, Chief Strategy Officer, Government Business, Marsh India



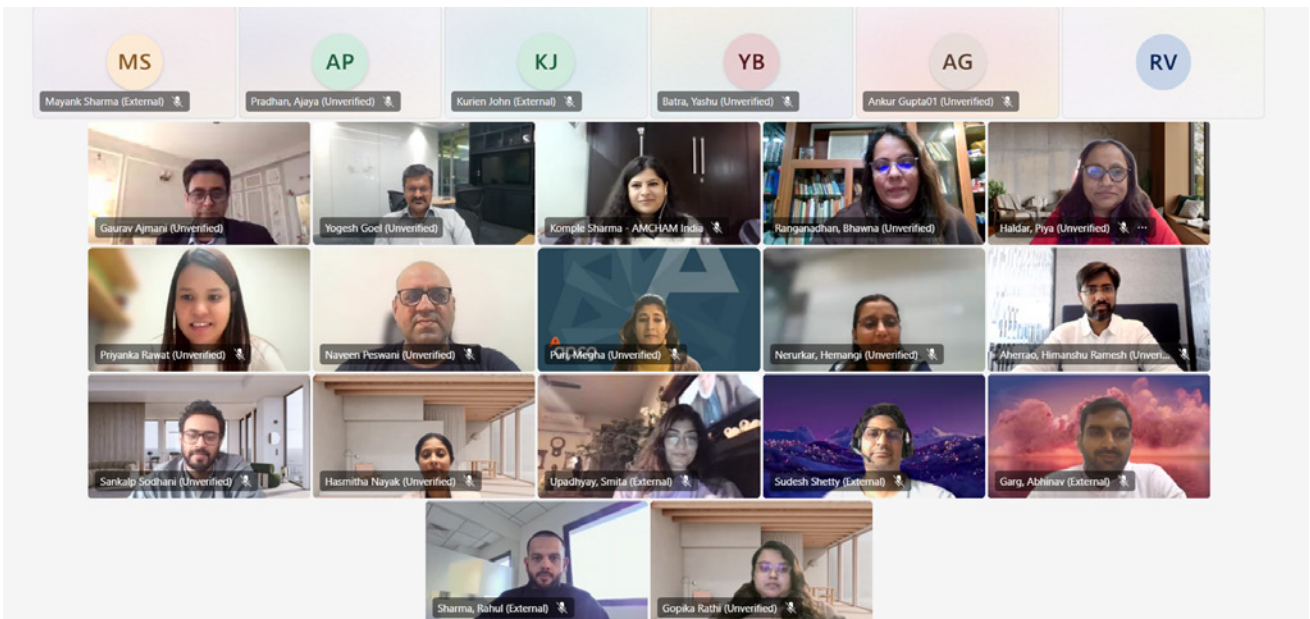
Participants at the roundtable on 'India's Energy Transition: The Way Forward'



(Clockwise) Ms. Saraswathi Kasturirangan, Partner and Chief Happiness Officer, Deloitte, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Atul Mittal, Partner, Deloitte India, Ms. Sumita Dawra, Former Labour Secretary, Government of India, and Ms. Komple Sharma, Director, AMCHAM



A session of the Electronics Manufacturing Committee on labour codes



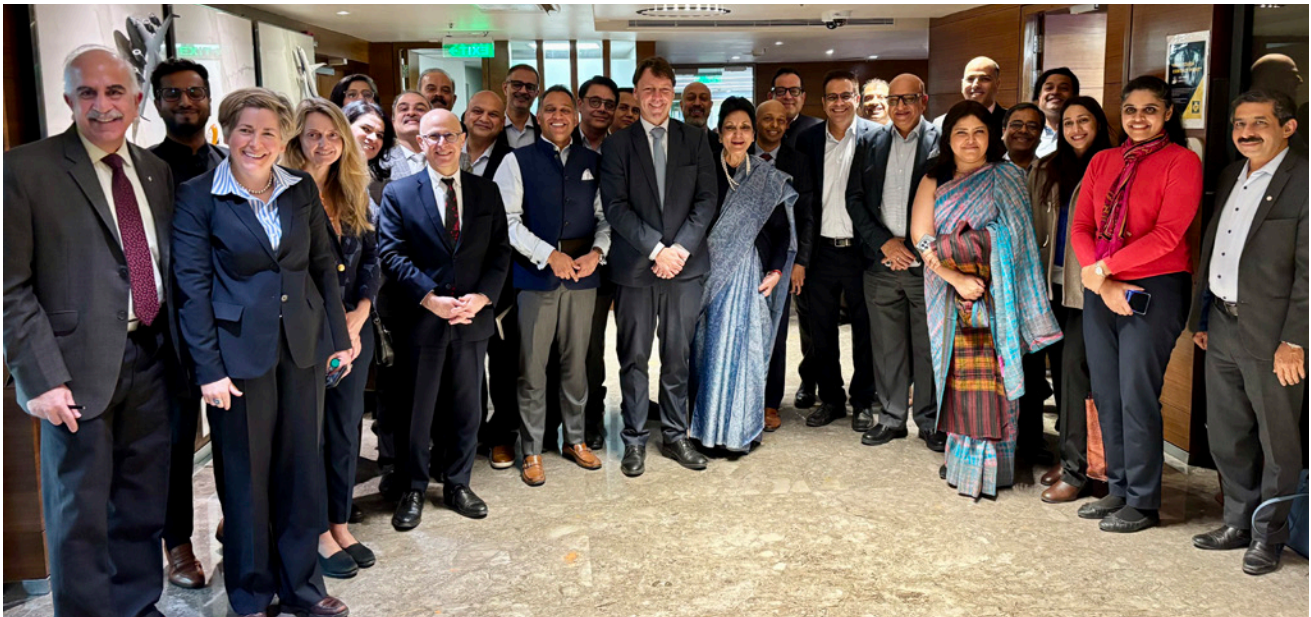
Members of the Ethics & Compliance Committee



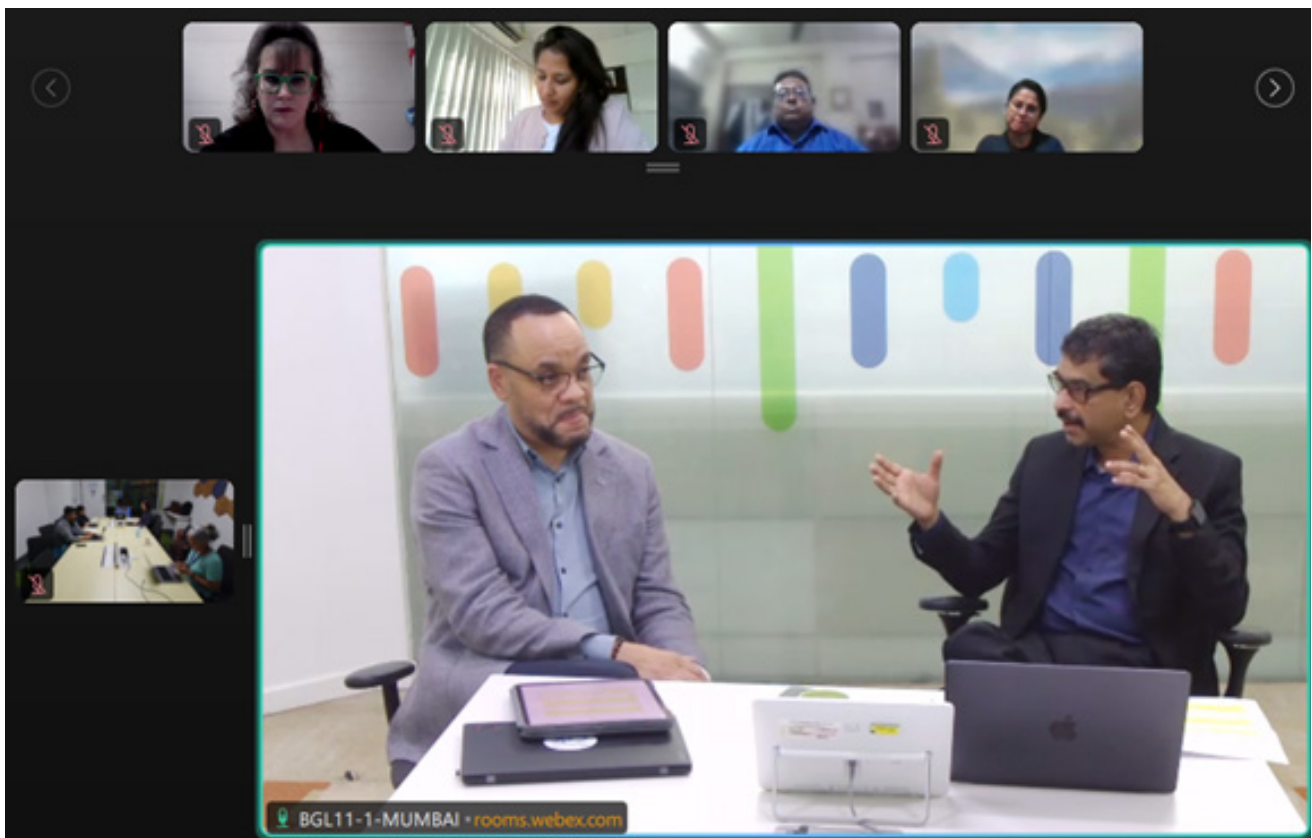
(L-R) Mr. Pranav Mishra, Director, AMCHAM, Mr. Sanjai Kumar Gupta, 3M India, Mr. Manan Asri, KPMG India, Lt Col Aaron Doyle, Director of Airforce Capability Development, Military Group India, U.S. Embassy, Mr. Nilesch Christian, Deputy Chief, U.S. Military Group India, U.S. Embassy, Capt Jeremy Crestetto, Chief, U.S. Military Group India, U.S. Embassy, Mr. Alay Parikh, Chairman - Defense Committee, AMCHAM and Vice President, International Business Development, Boeing International Corporation India, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Karunesh Khanna, Director, Airforce & Cyber Capabilities Development, U.S. Military Group India, U.S. Embassy, Mr. Samit Ray, Co-Chairman - Defense Committee, AMCHAM and Deputy Vice President, Government Relations and Public Policy, Raytheon Technologies, Mr. Michael Fernandez, Vice Chairman, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin and Wg Cdr Rajiv Anand, Senior Director, AMCHAM



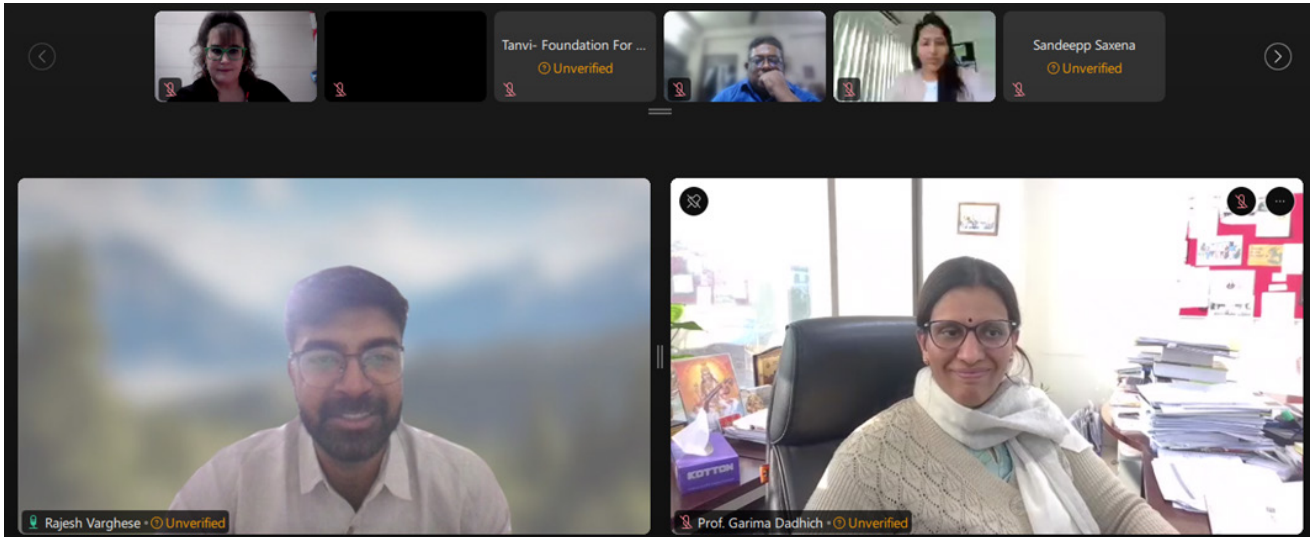
(L-R) Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Brendan Lynch, Assistant U.S. Trade Representative for South and Central Asia and Mr. Salil Gupte, Immediate Past Chairman, AMCHAM and President, Boeing India & South Asia



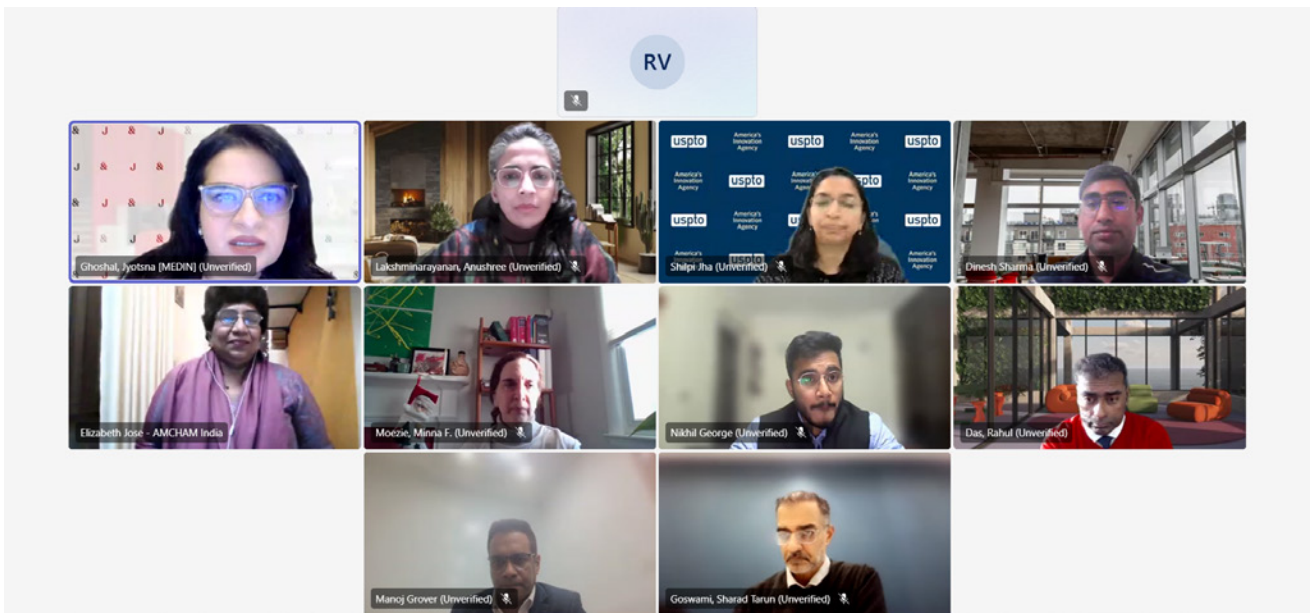
Members with Mr. Brendan Lynch, Assistant U.S. Trade Representative for South and Central Asia, Ms. Olya Lutchyn, Deputy Assistant USTR for South and Central Asia and U.S. Embassy officials



Mr. Brian Tippens, Senior Vice President and Chief Social Impact & Inclusion Officer, Cisco and Mr. Harish Krishnan, Chairman – CSR Committee, AMCHAM and Managing Director and Chief Policy Officer, Cisco Systems, India & Southeast Asia engaged in a fireside chat at the CSR Committee meeting



Mr. Rajesh Varghese, Co-Chairman – CSR Committee, AMCHAM and Country Director for India, PYXERA Global and Dr. Garima Dadhich, Head - School of Business Environment, Centre for Responsible Business Advisory and Centre for Business and Human Rights, Indian Institute of Corporate Affairs, Ministry of Corporate Affairs, Government of India



Pharmaceuticals Committee interaction with United States Patent and Trademark Office (USPTO) officials



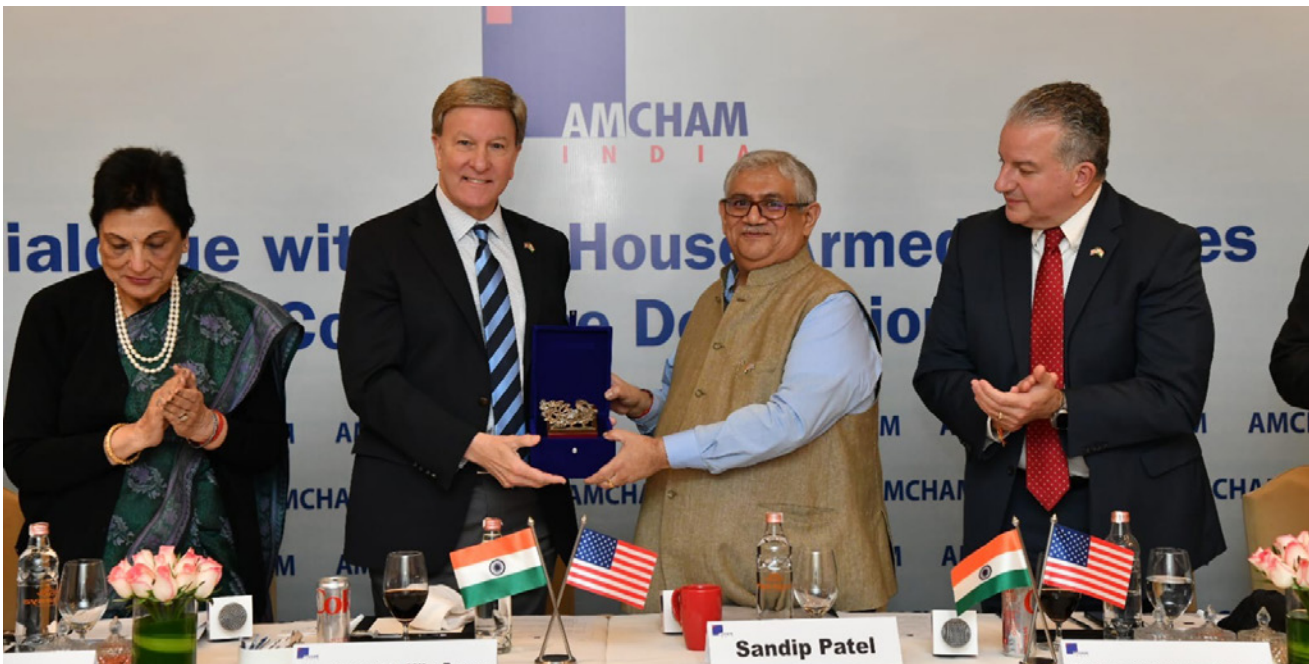
Members at a meeting with the Chairman, Airports Authority of India



Participants at a meeting with the Airports Authority of India



(L-R) CAPT Jeremy Crestetto, Chief of U.S. Military Group – India, U.S. Embassy, Mr. Salil Gupte, Past Chairman, AMCHAM and President, Boeing India and South Asia, Ranking Member Adam Smith (House Armed Services Committee), Ms. Ranjana Khanna, Director General CEO, AMCHAM, Chairman Mike Rogers (House Armed Services Committee), Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, Representative Jimmy Patronis, Mr. Michael Fernandez, Vice Chairman, AMCHAM and Country Head India & GBD South Asia, Lockheed Martin India, Mr. Jonathan Heimer, Minister Counselor for Commercial Affairs, U.S. Embassy, and Mr. Daniel Hall, Deputy Minister Counselor for Economic Affairs, U.S. Embassy



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Chairman Mike Rogers (House Armed Services Committee), Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, and Representative Jimmy Patronis



(L-R) Mr. Salil Gupte, Past Chairman, AMCHAM and President, Boeing India and South Asia, Ranking Member Adam Smith (House Armed Services Committee), Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, and Ms. Ranjana Khanna, Director General CEO, AMCHAM



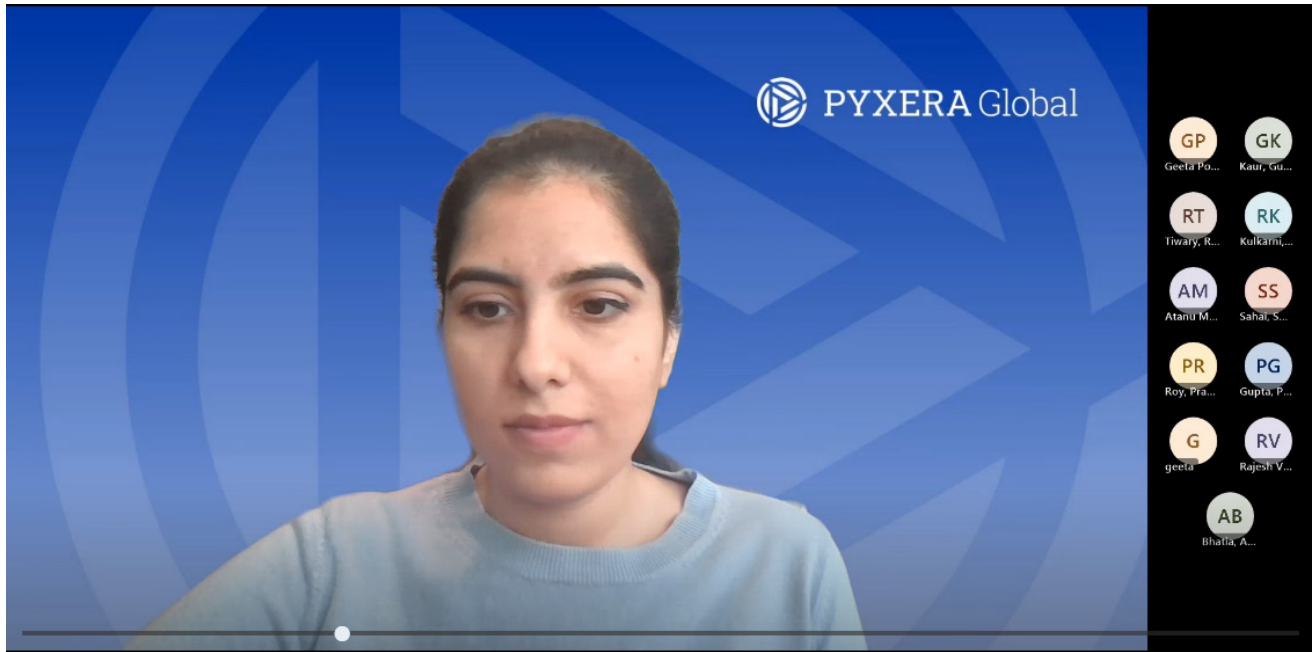
Representative Jimmy Patronis and Mr. Michael Fernandez, Vice Chairman, AMCHAM and Country Head India & GBD South Asia, Lockheed Martin India



(L-R) Ranking Member Adam Smith (House Armed Services Committee), Ms. Ranjana Khanna, Director General CEO, AMCHAM, Chairman Mike Rogers (House Armed Services Committee), Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, and Representative Jimmy Patronis



Participants at a dialogue with a U.S. House Armed Services Committee (HASC) delegation with Chairman Mike Rogers, Ranking Member Adam Smith, and Representative Jimmy Patronis



Presentation on 'Urban Mining for Critical Mineral Security' by Pyxera Global at the Energy Committee meeting



(L-R) Ms. Meghna Priya, Consultant, NeGD, Ministry of Electronics and Information Technology, Government of India, Mr. Amit Tele, Senior Consultant, Ministry of Electronics and Information Technology, Government of India, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. G. Narendra Nath, Joint Secretary, National Security Council Secretariat, Government of India, Mr. Ram Papatla, Managing Director, APAC Trust and Safety, Google, Mr. Vishak Raman, Chairman - Cyber Security Committee, AMCHAM and Vice President of Sales, India, SAARC, SEA, and ANZ, Fortinet, Ms. Anne E. Robinson, Senior Vice President & Chief Legal Officer, IBM, Mr. Hari Jayaram, Chief Information Officer, Applied Material Global, Mr. Siddharth Rele, Senior Director for the AI Group, AMD India, and Mr. Abhijeet Gogoi, Principal, Zinnov



(L-R) Mr. Rahul Singhal, Partner & Head of Cyber Assurance, KPMG, Ms. Nicole Foster, Director of AWS Global AI and Canada Public Policy, Amazon, Ms. Nicole Quinn, Vice President for Policy and Government Affairs, Japan and Asia Pacific, Palo Alto Networks, Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, Mr. Rohit Arora, Co-Founder & CEO, Biz2Credit and Biz2X, Ms. Sarah E. Kemp, Vice President, International Government Affairs, Intel, Ms. Katie La Zelle, VP Global Engagement – Privacy, AI and Data Responsibility, Mastercard, and Mr. John W. Schaeffler, Executive Director, Government Affairs & Policy, GE Healthcare



(L-R) Mr. Debashish Banerjee, Partner, Deloitte & Applied AI Leader, Dr. Thomas Zacharia, SVP, Strategic Technical Partnership and Public Policy, AMD, Mr. M.A.K.P. Singh, Member (Hydro) and Chief Information Security Officer, Ministry of Power, and Global Adviser, CyberPeace Foundation, Mr. Kishore Balaji, Executive Director – Government Affairs, IBM South Asia, Dr. Vivek Kumar Singh, Senior Advisor, S&T, NITI Aayog, Mr. Gokul V. Subramaniam, President and Vice President, Client Computing Group (CCG), Intel India, and Mr. Suresh Nanduru, India Lead, Strategy & Consulting Global Network, Accenture



(L-R) Dr. Manoj Grover, Associate Director, Eli Lilly and Company (India), Mr. Naveen Rai, Director, Government Affairs and Policy, India & South Asia, GE Healthcare, Mr. Ravi Valia, Director Government Affairs, India Medtronic Private Limited, Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman – Medical Technology Committee, AMCHAM and President & CEO, GE HealthCare South Asia, Ms. Elizabeth Jose, Director, AMCHAM, Mr. Manoj Joshi, Secretary, Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India, Ms. Meenakshi Nevatia, National Executive Board Member, AMCHAM, Chairperson – Pharmaceuticals Committee, AMCHAM and Managing Director, Pfizer India, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Jyotsna Ghosal, Enterprise Lead, Government Affairs & Policy, India & Global Lead, International Forums, Johnson and Johnson, and Mr. John Schaeffler, Executive Director - Government Affairs & Policy and Vice President, GE Healthcare



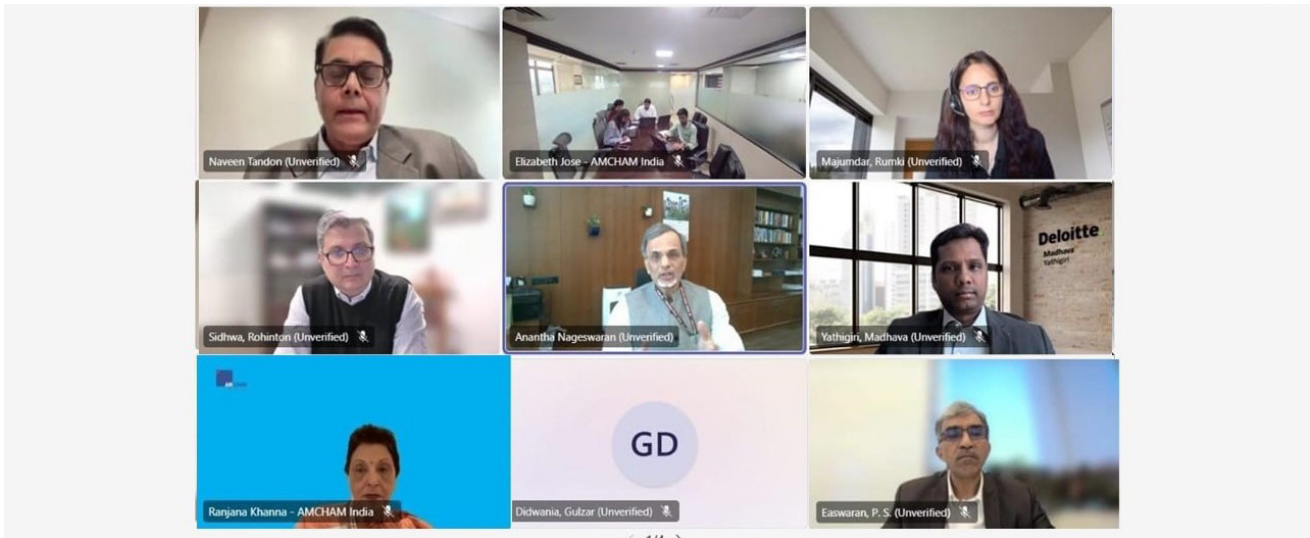
Participants at a roundtable with Admiral Samuel Paparo, Commander, U.S. Indo-Pacific Command on 'Transforming the Relationship Utilizing Strategic Technology - Cyber, Space and AI'



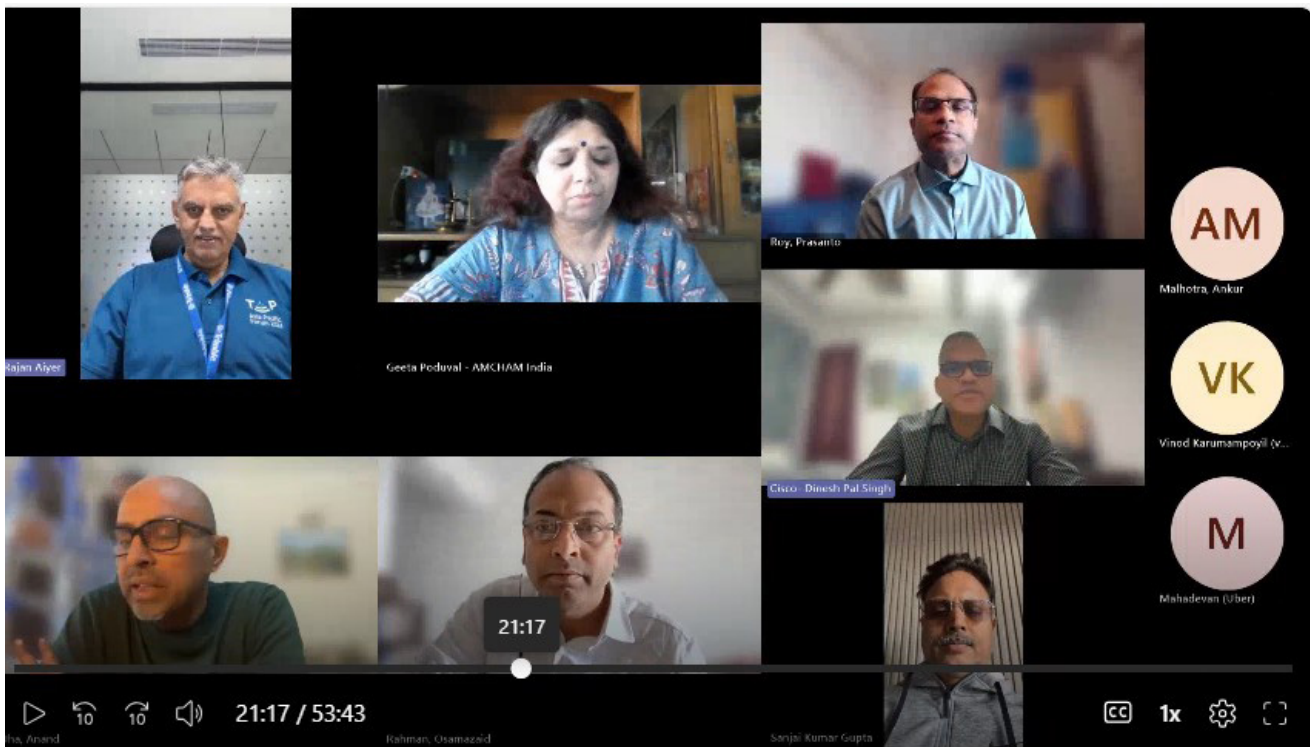
Defense roundtable with Mr. David Jensen, Chief, Security Cooperation Division, J55, United States Indo-Pacific Command



(L-R) Mr. Nilesh Christian, Deputy Chief, U.S. Military Group India, U.S. Embassy, Mr. Michael Fernandez, Vice Chairman, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin, Mr. Pankaj Kaushik, Head Government Relations and Business Development, BAE Systems India, Mr. Amitabh Ghosal, Vice President, L3Harris India, Mr. Alay Parikh, Chairman - Defense Committee, AMCHAM and Vice President, International Business Development, Boeing International Corporation India, CAPT Jeremy Crestetto, Chief, U.S. Military Group India, U.S. Embassy, Mr. David Jensen, Chief, Security Cooperation Division, J55, USINDOPACOM, Ms. Loudi-Ann Lum, SA/SC Manager, J55, USINDOPACOM, LCDR Albert Perry, Director, Navy Capability Development, U.S. Military Group India, U.S. Embassy, LTC Bombe Lee, Director, Army Capability Development, U.S. Military Group India, U.S. Embassy, Mr. Prabudh Sharma, President and Regional Executive, South Asian Region, Raytheon, and Wg Cdr Rajiv Anand, Senior Director, AMCHAM



Post budget analysis on electronics manufacturing in India with Dr. V. Anantha Nageswaran, Chief Economic Advisor of India



Infrastructure and Smart Cities Committee meeting in progress



A session on 'Reimagining Compliance & Governance in the Age of AI' at the PwC office in Gurugram



Mr. Andrew J. Dale, Partner, Ropes & Gray LLP and Mr. Siddharth Vishwanath, Partner, PwC India



Participants at the first session of the Compliance & Integrity Dialogues, in partnership with PwC, on 'Reimagining Compliance & Governance in the Age of AI'



National Executive Board members and the Secretariat



(L-R) Ambassador Arun Singh, Ms. Ranjana Khanna, Director General CEO, AMCHAM, and Mr. Michael Fernandez, Vice Chairman, AMCHAM and India Country Head and South Asia Lead, Lockheed Martin



Releasing 'Trust, Traceability, and Transparency: India's 2026 IT Amendment Rules for AI-Generated and Synthetic Content' (L-R) Dr. Lalit Bhasin, President, Society of Indian Law Firms & Co-Managing Partner Bhasin & Co. Law Firm, Mr. R. Venkataramani, Attorney General for India, Government of India, and Mr. C.R. Dua, National Executive Board Member, AMCHAM and Chairman, Dua Associates



Inaugural session (L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Aditi Singh, Director – Programme Management & HR, National e-Governance Division (NeGD), Ministry of Electronics & Information Technology, Government of India, and Mr. C.R. Dua, National Executive Board Member, AMCHAM and Chairman, Dua Associates



(L-R) Mr. Abhishek Tripathy, IRS, Joint Commissioner, Tax Policy Research Unit, Department of Revenue, Ministry of Finance, Government of India, Mr. Anand Jha, Vice President, Government Affairs, India and South Asia, Visa, and Ms. Katyayani Sanjay Bhatia, IRS, Deputy Commissioner, Tax Policy Research Unit, Department of Revenue, Ministry of Finance, Government of India



Advance Pricing Agreements (L-R) Mr. Tabrez Ahmad, Group Director, Government Affairs, Asia Pacific & Japan, Dell Technologies, Mr. Ajay Sawhney, Former Secretary, Ministry of Electronics & Information Technology, Government of India, Ms. Akta Jain, Deputy Secretary (APA), Central Board of Direct Taxes (CBDT), Department of Revenue, Ministry of Finance, Government of India, and Mr. Vineet Tyagi, Head of Operations India and Global CTO, Biz2X



Regulatory Framework & Cybersecurity Harmonization (L-R) Dr. Preeti Banzal, Adviser/Scientist G, Office of the Principal Scientific Adviser, Government of India, Mr. Vivek Sonny Abraham, Senior Director, External Strategy – India & South Asia, Salesforce, Mr. Rakesh Maheshwari, Advisor, Cyber Laws and Tech Policy, and former Senior Director and Group Coordinator (Cyber Law, Cyber Security & Data Governance), Ministry of Electronics and Information Technology, Government of India, Ms. Akanksha Singh, Director of Cyber Security, S&P Global, and Mr. Jasmeet Wadhara, Head of Legal, India and South Asia, Visa



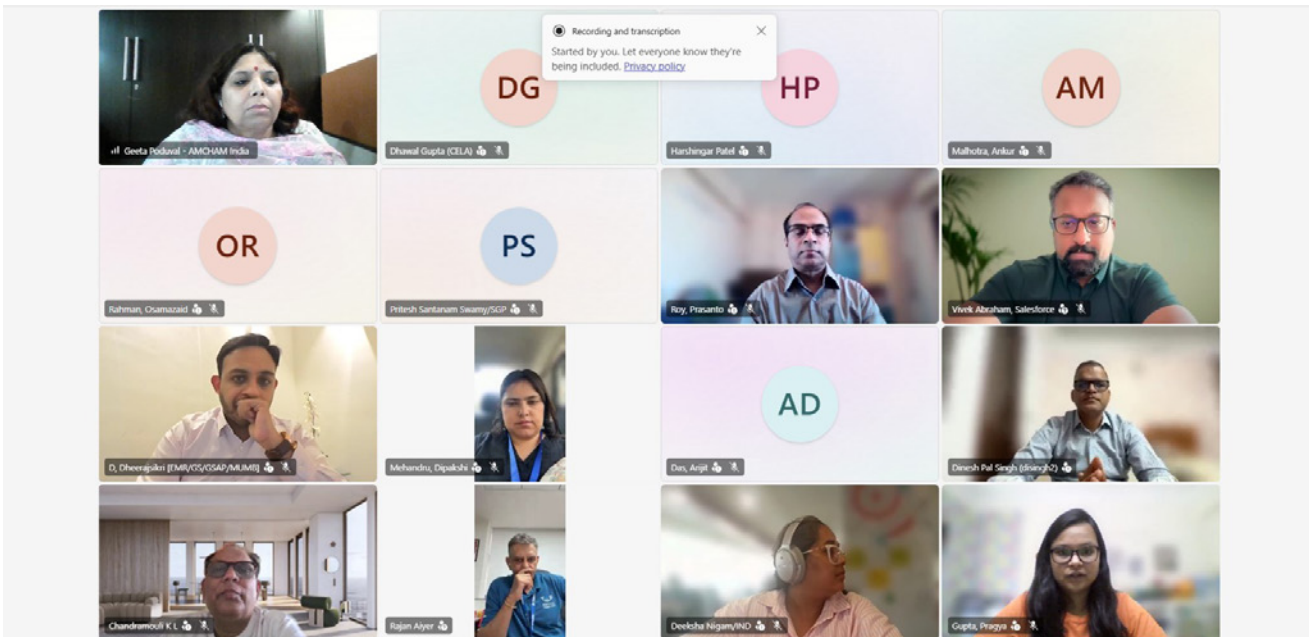
(L-R) Mr. Anand Jha, Vice President, Government Affairs, India and South Asia, Visa, Mr. C.R. Dua, National Executive Board Member, AMCHAM and Chairman, Dua Associates, Dr. Pavan Duggal, Advocate, Supreme Court of India, and Chief Executive, Artificial Intelligence Law Hub, Pavan Duggal Associates, and Mr. Varun Singh, Founder and Managing Partner, Foresight Law Offices India



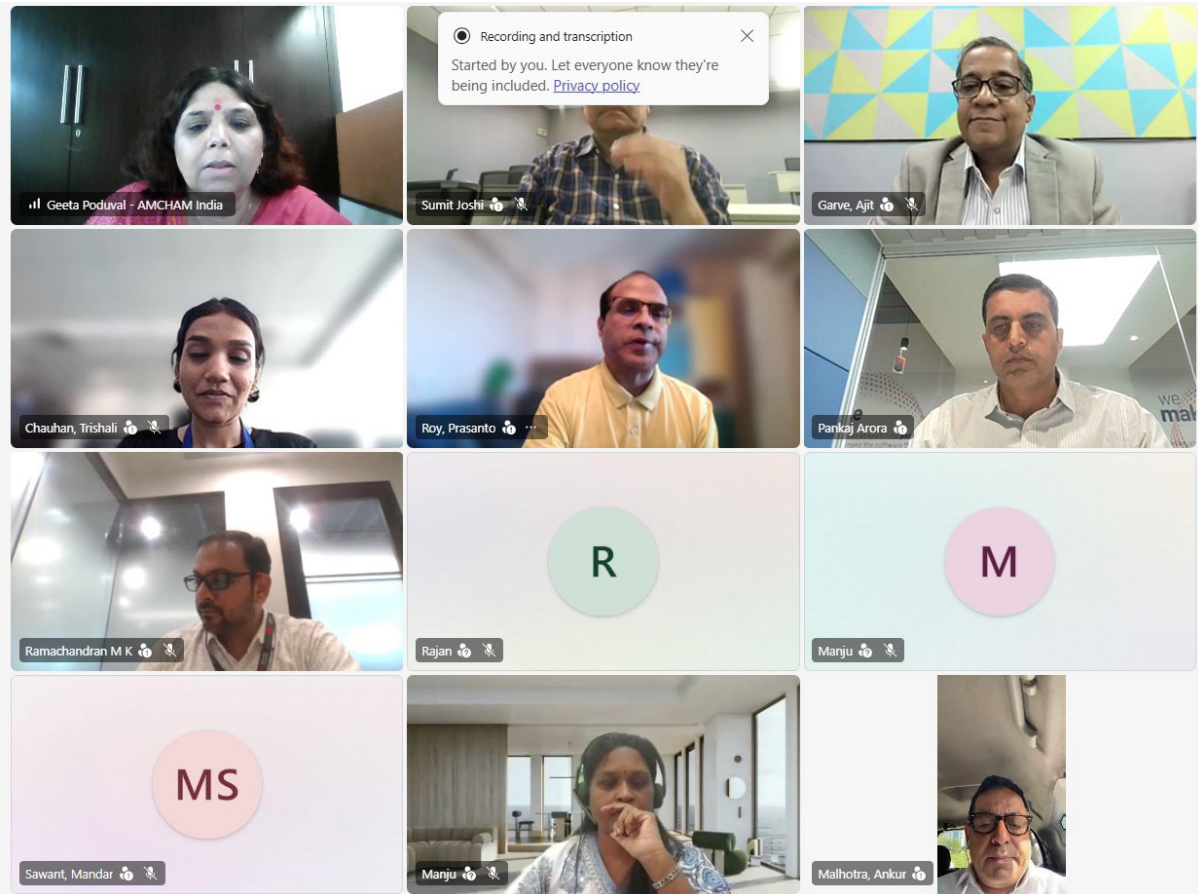
Infrastructure & Smart Cities Committee meeting in progress



Infrastructure & Smart Cities Committee members



Infrastructure & Smart Cities Committee meeting on data centers



Infrastructure & Smart Cities Committee meeting



Ms. Nidhi Kesarwani, Joint Secretary, Department for Promotion of Industry and Internal Trade of India (DPIIT), Ministry of Commerce and Industry, Government of India, with members at her office



National Executive Board meeting in progress



Ms. Indrani Bagchi, CEO, Ananta Centre, India, addressing National Executive Board members on April 9th



Infrastructure & Smart Cities Committee members with U.S. Embassy officials at the American Center, New Delhi



(L-R) Mr. Rajan Aiyer, Chairman – Tamil Nadu Chapter, AMCHAM, Chairman – Infrastructure & Smart Cities Committee, AMCHAM and Managing Director, Trimble India, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy, Ms. Xiaobing Feng, Principal Commercial Officer, U.S. Embassy, Ms. Anamika Chakravorty, Economic Officer, U.S. Embassy, and Ms. Ritu Arora, Sr. Commercial Specialist, U.S. Embassy



Infrastructure & Smart Cities Committee members in progress



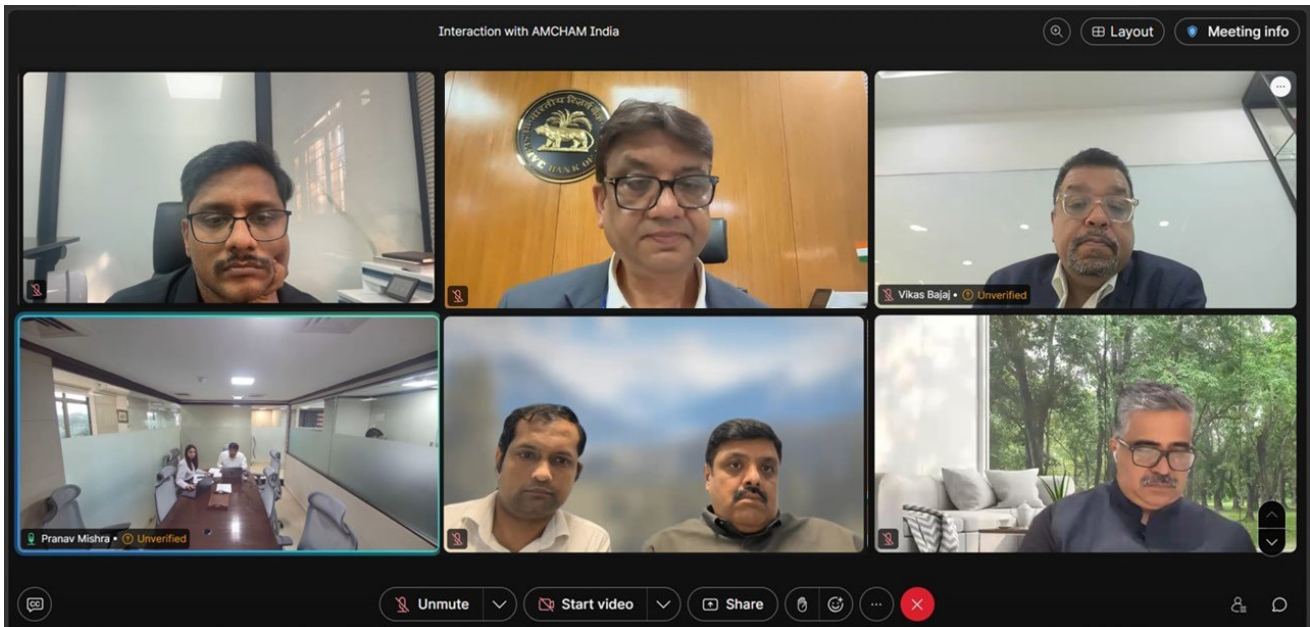
(L-R) Mr. Avik Singh, Executive, Global Government Relations, Raytheon Technologies, Mr. Manan Asri, Director, Defense & Aerospace, KPMG, Mr. Parag Sehgal, Director – International Business Development, Lockheed Martin India, Mr. Alay Parikh, Chairman – Defense Committee, AMCHAM and Vice President, International Business Development, Boeing India, Mr. Sanjeev Trehan, Director Defence & Aerospace, Trimble India, Mr. Amitabh Ghosal, Vice President India Operations, L3Harris Technologies, Mr. Samit Ray, Co-Chairman – Defense Committee, AMCHAM and Deputy Vice President, Government Affairs, Raytheon Technologies, Mr. Sanjeev Kumar, Secretary Defence Production, Ministry of Defence, Government of India, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Salil Gupte, Past Chairman, AMCHAM and President, Boeing India & South Asia, Mr. Dinesh Mahur, Additional Secretary, Department of Defence Production, Ministry of Defence, Government of India, Wg Cdr Rajiv Anand, Senior Director, AMCHAM, and Mr. Chandandeep Singh, DDG AI, Department of Defence Production, Ministry of Defence, Government of India



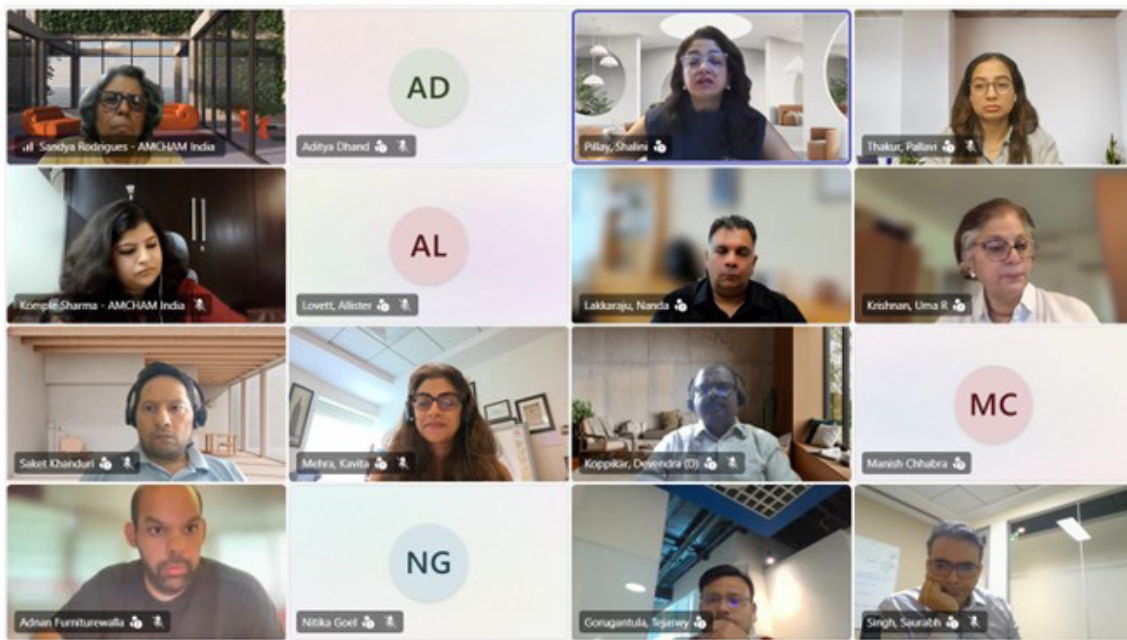
Participants at the Defense Committee interaction with students from the U.S. National War College



Defense Committee members interacting with U.S. National War College students



(Clockwise) Mr. Muralidhar Manchala , Deputy General Manager, Fintech Department, Reserve Bank of India (RBI), Mr. Suwendu Pati, Chief General Manager, Fintech Department, RBI, Mr. Vikas Bajaj, Country Director – BFSI, Dell, Mr. Nath Pareshwaram, Senior Director & Board Member, PayPal India Entities, Mr. Mehul Gupta, Head - Public Policy & Regulatory Affairs, Visa, Mr. Elroy Serrao, Senior Director, Visa, Mr. Pranav Mishra, Director, AMCHAM, and Ms. Rukhsar Memon, Program Director, AMCHAM



GCC Committee meeting in progress



(L-R) Ms. Preeti Sharma, Regulatory Head, Edwards Lifesciences, Mr. Prashanth Prabhakar, Head RA, Boston Scientific, Ms. Elizabeth Jose, Director, AMCHAM, Mr. Niranjana Pai, Director, Government Affairs, Edwards Lifesciences (India), Mr. Aman Sharma, Joint Secretary, Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, Government of India, Mr. Ravi Valia, Director, Government Affairs, India Medtronic Private Limited, Mr. Mehul Tyagi, Associate Director - Government Affairs & Policy India J&J, Mr. Sudhakar Mairpadi, Senior Director - Regulatory and Government Affairs, India South Asia, Becton Dickinson India, Mr. Gurdeep Bajaj, Head GA, Boston Scientific, and Ms. Karishma Dhar, Senior Manager - Government Affairs & Market Access, Stryker India



(L-R) Ms. Elizabeth Jose, Director, AMCHAM, Ms. Komple Sharma, Director, AMCHAM, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Ms. Parama Sen, Additional Secretary, Department of Expenditure, Ministry of Finance, Government of India, and Mr. Pranav Mishra, Director, AMCHAM



Members with Dr. Brij Mohan Mishra, Joint Secretary (NAFTA), Department of Commerce, Ministry of Commerce and Industry, Government of India



(L-R) Mr. Jonathan Heimer, Honorary National Executive Board Member, AMCHAM and Minister Counselor for Commercial Affairs, U.S. Embassy, Ambassador Sergio Gor, Honorary President of AMCHAM, Ms. Amy Schedlbauer, Honorary National Executive Board Member, AMCHAM and Minister-Counselor for Economic Affairs, U.S. Embassy, and Ms. Lisa Browne, Chief of Staff to the Ambassador, U.S. Embassy



Inaugural session (L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman - Medical Technology Committee, AMCHAM and President & CEO, GE Healthcare South Asia, Dr. Krithika Rangarajan, Associate Professor, Department of Oncology Radiology, AIIMS, Government of India, Ms. Meenakshi Nevatia, National Executive Board Member, AMCHAM, Chairperson - Pharmaceuticals Committee, AMCHAM and Country President & Managing Director, Pfizer India, and Dr. Yasha Pandit, Partner, Grant Thornton Bharat



AI in Healthcare: From Smart Diagnostics to Next-Generation Therapies (L-R) Mr. Sumit Agrawal, Director R&D and Site Leader, Boston Scientific, Mr. Ajay Bagga, Managing Director India & Country Head - South Asia, Zimmer India (P) Ltd., Mr. Madhukar Kumar Bhagat, Joint Secretary (e-Health), Ministry of Health & Family Welfare, Government of India, Mr. Mandeep Singh Kumar, National Executive Board Member, AMCHAM and Vice President and MD, India, Medtronic India, Mr. Sharad Goswami, Senior Director, Global Policy & Public Affairs, Pfizer Limited, Mr. Hari Atmakuri, Group Vice President - Data & AI, Providence, and Mr. Nilesh Maheshwari, Partner, Grant Thornton Bharat



Shri Jitin Prasada, Hon'ble Union Minister of State for Commerce & Industry and Electronics & Information Technology, Government of India



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman - Medical Technology Committee, AMCHA and President & CEO, GE HealthCare South Asia, Shri Jitin Prasada, Hon'ble Union Minister of State for Commerce & Industry and Electronics & Information Technology, Government of India, Mr. Sanjay Bhutani, Honorary Secretary & Treasurer, AMCHAM and Managing Director - India & SAARC, Bausch & Lomb India, Mr. Winselw Tucker, President and General Manager, Eli Lilly and Company (India) Pvt. Ltd., and Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head – India, Providence



Best Practices in Healthcare Innovation: Enabling Regulatory Pathways for MedTech and Pharma (L-R) Ms. Malti Jaswal, Health Insurance and UHC Expert, Former Advisor NHA, Founder, Inspiring Seniors Foundations, Dr. Mona Duggal, Director & Scientist G, ICMR – NIRDHDS, Mr. Parameswaran Nair, Country Leader (India & SEA), Edwards Lifesciences (India) Pvt. Ltd., Mr. Sanjay Bhutani, Honorary Secretary & Treasurer, AMCHAM and Managing Director - India & SAARC, Bausch & Lomb India, Mr. Aseem Sahu, Deputy Drugs Controller (India), Central Drugs Standard Control Organization (CDSCO), Directorate General of Health Services, Ministry of Health & Family Welfare, Government of India, Mr. Sudhakar Mairpady, Director, Regulatory & Government Affairs, South Asia, Becton and Dickinson India Pvt. Ltd., and Mr. Venkata Krishna, Senior Director – Technology, Carelon Global Solutions



From Awareness to Action: Strengthening Mental Resilience Across the Care Continuum (L-R) Dr. Sonali Rawal, Health Policy Specialist - Consultant Grade II, NITI Aayog, Government of India, Ms. Shilpa Gupta, Associate Vice President – Corporate Affairs, Eli Lilly and Company (India) Pvt. Ltd., Prof. (Dr.) Rajinder K. Dhamija, Chair National Task Force on Brain Health Professor of Neurology & Director, Institute of Human Behaviour and Allied Sciences (IHBAS), Government of India, and Ms. Renu Sachdeva, Founding Member, Psychotherapist and Master Mentor, Dementia India Alliance



Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head – India, Providence



Reimagining Care: Global Best Practices for India's Healthcare Transformation (L-R) Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head – India, Providence, Mr. Chaitanya Sarawate, Vice Chairman, AMCHAM, Chairman – Medical Technology Committee, AMCHAM and President & CEO, GE HealthCare South Asia, and Dr. Santosh Moses, Partner, Grant Thornton Bharat



Mr. Rajiv Chugh, Partner & National Leader, Policy Advisory & Speciality Services, EY



(L-R) Ms. Akila Agrawal, Senior Partner, Cyril Amarchand Mangaldas, Dr. Akhil Prasad, Board Member, Group GC & Company Secretary, Boeing India, Mr. Arpinder Singh, India and Emerging Markets Leader, EY Forensic & Integrity Services, Ms. Niyati Ojha, Legal Counsel, HP India, and Mr. Deepak Yadav, Head of Compliance – India & South East Asia (SEA), Kenvue



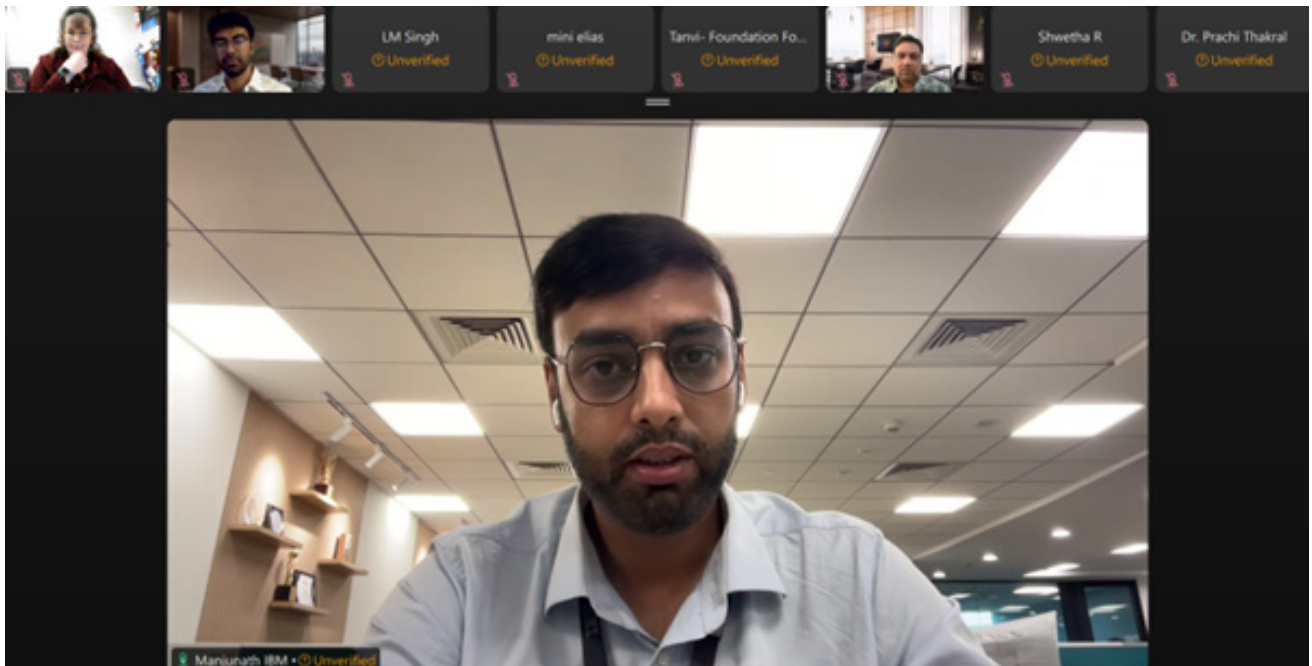
Fireside chat with Mr. Rajiv Chugh, Partner & National Leader, Policy Advisory & Speciality Services, EY moderated by Ms. Bhawna Ranganathan, Co-Chairperson - Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact and Mr. Gaurav Ajmani, Associate General Counsel, Snapchat



Participants at 'Who Decides "Safe Enough" for AI: Legal & Compliance's Role in Advancing Adoption, Not Impeding It' at EY Wavespace in Gurugram



CSR Committee meeting with members from the non-profit sector



Mr. Manjunath Gorur Chandrashekar, CSR Manager SkillsBuild, IBM India, providing an overview of IBM's SkillsBuild program to members from non-profit organizations

AMCHAM's Hyderabad Chapter



Ms. N. Bhavani Sri, IAS, Secretary (Addl. Charge), National Turmeric Board; Deputy Development Commissioner – SEZs, Telangana, Ministry of Commerce & Industry, Government of India, addressing Hyderabad Chapter Sports 2025 Prize Distribution Day

19 September 2025

13th Healthcare Conference

AMCHAM's 13th Healthcare Conference was held on September 19th, 2025, at T-Hub in Hyderabad. In the inaugural session Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Country Head, Providence India, highlighted that the U.S. healthcare industry is at a pivotal point — globally recognized for excellence but facing major headwinds like workforce shortages, burnout, and uneven adoption of technology. Key themes included:

- Innovation and ecosystem: Leveraging talent, technology, and partnerships across payers, providers, pharma, medtech, and start-ups to co-create solutions.
- AI and digital transformation: Embedding AI responsibly into workflows to make care more

predictive, preventive, and personalized, while building trust and ensuring ethical use.

- Collaboration and partnerships: Driving innovation at scale requires collective strengths, humanizing care, and new partnership models between health systems and technology players.
- Future priorities: Making healthcare affordable, equitable, and accessible, with innovation rooted in compassion, efficiency, and resilience.
- Mr. Krishnan emphasized that with the right use of technology, collaboration, and ecosystem strengths, healthcare can be transformed into a more connected, compassionate, and resilient system.

Ms. Laura Williams, Consul General, U.S. Consulate General Hyderabad thanked AMCHAM's Hyderabad Chapter and highlighted the strong U.S.-India healthcare partnership. The U.S. brings innovation in biotech, medtech, and digital health, while India contributes scale, talent, and entrepreneurship. Together, they can deliver affordable, accessible, and effective healthcare. Key themes included:

- Innovation and AI: Applying AI and digital health responsibly to improve outcomes.
- Non-communicable diseases: Joint research and care models for diabetes cancer, and cardiovascular disease.
- Start-ups and ecosystem: Hyderabad's start-up ecosystem is central, with affordable diagnostics and AI-powered solutions.
- Workforce development: Training and partnerships to address healthcare talent shortages.
- Collaboration: Partnerships between U.S. and India, start-ups and larger firms, to scale innovation.

The core message was healthcare for all - inclusive, innovative, and collaborative between the U.S. and India.

Mr. Marut Setia, Sr. VP, Indegene, drew on decades of experience with AI in healthcare, stressing that adoption is stronger than often perceived. However, technology alone doesn't guarantee results — lab success may fail in real-world settings, as shown by TB detection and radiation dosage projects. The key challenge is silos: tools and protocols often don't integrate across systems, limiting real impact. His core message was that AI can help address workforce gaps and boost efficiency, but true progress requires interoperability, governance, and decision-support systems that connect technology, hospitals, and clinicians — all working toward better patient outcomes.

Mr. Vikram Kumar, CEO, Multiplier AI, focused on the "data bluff" in AI — most AI projects fail not because of algorithms but because of poor data quality and governance. He argues that while the U.S. leads in AI and India in data processing, success in healthcare depends on combining these strengths. Key points:

- Fix data first: incomplete or incorrect data leads to faulty AI outcomes.

- Data audits: continuous, automated checks are essential for accuracy.
- Automation over manual QC: manual quality control is insufficient for scale and compliance.
- Regulation readiness: with stricter AI and data laws (EU, US), real-time monitoring and compliance are critical.

Mr. Kumar's core message emphasized strong, well-governed data is the foundation for successful healthcare AI - and U.S. India collaboration can make it happen.

Panel Discussion 1: Tackling NCDs with Innovation and Collaboration was moderated by Mr. Ratan Jalan, CEO/Founder, Medium Healthcare Consulting with featured speakers Mr. Amol Kodag, Sr. Director Engineering R&D, MEIC and Dr. Rahul Medakkar, CEO, Star Hospitals. The panel highlighted the rising burden of non-communicable diseases (NCDs) in India, such as diabetes, cancer, hypertension, and cardiovascular conditions. It stressed how late diagnosis, lifestyle risks, and systemic gaps - like incentives favoring treatment over prevention - are worsening outcomes. Addressing this requires collaboration across stakeholders, cultural shifts toward preventive care, insurance reforms, and technology-driven innovations like wearables, remote monitoring, and AI diagnostics.

Panel Discussion 2: Reshaping Healthcare with Digital Tools was moderated by Mr. Ramaesh Rathinam, Sr. Director Engineering, Medtronic with Mr. Ritesh Dogra, VP Growth Markets, Multiplier AI, Mr. Ketan Jajal, CEO, 3d Surgical and Dr. Chinnababu Sunkavalli, Surgical Oncologist, Yashoda Hospitals. The panel focused on how collaboration and digital tools are reshaping healthcare. Speakers shared real-world examples of innovation, from AI-assisted cancer screening in rural areas and digital pathology to 3D-printed implants designed across borders. Key themes included:

- Adoption of digital health accelerated by COVID, with AI, robotics, and telesurgery becoming part of clinical practice.
- Collaboration and trust as critical ingredients - hospitals, start-ups, medtech, pharma, and doctors must work together around real-world problems, not just ready-made solutions.
- Bridging inequalities with technology which can reduce the digital divide through mobile apps, remote screening, and localized solutions, though surgical access and affordability remain challenges.
- Diagnostics transformation: AI is improving radiology, pathology, and personalized medicine, supporting clinicians with alerts and precision insights.
- Future promise: Personalized, predictive, and proactive healthcare, with more care delivered at home, and hospitals focusing on complex procedures.
- Challenges ahead: Over-reliance on AI or "Google doctors" leading to mistrust, medico-legal disputes, and the need for cultural mindset shifts.

With collaboration, trust, and patient-centered innovation, digital health can transform outcomes - but without them, technology risks deepening divides and creating new challenges.

Panel Discussion 3: AI in Healthcare: Improving Outcomes & Addressing Gaps was moderated by Ms. Dipanwita Ghosh, Principal, Zinnov, Ms. Preetha Kumar, Executive Director Data Science,

Providence India and Mr. Suno Chacko, Country Head, AMPS Healthcare. They highlighted how AI is delivering real-world healthcare outcomes -from infection prediction to digital diagnostics - by leveraging data quality, clinician collaboration, and localized models. Success depends on:

- Quadruple aim: better outcomes, reduced burden, sustainable ops.
- Governance and compliance: PHI safeguards, monitoring, certifications.
- Collaboration: clinicians, engineers, product teams working together.
- Workforce readiness: structured training, cultural sensitivity.

AI is moving beyond pilots to practice, but adoption requires trust, compliance, and continuous learning.

10 October 2025

GCC Committee Meeting

AMCHAM's GCC Committee organized a virtual meeting on October 10th. Ms. Sandya Rodrigues, Regional Director – Hyderabad Chapter, AMCHAM and Ms. Komple Sharma, Director, AMCHAM welcomed committee members and gave an overview of the forthcoming activities. Ms. Uma Ratnam Krishnan, Chairperson – GCC Committee, AMCHAM and MD, Optum India shared her vision for the committee which included steps to avoid repetitive topics, encouraging collaboration, identifying themes relevant for the U.S.-India corridor and creating a stronger community of U.S. GCCs in India. The committee also deliberated upon the theme for the annual GCC Summit scheduled to be held in Hyderabad in March 2026.

28 October 2025

Hyderabad Chapter Executive Committee Meeting

AMCHAM's Hyderabad Chapter Executive Committee held a meeting under the leadership of Mr. Ranvijay Lamba, Chairman - Hyderabad Chapter, AMCHAM and Managing Director & Country Head India & Portugal, Arcesium India and Mr. Mr. Murali Krishna, Co-Chairman - Hyderabad Chapter, AMCHAM and Chief Global Officer & Country Head, Providence India on October 28th at the office of Synchrony Financials International (in hybrid mode). The committee discussed the programs and plans for December thru March 2025. Members shared their views and feedback.

2 December 2025

Session on Labour Codes

AMCHAM's Hyderabad Chapter, in association with EY, had a session on labour codes at the EY office on December 2nd in Hyderabad. The breakfast meeting showcased EY experts that spoke in detail on key impact areas including employee vs. work categorization, compensation and benefits, flexi hiring, simplification of compliance, etc. The session explored the definition of wages and their exclusion and HR/payroll policies and processes, among other topics. Participants raised questions that were answered by the EY experts Mr. Adithya Modani, Partner, EY India and

Ms. Ammu Sadanandhan, Director, EY India. The session also touched upon classification of employees, employee salary structure and benefits. Robust internal controls, periodic diagnostic review and governance were highlighted as key to compliance framework. The need to align on obligations for employers towards employee health safety and service conditions was also discussed.

13 December 2025

Hyderabad Chapter Sports 2025

AMCHAM's Hyderabad Chapter Sports 2025 commenced on the weekend of September 20th and culminated on December 13th. Overall, 22 member companies participated in 11 disciplines viz cricket, basketball, football, throwball, volleyball, badminton, table tennis, pickle ball, carom, chess and athletics. A total of around 1,150 participants took part in this year's edition of the sports program.

ADP emerged as winner of basketball while Synchrony was runner-up. Synchrony was the winner for football with ADP as runner-up. S&P Global was the winner of volleyball while Franklin Templeton was runner-up. In throwball, AMD was the winner with Synchrony as runner-up. Pickle ball, table tennis, and badminton were held in November thru December under various categories. Carom and chess were held in December while the cricket final was held on December 13th.

9 January 2026

Hyderabad Chapter Executive Committee Meeting

AMCHAM's Hyderabad Chapter Executive Committee held a meeting on January 9th at Quorum in Hyderabad. The meetings and interactions for January to March 2026 were discussed as well as a plan for an all member meet. The committee discussed nominations for AMCHAM's NextGen Program and the involvement of the chapter for the GCC Summit 6.0 to be held on March 13th in Hyderabad.

20 February 2026

Hyderabad Chapter Sports Prize Distribution Day

AMCHAM's Hyderabad Chapter Sports 2025 Prize Distribution Day took place at the Hyatt Gachibowli, Hyderabad, on February 20th to honor the winners and runners-up of the annual sports program, which featured 11 sporting disciplines. Ms. N. Bhavani Sri, IAS, Secretary (Addl. Charge), National Turmeric Board; Deputy Development Commissioner – SEZs, Telangana, Ministry of Commerce & Industry, Government of India, graced the event as the chief guest.

The program began with a welcome address by Mr. Ranvijay Lamba, Chairman – Hyderabad Chapter, AMCHAM and Country Head, Arcesium India. He shared about the activities of the chapter and encouraged more involvement from members. Ms. N. Bhavani Sri spoke of the importance of sports and how encouraging it was to witness the participation of IT folks and American companies in sports in Hyderabad. Prizes were given to 15 companies who emerged as the winners and

runners-up of various sporting disciplines. Mr. Jaideep Agarwal, Business Lead, Warner Bros Discovery, gave the closing remarks and encouraged more companies to be a part of the next edition. The 2025 edition had participation from 22 companies and around 1,200 athletes in total.

13 March 2026

GCC Summit 6.0: Next Gen GCCs: Architecting the Future of Global Enterprises

AMCHAM's GCC Committee organized the sixth edition of its annual flagship program, GCC Summit, on March 13 th in Hyderabad themed 'Next Gen GCCs: Architecting the Future of Global Enterprises.' GCCs are no longer just operational hubs, they have become strategic engines powering transformation, innovation, and enterprise-wide value.

In the inaugural session, Ms. Ranjana Khanna, Director General CEO, AMCHAM delivered the welcome remarks highlighting the GCC landscape in India, rise of Hyderabad as a preferred GCC destination and the key asks from policy makers. Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head – India, Providence, in his opening remarks spoke about the efforts being executed at all levels to make Hyderabad the preferred hub for GCCs. He credited the thriving ecosystem to infrastructure, talent, technology and sharing of best practices. He emphasized the huge role AI has played in the success. Ms. Uma Ratnam Krishnan, Chairperson – GCC Committee, AMCHAM and Managing Director, Optum India, while setting the scene outlined the context and objectives of the program. She highlighted how the GCC ecosystem sits at the core of global enterprises and how cross-country learnings allow transfer of knowledge. A pertinent point about shifting global leadership roles to India and their strategic importance in drafting policies, entrusting leaders, and creating tangible impact was also discussed. Ms. Krishnan called out that the future of GCCs will be based on capability densities or intelligent densities. The keynote address was delivered by Mr. Kavikrut, CEO, T-Hub who spoke about how Hyderabad has been able to attract a GCC every week, attributing to two major drivers – significant ease of being in Hyderabad, enabling them to be ahead of the curve including infrastructure and the abundant talent availability especially with the presence of all reputed educational institutions. He credited the massive innovation ecosystem which is constantly shaping the entire value chain. The inaugural session concluded with a vote of thanks from Mr. Nanda K. Lakkaraju, Co-Chairperson – GCC Committee, AMCHAM and Managing Director, Carrier Technologies India Limited.

The opening panel on 'Enabling & Transforming at the Core: What Making Real Strategic Impact Looks Like' featured Mr. Manohar Reddy, Founder & CEO, Feuji, Mr. Sumeet Mathur, SVP & Managing Director, ServiceNow India Technology & Business Centre, Mr. Jaideep Agarwal, India Global Business Services (GBS) Leader, Warner Bros. Discovery and was moderated by Ms. Shalini Pillay, India Leader – Global Capability Centers, KPMG in India. The session explored how global capability centers evolved from execution units into strategic partners driving growth, innovation, and competitive advantage. It examined what "strategic impact" meant, the capabilities that differentiated high-performing GCCs, and how leaders earned a seat at the strategy table. The discussion covered GCC evolution and maturity, defined the organizational "core," shared tangible transformation examples, highlighted key capabilities, and reflected on future opportunities amid technological and global changes.

The second panel, 'Rethinking Talent Strategy: Powering Future-Ready GCCs from India' was moderated by Mr. Nanda K. Lakkaraju, Co-Chairperson – GCC Committee, AMCHAM and Managing Director, Carrier Technologies India Limited with Mr. Ramesh Loganathan, Professor and Head of Research/Innovation Outreach, IIIT Hyderabad, Ms. Poorvi Chothani, Managing Partner, LawQuest & LawQuest Global, and Mr. Deshant Kaila, Head GBS Operations, McDonald's. The panel discussed rethinking talent strategy beyond AI, focusing on how GCCs shifted from headcount and cost efficiency to capability-driven value creation. It highlighted the need to build deeper domain expertise, prepare leaders for global roles, and define value through impact rather than scale. The conversation emphasized evolving learning and development as a continuous, leadership-driven effort combining technical and soft skills. It also explored enhancing employee experience, strengthening ecosystems, and building leadership pipelines through culture, mobility, and partnerships. The session examined how AI accelerated changes in talent strategy—impacting hiring, development, and retention—require GCCs to adapt quickly to drive global impact.

'Securing the Shift: Cyber Risk Management in an Expanding GCC Footprint' was the third panel featuring Mr. Sourav Chanda, Cybersecurity Platform Engineering and India Lead, American Airlines, Ms. Megan McCabe, Chief Security Officer, Vanguard India, and Mr. Mubin Shaikh, Partner – Cybersecurity – Technology Consulting, EY LLP as moderator. The session showed that GCCs have become central to global operations, making cyber risk globally impactful. It highlighted rising risks from expansion and the need for strong governance and clear ownership. Panelists discussed building core cyber capabilities, scaling maturity, managing third-party risk, and adopting practical zero trust, with AI increasingly shaping decisions. It concluded that cyber security had become mission-critical for trust, resilience, and uninterrupted operations.

The fireside chat on 'Hyderabad 2030: The Future of Work and Innovation' with Mr. Jayesh Ranjan, IAS, Special Chief Secretary for Metropolitan Area and Urban Development, and Youth Advancement, Tourism, Culture and Sports, Government of Telangana was conducted by Mr. Sandeep Paidi, Office Managing Partner – Hyderabad, KPMG in India. Their discussion focussed on India's GCC ecosystem reaching a structural inflection point, expanding to over 1,900 centers and 2 million professionals while evolving into strategic hubs for innovation, global mandates, and enterprise transformation. Mr. Ranjan also highlighted how Hyderabad has emerged as a major growth engine, attracting significant greenfield investments and advancing capabilities in AI, engineering, and data-driven functions. GCCs shifted from execution-focused roles to intelligence-led, strategic contributions, supported by strong collaboration across government, industry, and academia. The discussion accentuated Telangana's multi-city expansion strategy, enabling distributed and resilient operations through infrastructure, policy support, and talent development. It also highlighted Hyderabad's evolution into a leading innovation and product engineering hub, with emphasis on sustaining growth through continued focus on urban planning, innovation, and talent to reinforce India's position as a global enterprise leadership center.

AMCHAM, in collaboration with EY, released the knowledge paper 'The Agentic AI-First Global Capability Center' which explores how the next generation of global capability centers are evolving into AI-first, intelligence-driven hubs that are transforming enterprise operations and creating strategic global impact. With the rise of generative AI and autonomous agents, enterprises must

move beyond incremental automation and redesign core activity systems and operating models around AI. Future GCCs will embed AI as a structural execution layer, reorganize processes around orchestration rather than hierarchy, and shift human roles toward oversight and augmentation. This transformation can deliver significant economic value but depends on factors such as technology readiness, innovation culture, and investment in transformation. The paper was released by Mr. Jayesh Ranjan, IAS, Special Chief Secretary, Metropolitan Area and Urban Development Department and Youth Advancement, Tourism, Culture and Sports Department, Government of Telangana. Mr. Sunil Venkatesh, Partner – Technology Consulting and Hyderabad GCC Sector Lead, EY India, presented key insights.

There were two focus sessions around fintech and healthcare. The first panel, 'From Capability to Capital: GCCs Powering Growth Through Fintech' featured speakers Mr. Kishore Seshagiri, Chief Digital Officer, Broadridge India, Mr. Chaitanya Gorrepati, Managing Director, D.E. Shaw Group, Mr. Praveen Maddali, Senior Director, EDO, S&P Global, and Mr. Simar Deep Singh, Partner and National Leader for Financial Services GCC, KPMG in India, as moderator. The session examined how GCCs used digital platforms, AI, and fintech talent to drive innovation and global impact. It highlighted their shift into strategic value creators, their role in scaling digital platforms, and the growing importance of AI and data. It also addressed fintech disruption, ecosystem partnerships, and the rise of GCCs as hubs for talent and leadership. The second panel, 'Building the Digital Backbone of Global Healthcare: Innovation, Intelligence & Impact,' featured Mr. Arun Palanivel, Engineering Director, Medtronic India, Mr. Hari Atmakuri, Group Vice President – Engineering, Providence India, Dr. Harathi D. Srinivas, Director – Process Research, Schrödinger, Inc., and Mr. Saurabh Singh, Vice President and Country Leader – Government Affairs, Optum India, as moderator. The session explored how India-based GCCs built the digital backbone of global healthcare by connecting data, workflows, and decision-making to improve outcomes and scalability. It highlighted their evolution into innovation hubs shaping digital products, AI-led insights, and global platforms. Discussions focused on defining this backbone across care, operations, and analytics, ensuring responsible AI through strong governance and trust frameworks, and developing interdisciplinary talent to sustain future growth. The conversation underscored GCCs' role in architecting global healthcare systems and driving long-term impact.

The last panel, 'Enabling New Growth Hubs: The Next Wave of GCC Expansion' was moderated by Mr. Sai Kumar, Executive Director and Head of Tenant Representation – Hyderabad, Cushman & Wakefield with Mr. Prakash Bodla, Founder & CEO, aAROHAN Consulting, Mr. Rohit Dhawan, Head – National Alliance, Vendor Programs & Equipment Lifecycle Services, CSI Leasing, Inc. and Mr. Sekhar Konidena, Vice President – Product and Services, Octave. The discussion examined why emerging hubs became strategically important, focusing on recent shifts driving expansion. It explored challenges in building mid-to-senior leadership, identified key ecosystem gaps, and emphasized the role of government partnerships and policy support. It also assessed which hubs were likely to succeed over the next five years and the factors that would drive their growth.

A record breaking 200+ members participated. The program was supported by KPMG, Carrier, Feuji, Optum, Cushman & Wakefield, CSI Leasing and S&P Global.

17 April 2026

GCC Committee Meeting

AMCHAM's GCC Committee held a meeting on April 17th virtually under the leadership of Ms. Uma Ratnam Krishnan, Chairperson - GCC Committee, AMCHAM and Managing Director, Optum India, which commenced with a detailed briefing on the discussions recently held with the Ministry of Electronics and Information Technology (MeitY). Members underscored the need to identify, evaluate, and adopt best practices that are both globally benchmarked and contextually relevant to the domestic ecosystem. Particular emphasis was placed on examining domain-intensive sectors, with a focus on the value they generate and the effectiveness of their delivery models. The committee further recommended the development of four to five high-impact case studies to highlight the contributions and achievements of member organizations across their respective domains. These case studies are intended to showcase measurable outcomes, promote knowledge sharing, and encourage wider participation within the ecosystem. Discussions also encompassed the integration of GCCs into the global value chain, with an emphasis on strengthening their strategic alignment and enhancing their role as key contributors to global operations.



Inaugural Session (L-R) Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Country Head, Providence India, Mr. Marut Setia, Sr. VP, Indegene, Ms. Laura Williams, Consul General, U.S. Consulate General Hyderabad and Mr. Vikram Kumar, CEO, Multiplier AI



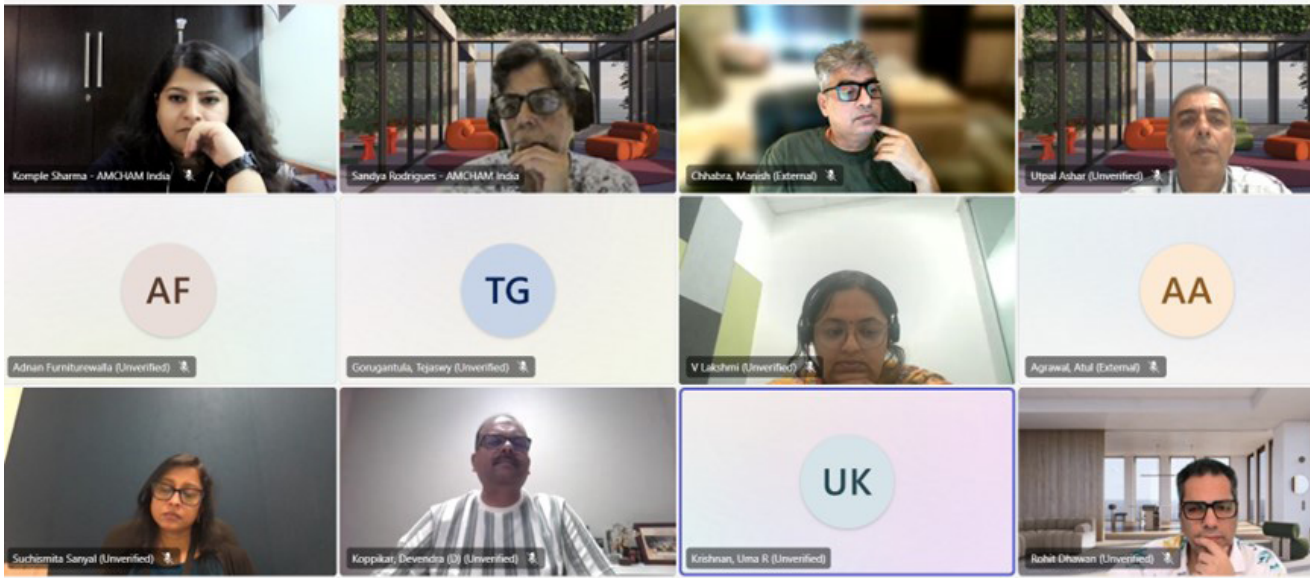
AI in Healthcare: Improving Outcomes & Addressing Gaps (L-R) Ms. Dipanwita Ghosh, Principal, Zinnov, Ms. Preetha Kumar, Executive Director Data Science, Providence India and Mr. Suno Chacko, Country Head, AMPS Healthcare



Tackling NCDs with Innovation and Collaboration (L-R) Mr. Ratan Jalan, CEO/Founder, Medium Healthcare Consulting, Mr. Amol Kodag, Sr. Director Engineering R&D, MEIC and Dr. Rahul Medakkar, CEO, Star Hospitals



Reshaping Healthcare with Digital Tools (L-R) Mr. Ramaesh Rathinam, Sr. Director Engineering, Medtronic, Mr. Ritesh Dogra, VP Growth Markets, Multiplier AI, Dr. Chinnababu Sunkavalli, Surgical Oncologist, Yashoda Hospitals and Mr. Ketan Jajal, CEO, 3d Surgical



GCC Committee meeting in progress



Hyderabad Chapter Executive Committee meeting in progress at the office of Synchrony Financials International



(L-R) Ms. Sandya Rodrigues, Regional Director – Hyderabad Chapter, AMCHAM, Mr. Gaurav Maheshwari, Managing Director, Signode India, Mr. Ramaesh R., Sr. VP Engineering, Medtronic, Mr. Ranvijay Lamba, Chairman – Hyderabad Chapter, AMCHAM and Managing Director & Country Head India & Portugal, Arcesium India, Ms. Rachana Bahadur, SVP & Country Head India, Synchrony International Services, Mr. Jaideep Agarwal, India GBS Leader, Warner Bros Discovery, and Mr. Nanda Lakkaraju, Managing Director, Carrier Technologies



Mr. Adithya Modani, Partner, EY India addressing members at a session on labour codes



Ms. Ammu Sadanandhan, Director, EY India addressing members at a session on labour codes



Participants at a session on labour codes with EY in Hyderabad



A cricket match in progress at Hyderabad Chapter Sports 2025



Volleyball finals S&P Global vs Franklin Templeton



Table tennis match at Hyderabad Chapter Sports 2025



Basketball game at Hyderabad Chapter Sports 2025



Football in progress



Badminton mixed doubles match in progress at Hyderabad Chapter Sports 2025



Pickle ball match at Hyderabad Chapter Sports 2025



Mr. Ranvijay Lamba, Chairman - Hyderabad Chapter, AMCHAM and Country Head, Arcesium India



The team from Synchrony receiving their award for Hyderabad Chapter Sports 2025



A representative from Providence receiving their award from Ms. N. Bhavani Sri, IAS, Secretary (Addl. Charge), National Turmeric Board; Deputy Development Commissioner - SEZs, Telangana, Ministry of Commerce & Industry, Government of India



A representative from Arcesium receiving their award



The team from Qualcomm receiving their award for Hyderabad Chapter Sports 2025



Release of knowledge paper 'The Agentic-AI-First Global Capability Center' (L-R) Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head - India, Providence, Mr. Sunil Venkatesh, Partner, Technology Consulting, and Hyderabad GCC Sector Lead, EY India, Mr. Jayesh Ranjan, IAS, Special Chief Secretary, Metropolitan Area and Urban Development Department and Youth Advancement, Tourism, Culture and Sports Department Government of Telangana, Mr. Mayank Gaur, Director, Business Consulting, EY India, Ms. Uma Ratnam Krishnan, Chairperson - GCC Committee, AMCHAM and Managing Director, Optum India, and Mr. Nanda K. Lakkaraju, Co-Chairperson - GCC Committee, AMCHAM and Managing Director, Carrier Technologies India Limited



Inaugural session (L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Murali Krishna, Co-Chairman – Hyderabad Chapter, AMCHAM and Chief Global Officer and Country Head - India, Providence, Mr. Kavikrut, CEO, T-Hub, Ms. Uma Ratnam Krishnan, Chairperson - GCC Committee, AMCHAM and Managing Director, Optum India, and Mr. Nanda K. Lakkaraju, Co-Chairperson - GCC Committee, AMCHAM and Managing Director, Carrier Technologies India Limited



Enabling & Transforming at the Core: What Making Real Strategic Impact Looks Like (L-R) Ms. Shalini Pillay, India Leader - Global Capability Centers, KPMG in India, Mr. Manohar Reddy, Founder & CEO, Feuji, Mr. Jaideep Agarwal, India Global Business Services (GBS) Leader, Warner Bros. Discovery, and Mr. Sumeet Mathur, SVP & Managing Director, ServiceNow India Technology & Business Centre



Enabling New Growth Hubs: The Next Wave of GCC Expansion (L-R) Mr. Sekhar Konidena, Vice President - Product and Services, Octave, Mr. Prakash Bodla, Founder & CEO, aROHAN Consulting, Mr. Rohit Dhawan, Head – National Alliance, Vendor Programs & Equipment Lifecycle Services, CSI Leasing, Inc., and Mr. Sai Kumar, Executive Director, Head of Tenant Representation, Hyderabad, Cushman & Wakefield



Building the Digital Backbone of Global Healthcare: Innovation, Intelligence & Impact (L-R) Mr. Saurabh Singh, Vice President & Country Leader - Government Affairs, Optum India, Mr. Hari Atmakuri, Group Vice President – Engineering, Providence India, Dr. Harathi D. Srinivas, Director - Process Research, Schrödinger, Inc., and Mr. Arun Palanivel, Engineering Director, Medtronic India



From Capability to Capital: GCCs Powering Growth Through Fintech (L-R) Mr. Simar Deep Singh, Partner, National Leader for Financial Services GCC, KPMG in India, Mr. Chaitanya Gorrepati, Managing Director, D.E. Shaw Group, Mr. Praveen Maddali, Senior Director, EDO, S&P Global, and Mr. Kishore Seshagiri, Chief Digital Officer, Broadridge India



Rethinking Talent Strategy: Powering Future-Ready GCCs from India (L-R) Mr. Nanda K. Lakkaraju, Co-Chairperson - GCC Committee, AMCHAM and Managing Director, Carrier Technologies India Limited, Mr. Ramesh Loganathan, Professor & Head of Research/Innovation Outreach, International Institute Information Technology (IIITH) Hyderabad, Ms. Poorvi Chothani, Esq. Managing Partner, LawQuest & LawQuest Global, PLLC, and Mr. Deshant Kaila, Head GBS Operations, McDonald's



Securing the Shift: Cyber Risk Management in an Expanding GCC Footprint (L-R) Mr. Mubin Shaikh, Partner – Cybersecurity – Technology Consulting, EY LLP, Ms. Megan McCabe, Chief Security Officer, Vanguard India, and Mr. Sourav Chanda, Cybersecurity Platform Engineering and India Lead, American Airlines



Mr. Jayesh Ranjan, IAS, Special Chief Secretary, Metropolitan Area and Urban Development Department and Youth Advancement, Tourism, Culture and Sports Department Government of Telangana and Mr. Sandeep Paidi, Office Managing Partner – Hyderabad, KPMG in India



Participants at AMCHAM's GCC Summit 6.0 in Hyderabad

AMCHAM's Eastern Region - Kolkata



Ms. Kathy Giles-Diaz, Consul General, U.S. Consulate General Kolkata with industry representatives

26 August 2025

Eastern Region All Members Meeting

AMCHAM's Eastern Region held an all members meeting virtually on August 26th to welcome the new leadership for FY 2025–26 and review the six-month program schedule (August 2025 – March 2026). Members recommended placing greater emphasis on industry-focused discussions, with artificial intelligence (AI) as a key theme. Contributions were offered to facilitate expert speakers, and suggestions were made to involve participants from other regions and leverage virtual programs. A detailed discussion on the NextGen Leadership Program highlighted the need for broader participation from member organizations, tailored session topics, dedicated AI sessions, and inclusion of CXO perspectives.

9 September 2025

Future-Ready Workplaces: Leveraging Innovation and Inclusion to Drive Productivity

AMCHAM's Eastern Region organized a virtual panel discussion on 'Future-Ready Workplaces: Leveraging Innovation and Inclusion to Drive Productivity' on September 9th. The session featured distinguished speakers Ms. Sharon Brand, Senior Vice President & Chief Human Resources Officer, Hyland and Mr. Sajid Hussain, Enterprise Platform Services, Kolkata Center Head, Cognizant, with Mr. Surajit Banerjee, Sr. Managing Director, Fi-Tek Pvt. Ltd., as moderator. The discussion centered on critical themes such as the role of AI and automation in HR management, diversity and inclusion as business drivers, data-driven HR practices, and strategies for upskilling and reskilling employees. Panelists highlighted that AI should be embraced as a partner, not a threat, with the potential to improve productivity, redefine job roles, and support remote engagement and training. Ms. Sharon Brand underscored the importance of a human-centered approach in AI adoption, while Mr. Sajid Hussain emphasized the transformative potential of generative AI, citing Cognizant's record-breaking AI hackathon with 250,000 participants. The session concluded with consensus on the need for structured enablement plans, continuous employee engagement, and inclusive leadership practices to build workplaces that balance technological innovation with human connection.

17 November 2025

Eastern Region Members' Meeting

AMCHAM's Eastern Region held an all member meeting virtually on November 17th to review plans for a multi-session panel discussion series on the impact of artificial intelligence across major industry sectors. Seven thematic areas were proposed, covering energy and environmental sustainability, manufacturing and supply chain, finance and fintech, digital transformation, professional services, life sciences, and human resources. Moderators and potential panelists were identified, with flexibility for further refinement. The series aims to offer strategic intelligence and practical insights for members, with each session producing an outcome report summarizing key recommendations. Action points included: developing counter-intuitive and thought-provoking themes to enhance engagement, finalizing session structures in consultation with moderators, confirming speakers and specific discussion topics, inviting external experts recommended by moderators, and encouraging members to share suggestions. The series will begin with roundtable one on 'AI in Energy, Environment and Sustainability' in January 2026.

16 December 2025

Roundtable Discussion on Boosting Trade and Investment Between America and East India

A roundtable discussion on boosting trade and investment between the United States and Eastern India, was held on December 16th at the U.S Consulate in Kolkata. The discussion followed a series of consultations held by Ms. Kathy Giles-Diaz, Consul General, U.S Consulate General Kolkata, with leading industry bodies, including AMCHAM, to gain deeper insights into the prospects, potential, and priority sectors of Eastern India. The roundtable aimed to build on these engagements

and facilitate a focused dialogue with key stakeholders on strengthening bilateral commercial ties, identifying new investment opportunities, and advancing mutually beneficial economic collaboration in the region.

22 January 2026

AI Horizons 2026: AI for a Greener Tomorrow: Driving Energy Efficiency and Sustainable Engineering

AMCHAM's Eastern Region organized a virtual roundtable under its AI Horizons 2026 initiative titled 'AI for a Greener Tomorrow: Driving Energy Efficiency and Sustainable Engineering' on January 22nd. The session brought together policymakers, industry leaders, researchers, and sustainability experts to deliberate on the transformative role of artificial intelligence in clean energy transition, environmental monitoring, and energy-efficient systems. .

The session commenced with welcome remarks by Mr. Atanu Mukherjee, Chairman – Eastern Region, AMCHAM and President & CEO, Dastur Energy, who highlighted the role of AI in engineering smarter power grids, clean energy molecules, and efficient energy markets. Mr. Puneet Khandelwal, World Resources Institute India, spoke on India's clean energy roadmap and the role of AI in accelerating large-scale renewable integration. Mr. Nivit Kumar Yadav, Centre for Science and Environment, discussed AI-enabled air quality monitoring and enforcement of environmental standards. Prof. Dr. Amitava Gupta, Jadavpur University, provided insights on AI-driven smart grids for optimizing urban power distribution, followed by Mr. Jiwesh Nandan, TERI, who addressed AI applications in industrial energy efficiency and demand-side management.

The roundtable concluded with a brief summing up by Mr. Atanu Mukherjee, reaffirming AMCHAM's commitment to advancing meaningful dialogue on AI-led sustainability through the AI Horizons 2026 series.

30 January 2026

Thought Leadership Series: Global Debt & Investment Climate with Dr. Viral V. Acharya, Former Deputy Governor, RBI

On January 30th, AMCHAM organized a virtual session in the Thought Leadership Series on 'Global Debt & Investment Climate: What Businesses Must Know About Future Risks' bringing together senior industry representatives to examine evolving global debt dynamics and their implications for investment and business strategy. The session featured Dr. Viral V. Acharya, C.V. Starr Professor of Economics at NYU Stern School of Business and former Deputy Governor of the Reserve Bank of India, who delivered an in-depth keynote on monetary policy, financial stability, and emerging global macroeconomic risks. Dr. Acharya highlighted key vulnerabilities arising from elevated public and private debt, the changing global interest rate environment, and the potential transmission of financial stress across markets, offering valuable perspectives for businesses operating in an uncertain global landscape. The lecture was followed by an interactive Q&A session moderated by Ms. Deepa Kumar, Head of Asia-Pacific Country Risk, S&P Global Market Intelligence, which enabled participants to engage on issues such as capital flows, sovereign risk, financial sector resilience, and implications for emerging markets.

3 February 2026

Post-Budget Session with Dr. M. Govinda Rao, Former Member, Economic Advisory Council to the Prime Minister (EAC-PM)

AMCHAM's Eastern Region organized a post-budget session with Dr. M. Govinda Rao, former Member, Economic Advisory Council to the Prime Minister (EAC-PM), Member, Fourteenth Finance Commission, and former Director, National Institute of Public Finance and Policy, on February 3rd virtually. Dr. M. Govinda Rao observed that India is currently in a relatively comfortable economic phase, marked by strong growth, low inflation, and improved resilience. He welcomed the progress on fiscal consolidation, rising public capital expenditure, and more realistic budget projections, but cautioned that private investment, foreign inflows, and household financial savings remain weak. This constrains credit availability for businesses and keeps borrowing costs elevated, limiting the economy's long-term growth potential.

Dr. Rao stressed that achieving Viksit Bharat and avoiding the middle-income trap will require sustained 8% growth driven by higher savings, stronger investment, and faster productivity gains. To enable this, reforms must extend beyond budgetary spending to include tariff rationalisation, simpler and more competitive taxation, lighter regulation, and better ease of doing business. Reviving private and foreign investment, strengthening education and skills, and enabling small firms to scale up into globally competitive enterprises will be central to turning India's development ambition into reality.

26 February 2026

Interactive Session with the U.S. Consulate General Kolkata on the Overseas Security Advisory Council

AMCHAM's Eastern Region organized an interactive session virtually on February 26th with the U.S. Consulate General Kolkata on the Overseas Security Advisory Council (OSAC), bringing together member companies to discuss structured security cooperation and risk preparedness. The session was led by Mr. Matthew J. Godwin, Special Agent and Regional Security Officer, U.S. Consulate General Kolkata, who provided a comprehensive overview of OSAC as a public-private partnership established to facilitate timely security information sharing and crisis coordination between the U.S. government and organizations with U.S. ties. He outlined OSAC's global network of over 150 country chapters and explained how local chapters, including the Kolkata Chapter, serve as platforms for collaboration, information exchange, and operational risk awareness.

The interaction was well received, with members expressing interest in engaging more closely with the OSAC Kolkata Country Chapter to strengthen preparedness frameworks and enhance situational awareness. The session reaffirmed the importance of structured public-private cooperation in addressing evolving security challenges and supporting resilient business operations.

9 March 2026

AI Horizon 2026: Roundtable Series: Redefining Finance: AI in Risk, Compliance, and Digital FinTech Ecosystems

AMCHAM's Eastern Region organized the second session under its AI Horizon 2026 Roundtable Series on March 9th themed 'Redefining Finance: AI in Risk, Compliance, and Digital FinTech Ecosystems.' The virtual roundtable brought together industry leaders and policymakers to discuss the growing role of artificial intelligence in finance, taxation, and FinTech ecosystems. Mr. Surajit Banerjee, Senior Managing Director, Fi-Tek, highlighted the foundations required for building an AI-enabled financial ecosystem in India. Mr. Manish Ranjan Das, Financial Controller & Managing Director, Komatsu, shared practical use cases of AI and intelligent automation in manufacturing and mining, particularly in predictive maintenance to reduce downtime and improve operational efficiency.

Mr. Prasenjit Dasgupta, EVP and Chief Financial Officer, Hyland Software Solutions India LLP, spoke on the role of AI in tax strategy, regulatory reporting, and CFO decision intelligence, emphasizing the importance of strong data governance. Providing the regulatory perspective, Mr. Muralidhar Manchala, Deputy General Manager, FinTech Department, Reserve Bank of India, discussed the RBI's vision for AI in India's FinTech ecosystem, focusing on balancing innovation with financial stability. The session concluded with an interactive panel discussion and Q&A moderated by Mr. Surajit Banerjee, highlighting AI's growing impact on risk management, compliance, and financial decision-making. The program was well attended by members.

25 March 2026

Eastern Region All Members Meeting

AMCHAM's Eastern Region convened an all members meeting on March 25th virtually to review 2025-26 activities and discuss the 2026-27 program roadmap, during which members strongly emphasized prioritizing in-person, high-impact engagements over virtual formats and expressed limited interest in NextGen sessions due to availability constraints. Instead, they recommended focused workshops in IT and AI with high-profile speakers, with willingness to support such initiatives financially. Members also highlighted the importance of collaborating with premier academic institutions such as IIMs and IITs, agreed to proactively support membership outreach and expansion, and suggested leveraging participation from AMCHAM members across other regions to enhance engagement in Kolkata, while noting that breakfast meetings have limited effectiveness. The inputs will guide the Secretariat in shaping a more targeted and impactful program calendar for 2026-27.

30 March 2026

Economic Affairs Committee Meeting

AMCHAM's Economic Affairs Committee held a meeting virtually on March 30th under the leadership of Mr. Abhishek Tomar, Chairman - Economic Affairs Committee, AMCHAM and Chief

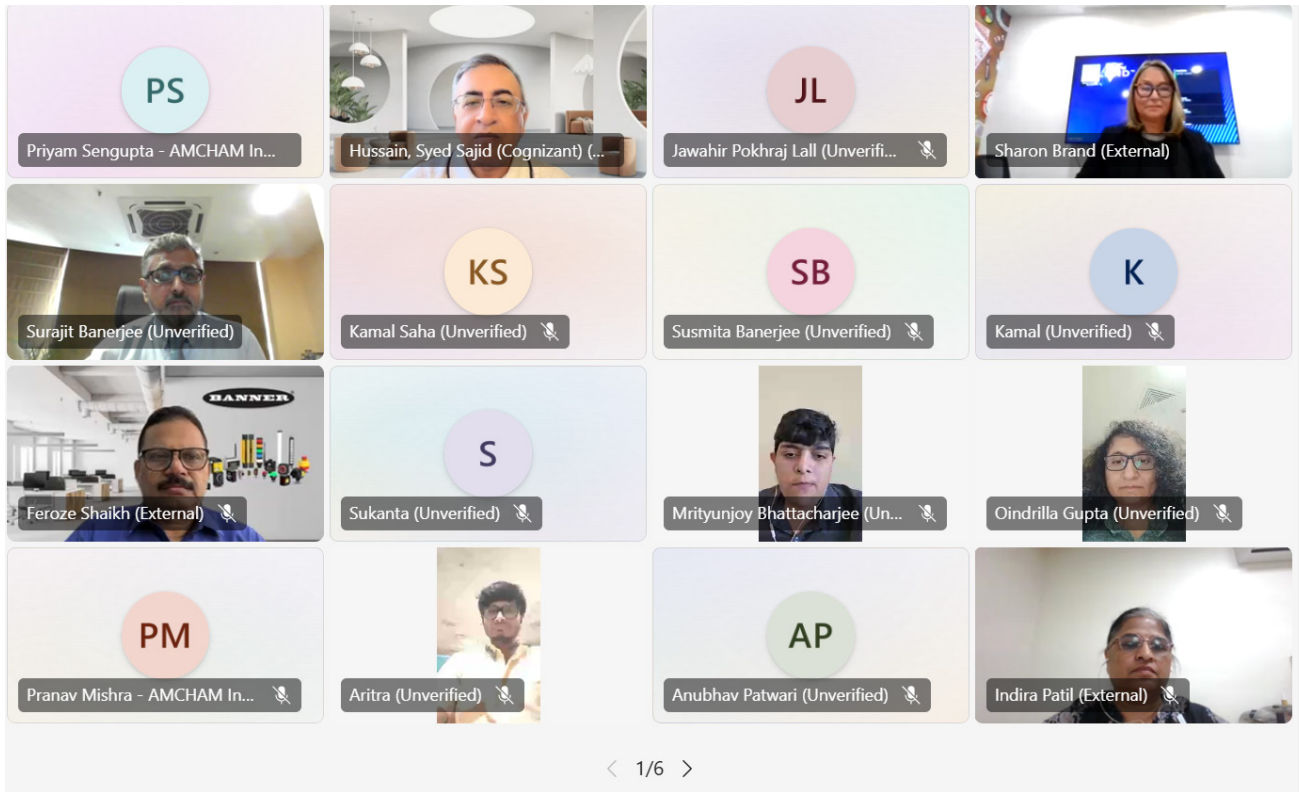
Data Officer, S&P Global Market Intelligence, S&P Capital IQ (India) Pvt. Ltd. The committee reviewed its activities over the past six months and discussed the roadmap for 2026–27, with a focus on the Thought Leadership Lecture Series. It was decided that the series will cover three key themes: 1) Resilience in Volatility: Energy Security, Inflation, and Fiscal Prudence in a Fragile World; 2) Geopolitics as Economics: Navigating Growth, Trade, and Security in a Fragmenting World; and 3) The AI Economy and the New Drivers of Global Growth: Productivity, Capital, and Inequality. A set of prospective keynote speakers aligned with these themes has also been identified. The meeting witnessed an engaging and constructive discussion among members, with valuable suggestions shared for future initiatives and enhanced member engagement.



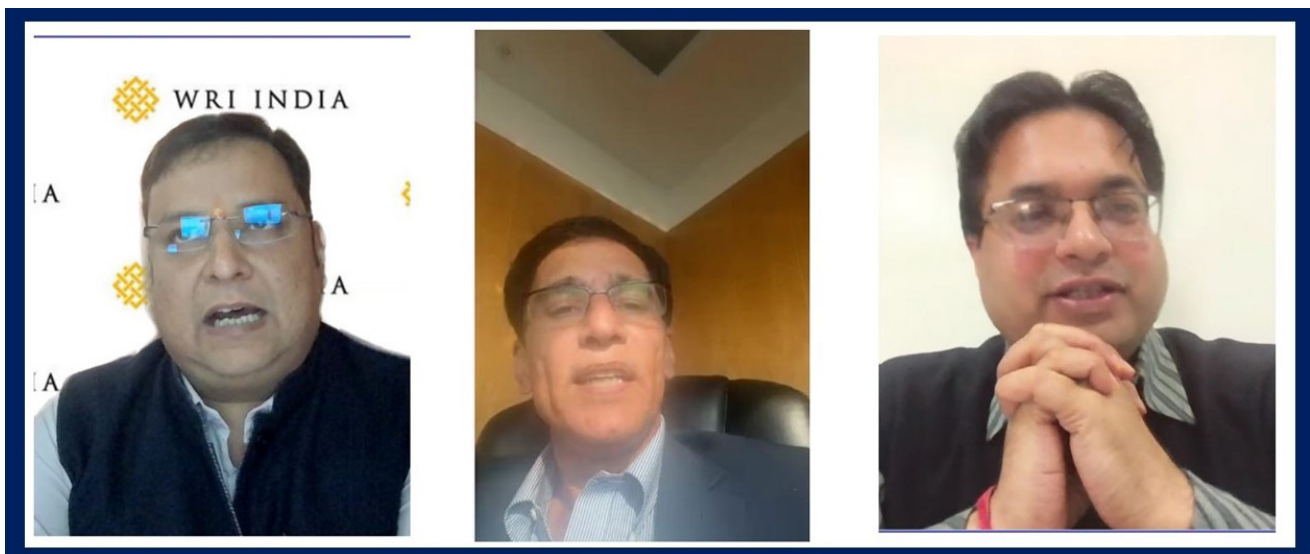
Eastern Region members in discussion at an all members meeting on August 26th



Speakers at 'Future-Ready Workplaces: Leveraging Innovation and Inclusion to Drive Productivity' (L-R) Mr. Surajit Banerjee, Sr. Managing Director, Fi-Tek Pvt. Ltd., Mr. Sajid Hussain, Enterprise Platform Services, Kolkata Center Head, Cognizant and Ms. Sharon Brand, Senior Vice President and Chief Human Resources Officer, Hyland



Session on 'Future-Ready Workplaces: Leveraging Innovation and Inclusion to Drive Productivity' organized by the Eastern Region



(L-R) Mr. Puneet Khandelwal, WRI India, Mr. Atanu Mukherjee, Chairman – Eastern Region, AMCHAM and President & CEO, Dastur Energy and Mr. Nivit Kumar Yadav, CSE at 'AI Horizons 2026: AI for a Greener Tomorrow: Driving Energy Efficiency and Sustainable Engineering'



(L-R) Prof. Dr. Amitava Gupta, Jadavpur University, Mr. Atanu Mukherjee, Chairman – Eastern Region, AMCHAM and President & CEO, Dastur Energy and Mr. Jiwesh Nandan, TERI



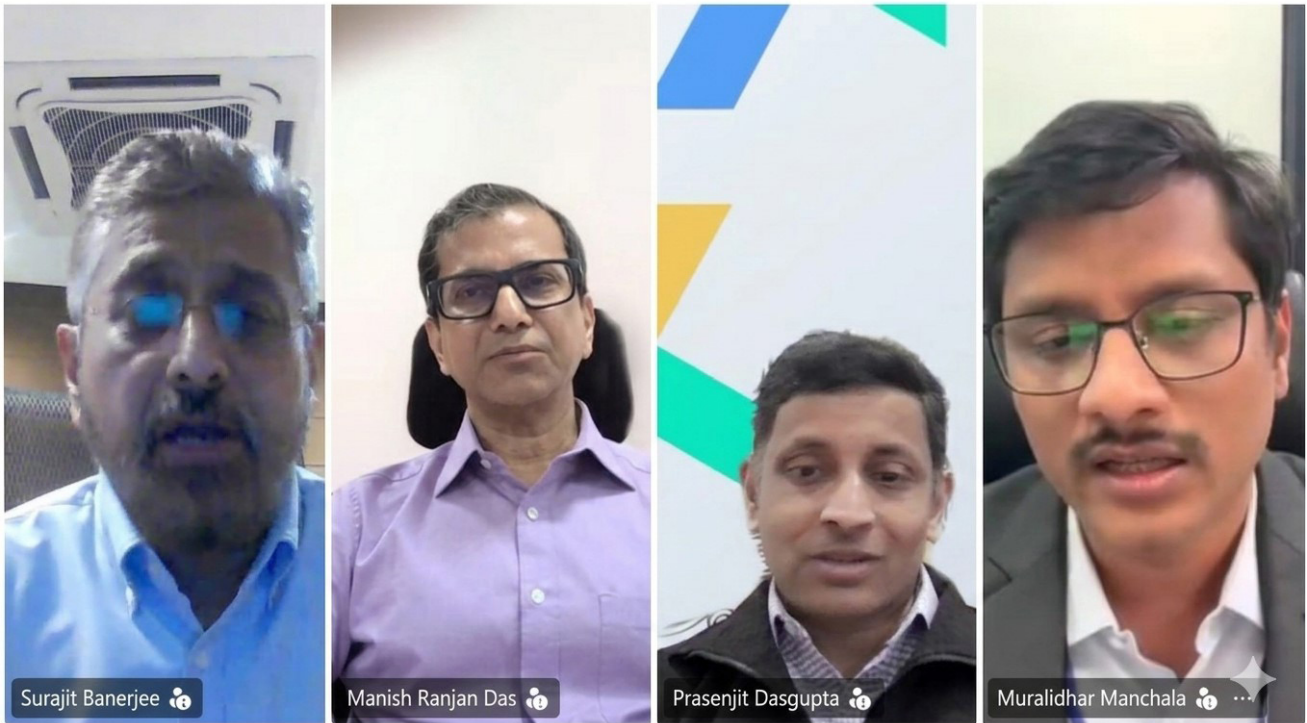
Dr. Viral V. Acharya, Former Deputy Governor, RBI and Ms. Deepa Kumar, Head of Asia-Pacific Country Risk, S&P Global Market Intelligence



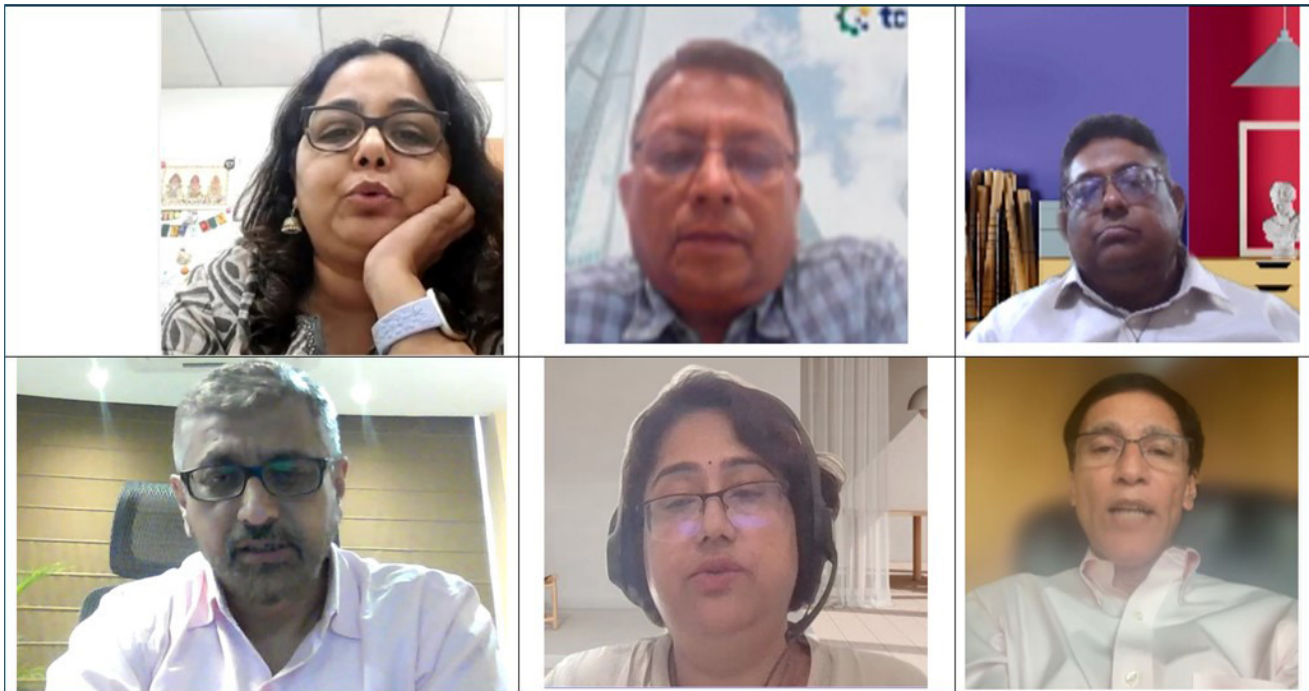
Dr. M. Govinda Rao, former Member, Economic Advisory Council to the Prime Minister (EAC-PM) interacting with Mr. Sumeet Hemkar, Partner, Deloitte



Mr. Matthew J. Godwin, Special Agent and Regional Security Officer, U.S. Consulate General Kolkata, addressing members on the Overseas Security Advisory Council



Speakers at 'Redefining Finance: AI in Risk, Compliance, and Digital FinTech Ecosystems' (L-R) Mr. Surajit Banerjee, Senior Managing Director, Fi-Tek, Mr. Manish Ranjan Das, Financial Controller & Managing Director, Komatsu, Mr. Prasenjit Dasgupta, EVP and Chief Financial Officer, Hyland Software Solutions India LLP, and Mr. Muralidhar Manchala, Deputy General Manager, FinTech Department, Reserve Bank of India



Eastern Region members in discussion



(L-R) Mr. Manoj Ladi, Managing Director - Finance, Carelon, Ms. Sharvari Abhyankar, Head - Marketing Communications, Lubrizol, and Mr. Abhishek Tomar, Chairman - Economic Affairs Committee, AMCHAM and Chief Data Officer, S&P Global Market Intelligence, S&P Capital IQ (India) Pvt. Ltd.

AMCHAM's Western Region - Mumbai



(L-R) Ms. Kaku Nakhate, Co-Chairperson – Western Region, AMCHAM and Chief Executive Officer, India, Bank of America, N.A., Mr. Deependra Singh Kushwah, IAS, Development Commissioner, Directorate of Industries, Government of Maharashtra, Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, Dr. P. Anbalagan, IAS, Secretary, Industries Department, Government of Maharashtra, Mr. Kaustubh Dhavse, Chief Advisor to the Chief Minister, Government of Maharashtra, Mr. Avinash Gupta, Chairman - Western Region, AMCHAM and Managing Director & CEO, Dun & Bradstreet Information Services India, and Mr. Shubham Gupta, Partner, Deloitte India

9 September 2025

Roundtable on Smarter OPEX: Strategic Workplace Operations for Evolving GCCs

AMCHAM's Western Region, in collaboration with Gensler, hosted a GCC leadership roundtable on September 9th in Pune themed 'Smarter Opex: Strategic Workplace Operations for Evolving GCCs.' The exclusive session brought together 30 senior leaders from GCCs to discuss strategies for driving operational excellence and reimagining workplace operations in the evolving GCC ecosystem. The program began with opening remarks by Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM, followed by a keynote address from Mr. Santosh Kulkarni, Chairman

– GCC Committee, AMCHAM and Managing Partner & Global Leader – GCC Business Unit, IBM, who emphasized the role of GCCs as engines of innovation and the need to align workplace operations with business objectives. Mr. Shravan Bendapudi, Managing Director, Gensler, delivered a thought-provoking presentation titled ‘Beyond Capex – Designing Smarter Workplaces through Strategic Opex’ showcasing case studies and highlighting how experience design, employee journey mapping, and behavioural insights can optimize workplaces, balance efficiency with employee experience, and ensure scalability for future growth, underscoring the idea that “while capex births a workplace, opex needs to constantly evolve it.” This was followed by an industry panel discussion on ‘Building Future-Ready GCC Workplaces through Operational Excellence’ moderated by Mr. Neeraj Verma, Partner & Cluster Leader – Financial Services, GCC Business Unit, IBM, with panelists Mr. Anand Jha, Vice President & Head of Government Engagement for India and South Asia, Visa, Ms. Alpana Shirgaonkar, Senior Executive Director – Business Process Management, Nexdigm Inc., and Mr. Shravan Bendapudi, Gensler, who explored macro-trends and shared practical approaches on optimizing opex across talent, workplace design, technology, and sustainability. The session concluded with an open-floor discussion where participants exchanged success stories and challenges, reaffirming the need to view operational excellence as a continuous journey rather than a one-time investment.

11 September 2025

Decoding GST 2.0 | Navigating the 56th GST Council Reforms

AMCHAM’s Western Region organized a knowledge-sharing webinar, ‘Decoding GST 2.0 | Navigating the 56th GST Council Reforms,’ on September 11th, which brought together industry leaders and tax experts to discuss the landmark reforms introduced by the 56th GST Council and their far-reaching implications across sectors. The webinar began with Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM India, warmly welcoming participants, followed by Mr. Hitesh Sharma, Western Region Executive Committee Member, AMCHAM and Tax Partner, EY India, who set the tone for the discussion by framing the key issues around GST 2.0. Mr. Uday Pimprikar, National Leader, Indirect Tax Services, EY India, in a presentation, elaborated on the broad contours of the reforms and their potential impact. The session then moved into a panel discussion featuring Mr. Ketan Palan, Head of Tax, Pfizer India, Mr. Uday Pimprikar, National Leader, Indirect Tax Services, EY India, and Mr. Suresh Nair, Tax Partner, EY India, with the discussion moderated by Mr. Hitesh Sharma. Key highlights of the deliberations included the reduction of GST rates on 450 items with 90% seeing a decrease, the simplification of the structure into two main rates of 5% and 18%, and the sectoral implications of these reforms. The pharma industry welcomed the changes for enhancing affordability and simplifying classification, while raising concerns about the inverted duty structure, the automobile sector highlighted potential issues with compensation cess credits, and FMCG and services industry representatives underscored the need for structural reforms and procedural simplifications. The session concluded with an engaging Q&A where members actively sought clarity on various aspects of GST 2.0 and its sectoral impact. The program served as a timely and valuable platform for AMCHAM members to gain a deeper understanding of the evolving GST landscape and to better prepare for the opportunities and challenges arising from these significant reforms.

17 September 2025

Western Region Executive Committee Meeting

On September 17th, AMCHAM's Western Region Executive Committee held a meeting online to finalize plans for the upcoming Western Region flagship conference scheduled for November 4th, 2025, in Mumbai. The meeting was chaired by Mr. Avinash Gupta, Chairman – Western Region, AMCHAM and MD & CEO – India, Dun & Bradstreet Information Services India. Mr. Siddhartha Ghosal, National Executive Board Member, AMCHAM and CEO & Country President, Dow Chemical, Ms. Shefali Goradia, National Executive Board Member, AMCHAM and Chairperson, Deloitte India, Mr. Hitesh Sharma, Partner, Ernst & Young, Ms. Simi Thapar, Country CEO, CSI Leasing, and Mr. Manoj Kumar Vijai, Managing Partner, KPMG in India, joined the meeting. Members endorsed a half-day format to encourage strong participation from industry and government leaders. Hence it was agreed that the flagship conference at the Jio Convention Center will start from 3:00 PM onwards, concluding with a networking cocktail dinner. The conference will focus on three key sessions – AI and cyber security, GCC policy with an emphasis on cultural alignment and ease of doing business, and manufacturing and investment opportunities. The possibility of including an economist's perspective on broader economic and geopolitical issues would also be explored. Invitations will be extended to the Chief Minister of Maharashtra, the U.S. Consul General in Mumbai, and the U.S. Ambassador to India, underscoring the importance of government and diplomatic engagement. The discussions highlighted AMCHAM's commitment to aligning the program with Maharashtra's aspirations for growth through GCCs, advanced manufacturing, and digital innovation, with the November 4th conference positioned as a platform to strengthen industry-government collaboration and U.S.-India business ties.

30 September 2025

12th Anti-Corruption Compliance and Risk Management Masterclass Almpact: Risk, Rules and Responsibilities

AMCHAM's Ethics & Compliance Committee organized the 12th Anti-Corruption Compliance and Risk Management Masterclass on September 30th, 2025 at Four Seasons Hotel, Mumbai. The theme of the edition was 'Almpact: Risk, Rules, and Responsibilities' which explored the evolving intersection of artificial intelligence and compliance.

Mr. Avinash Gupta, Chairperson – Western Region, AMCHAM and Managing Director & CEO, Dun & Bradstreet gave the welcome remarks. He talked about the 4T's – trade and tariffs, technology, treasury and taxation. Mr. Gaurav Ajmani, Chairperson – Ethics & Compliance Committee, AMCHAM and Associate General Counsel: Compliance, Amazon and Ms. Bhawna Ranganadhan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact set the scene for the masterclass. They gave an overview of the Ethics & Compliance Committee, its functioning, initiatives and future plans. They also covered the necessity of having a combined approach of human intervention and technology in compliance and legal vertical for the most efficient and effective results.

The opening session on 'How has the Risk Landscape Evolved and What Role will AI Play in

Prevention, Detection and Remediation’ was conducted by Mr. Vasu Muthyala, Partner, Clifford Chance. In this session practical aspects around potential new world order, changes in job market pertaining to advent of AI, use of new technology in conducting sophisticated frauds and AI as a super stimulant were discussed.

The second session on ‘From Checklist to Automation: How AI is Redefining Compliance’ focused on the evolution of the compliance vertical from pure manual tasks to the integration of technology into legal and compliance vertical. As deliberated, it is still a grey area and compliance professionals are yet deciphering on use of emerging tech and AI. The speakers sensitised the audience about the usage of technology, red flags, benefits, and the outlook. The panel featured Mr. Surender Sharma, Whole-time Director-Legal & Company Secretary, Colgate-Palmolive (India) Limited (CPIL), Mr. Saurabh Khosla, Partner – Forensic & Financial Crime, Strategy, Risk & Transactions, Deloitte Touche Tohmatsu India LLP, and Mr. Sachin Yadav, Partner – Forensic & Financial Crime, Strategy, Risk & Transactions, Deloitte India.

The third session was a panel discussion on ‘Changing Dynamics of Fraud Investigations with Technology Innovation.’ Panelists included Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM & Chief Compliance Officer, Honeywell India, Mr. Ankoosh K. Mehta, Partner (Co-Head – White Collar & Investigations), Dispute Resolution & White-Collar Crime, Cyril Amarchand Mangaldas, Ms. Vidhi Maniyar, Ethics and Compliance Officer, India Medtronic, Mr. Abhishek Pareek, Group Head – Finance, Waaree Group, and Mr. Vicky Gala, Associate Managing Director, Investigations, Diligence and Compliance, Kroll as the moderator. The panel shared their views on the evolving nature of financial crime, emerging role of technology in investigations and how technology has become both the weapon and the battlefield.

Session four on ‘AI vs Human Judgement: Future of Compliance in Third-Party Risk Management (TPRM)’ was an industry panel featuring Mr. Gaurav Ajmani, Chairperson – Ethics & Compliance Committee, AMCHAM and Associate General Counsel: Compliance, Amazon, Ms. Bhawna Ranganadhan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact, Mr. Jinendra Shah, Director, Compliance and Operational Risk, Bank of America, Mr. Vivek Rawal, Risk Management & Digital Compliance Lead, Pfizer Limited, and Mr. K.V. Karthik, Partner and Leader – Forensic & Financial Crime, Strategy, Risk & Transactions, Deloitte India as the moderator. The panel discussed how AI can help streamline various stages of TPRM while ensuring due diligence. The panel shared use cases and their respective industry experiences around implementation of AI. The panelists also shared red and green flags on how professionals can strike the right balance between AI-driven insights and human judgment.

The last session on ‘Current Risk Landscape: What U.S. Companies Growing in India Need to Know About U.S. and Indian Regulatory Trends’ had legal experts Mr. Priyank Ladoia, Partner, AZB & Partners, Mr. Raghav Seth, Partner, AZB & Partners, Mr. Vasu Muthyala, Partner, Clifford Chance, and Mr. Kabir Singh, Partner, Clifford Chance talking about the evolving U.S. regulatory risk landscape, the Indian legal landscape and how the two are intersecting with a focus on case studies and use cases.

Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell India gave the concluding remarks. The event was supported by Clifford Chance, AZB & Partners, Deloitte and Kroll.

4 November 2025

Maharashtra: Fast Forward to a \$1 Trillion Economy

AMCHAM's Western Region hosted its annual signature conference titled 'Maharashtra: Fast Forward to a \$1 Trillion Economy' on November 4th at the Jio Convention Centre, Mumbai. The conference brought together senior government officials, global industry leaders, policy experts, and AMCHAM members for a high-level dialogue on Maharashtra's economic roadmap, its investment priorities, the evolving GCC ecosystem, and strengthening U.S.–India industrial partnership. The event drew strong participation from U.S. multinationals, consulting firms, manufacturing giants, technology companies, financial institutions, and legal and policy leaders.

The conference opened with welcome remarks by Ms. Ranjana Khanna, Director General CEO, AMCHAM, who highlighted Maharashtra's critical role as a hub for U.S. companies and the Western Region's strong industry-government engagement. She emphasized the importance of continued dialogue to support investor confidence and enable smoother cross-sectoral collaboration. This was followed by Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India Pvt. Ltd., who underscored Maharashtra's position as the economic engine of the country, its centrality to India's digital and innovation-driven future, and the collaborative role U.S. companies play in enabling the state's aspiration to become a trillion-dollar economy.

Dr. P. Anbalagan, IAS, Secretary, Industries Department, Government of Maharashtra delivered the keynote address outlining Maharashtra's industrial strength and growth ambitions. He shared that Maharashtra continues to make the highest contribution to India's GDP, currently at approximately \$530 billion, and maintains top position in FDI inflows with nearly 31% share over two decades. With its strong talent base — 70% of the population in the working age — and its leadership in services, finance, manufacturing, and IT/ITeS, Maharashtra remains the preferred destination for global investors. Dr. Anbalagan elaborated on the state's roadmap to reach the \$1 trillion mark by 2029, with efforts focused on enhancing infrastructure, expanding industrial land availability through 300+ MIDC industrial areas, building specialized sectoral parks, and deepening focus on sunrise sectors such as electronics, green energy, EVs, and semiconductors. He stressed the importance of balanced regional development, with ongoing efforts to diversify investments beyond the traditional industrial corridors of Mumbai, Pune and Nashik.

Following the keynote, Deloitte India presented an analytical overview of how the state can accelerate its journey towards its trillion-dollar goal. Mr. Shubham Gupta, Partner, Deloitte India noted that Maharashtra would need to achieve approximately 17% annual growth to reach the target by 2029. He highlighted existing structural gaps, including significant disparities in per capita income across districts, a high rural–urban wage gap, and a disproportionate concentration of merchandise exports in just a few districts. The presentation outlined the state's ongoing transition

towards a “mission-based transformation model,” calling for enhanced cross-departmental coordination, creation of sector-specific centers of excellence, and greater focus on factor input competitiveness — namely land availability, logistics efficiency, energy reliability, and advanced skill development. Deloitte recommended strengthening the single-window clearance system, accelerating land and building approvals, automating incentive disbursements, and scaling the fast-track investment cell to ensure predictable timelines and reduce overall cost of doing business.

The first session focused on ‘Manufacturing & Investment – FDI Challenges and Opportunities’ with Mr. Siddharth Ghoshal, National Executive Board Member, AMCHAM and CEO & Country President, Dow India, Mr. Anil Bhatia, Chairman – Energy Committee, AMCHAM and Vice President & Managing Director – India, Emerson, and Mr. Abhishek Shrivastava, Managing Director-India, Middle East, Africa (IMEA), The Lubrizol Corporation with Mr. Easwaran Subramanian (Easwar), Partner, Deloitte India as the moderator. Speakers acknowledged Maharashtra’s historical leadership in manufacturing and its strong reputation among foreign investors. They discussed the need for consistent and predictable regulatory frameworks, clarity in taxation, and improved speed in land acquisition and environmental clearances. Emphasizing the growing global competition for investments, the session highlighted the importance of upgrading logistics networks, enabling industry 4.0 readiness, and strengthening advanced manufacturing capabilities across sectors. Panelists agreed that with its infrastructure, talent availability, and longstanding industrial culture, Maharashtra remains one of the most attractive destinations for U.S. manufacturers, provided processes become more time-bound and digitally integrated.

A special address by Mr. Deependra Singh Kushwah, IAS, Development Commissioner, Government of Maharashtra further reinforced the government’s focus on driving efficiency and reducing friction for investors. He spoke about the state’s ongoing reform measures under the ease of doing business framework and strengthening of the MAITRI platform to ensure faster approvals, better tracking systems, and more transparent engagement with industries.

The second session, ‘The Rise of GCC Leadership: India as the Global Brain, Not Just the Back Office,’ focused on the rising significance of global capability centers (GCCs) in Maharashtra’s economic strategy. Ms. Kaku Nakhate, Co-Chairperson – Western Region, AMCHAM and Chief Executive Officer, India, Bank of America, N.A. set the scene and warmly introduced Mr. Kaustubh Dhavse, Chief Advisor to the Chief Minister, Government of Maharashtra, who emphasized that Maharashtra aims to position itself as the GCC capital of India, with the newly announced GCC Policy 2025 playing a pivotal role. The policy aims to establish 400 new GCCs, create 4 lakh high-skilled jobs, and build future-ready GCC parks with walk-to-work designs, advanced digital infrastructure, sustainability-led incentives, and deepened industry-academia collaboration. These initiatives reflect the state’s ambition to attract knowledge-intensive investments and transition into a global hub for AI engineering, data analytics, cybersecurity, and enterprise functions.

The GCC panel featured diverse voices of Mr. Paras Pariikkh, Country Head India, ACA Group, Mr. Santosh Kulkarni, Managing Partner & Global Leader – Global Capability Centers BU, IBM India, Mr. Gautam Suseel, Partner, Khaitan & Co., and Mr. Arindam Banerji, Executive Vice President Country Head, India, State Street. Ms. Simi Thapar, Chief Country Officer and Board

Member, CSI Leasing India was the moderator. The discussion highlighted Maharashtra's position as a preferred GCC destination, especially Mumbai and Pune, due to their talent density, strong digital infrastructure, concentration of BFSI and technology companies, and growing data center ecosystem. Speakers emphasized that GCCs are rapidly becoming centers of innovation, product development, leadership training, and global decision-making. They reflected on compliance considerations, workforce flexibility needs, evolving data regulations, deepening of cyber security frameworks, and the importance of robust skilling programs to prepare talent for AI-driven and domain-specialized roles. There was a strong consensus that the Maharashtra GCC Policy 2025 will significantly strengthen the state's competitive advantage, provided implementation remains seamless and policy stability is maintained.

Throughout the conference, several common themes emerged. Maharashtra is positioned to lead India's next phase of economic transformation through sector diversification, infrastructure expansion, and innovation-focused policy frameworks. The state's success will increasingly depend on execution-led reforms, regional industrialization, stronger industry-academia linkages, and the creation of global centers of excellence. The U.S.-India economic partnership continues to act as a key pillar of Maharashtra's growth, with U.S. industry driving innovation, competitiveness, and technology deployment across manufacturing, services, and digital industries. The rise of GCCs — transforming from operational centers to global knowledge and leadership hubs — was repeatedly highlighted as one of Maharashtra's strongest opportunities.

The conference was supported by the Government of Maharashtra, MAITRI, Deloitte, ACA Group, Khaitan & Co., CSI Leasing, Nexdigm Inc., IBM and Emerson.

5 November 2025

Roundtable on Investment Climate in India

AMCHAM's Western Region convened a closed-door roundtable on November 5th at the KKR office in Worli, Mumbai, bringing together senior leaders from member companies for an open discussion. The purpose of the interaction was to exchange insights on the investment climate in India, understand sectoral trends, and highlight challenges and opportunities that shape foreign investor sentiment.

Participants acknowledged that India continues to hold strong long-term potential as an investment destination; however, they also highlighted several real-time challenges that businesses are currently experiencing. Many sectors have been impacted by tariff-related changes, which have created uncertainties and affected operational planning. Members noted that regulatory unpredictability remains a concern, with companies often navigating inconsistencies between policy intent and administrative implementation on the ground. Despite these issues, there was broad agreement that the Indian government is moving in the right direction, with a continued focus on economic growth, investment promotion, and signalling support for profit-making enterprises.

The discussion also covered broader sectoral and strategic themes. Several members spoke about the implications of tariffs on both the services and manufacturing sectors and how

companies are actively pursuing China-plus-one strategies to diversify supply chains. India's market scale, talent availability, and improving geopolitical positioning make it an attractive alternative. However, members pointed out that the country's overall technology readiness remains modest, with scope for deeper investment in advanced capabilities. At the same time, India offers significant opportunities for technology transfer in areas such as semiconductors, supply chain modernization, and risk management technologies. Participants also highlighted that data center investments remain high due to India's digital growth trajectory, supported by a strong talent pipeline.

Structural and governance-related reforms formed another major part of the discussion. Members emphasized the need to rebuild trust between businesses and regulatory bodies and reduce the gap between policy formulation and administrative execution. Enhancing business dispute resolution mechanisms, strengthening bankruptcy and insolvency processes, and addressing the recent slowdown in the start-up ecosystem were identified as important areas. Labour and firm-level reforms, along with judicial reforms to reduce delays and uncertainty, were also noted as critical factors in improving the business environment and attracting sustained foreign investment.

The conversation reflected on the increasing competitiveness among Indian state governments. Participants observed that states are actively offering incentive packages to attract investors and are working towards streamlining processes through single-window clearance systems, which are improving the ease of doing business. It was noted that the Government of India has consistently communicated its support for companies that create value and deliver profits and is encouraging greater investment by providing enabling conditions and assistance. The meeting was attended by Mr. Richard Bullock, CFA, Global Macro & Asset Allocation, KKR, Mr. Anand Jha, Managing Director, Visa India, Ms. Simi Thapar, Country CEO, CSI Leasing, Mr. Karna Rao, Vice President, CSI Leasing, Mr. Aditya Dhand, Managing Director & Country Lead, JS Held, Dr. Niranjan Pai, Senior Director, APCO Worldwide, Ms. Tehmina Sharma, Partner, Deloitte, Mr. Anil Talreja, Partner, Deloitte, Mr. Nachiket Deo, Partner, Ernst & Young and Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM.

18 November 2025

Roundtable on Forensics & Risk Mitigation in the Age of AI

AMCHAM's Western Region, in partnership with J.S. Held as knowledge partner, hosted an exclusive breakfast roundtable on 'Forensics & Risk Mitigation in the Age of AI' on November 18th at Marine Plaza, Mumbai, bringing together senior leaders from private equity, legal firms, forensic advisory practices, and U.S. multinationals for a deep discussion on how AI is transforming investigations, compliance, and risk management.

The session opened with welcome remarks by Avinash Gupta, Chairman – Western Region, AMCHAM and Managing Director, Dun & Bradstreet India, followed by speaker introductions by Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM. Mr. Aditya Dhand, Managing Director, J.S. Held India, set the context by highlighting how AI is reshaping forensic workflows, reducing turnaround time, improving accuracy, and uncovering patterns invisible to traditional

methods. This was followed by a presentation by Mr. Mayank Sharma, Senior Director, J.S. Held, showcasing AI-powered forensic accounting, anomaly detection, NLP-based adverse media analysis, due diligence, technology-assisted document review, and global case studies, including kickback tracing, investigative due diligence identifying shell entities and hidden affiliations, predictive coding achieving 99.7% accuracy, and forensic accounting uncovering payroll manipulation and fund misappropriation.

The moderated panel discussion featured Ms. Chitra Rentala, Partner, Trilegal, Mr. Sachin Salian, Health Compliance Officer, Johnson & Johnson, Ms. Zenia Cassinath, Partner, Veritas Legal, and Mr. Aditya Dhand, moderated by Mr. Mayank Sharma. Panelists explored the general impact of AI — acknowledging AI's ability to improve speed and coverage while introducing complexities around data integrity and explainability — as well as its role in fraud detection through anomaly recognition and communication mapping, risks such as bias, over-reliance, data privacy challenges, and proactive fraud-risk management through hybrid human-AI oversight models. The panel also examined competition and market practices, including monopoly concerns around control of models and datasets by large AI firms, and the risk of AI-driven price fixing and algorithmic collusion, emphasizing the need for strong antitrust and ethical guidelines. On workforce impact, speakers noted that AI is reshaping roles rather than replacing them, driving demand for hybrid skill sets combining domain expertise with AI literacy. During the audience interaction, participants raised questions on AI adoption for smaller firms, admissibility of AI-generated evidence, regulatory compliance across borders, and necessary guardrails for sensitive-sector investigations.

In his closing remarks, Mr. Aditya Dhand underscored three takeaways: 1) AI is now foundational to forensics and risk work; 2) human judgment remains indispensable; and 3) the future lies in hybrid AI-human models that ensure accuracy, efficiency, and ethical oversight. The roundtable concluded with strong engagement and a commitment to continue knowledge-sharing on emerging technologies and compliance excellence through future AMCHAM Western Region initiatives. The roundtable was sponsored by J.S. Held.

8 December 2025

Labour Code 2025: What Employers Must Know

AMCHAM's Western Region, in partnership with Deloitte as the knowledge partner, hosted an exclusive in-person roundtable session on the newly launched labour code on December 8th at the Deloitte Knowledge Center, Mumbai. The session titled 'Labour Code 2025: What Employers Must Know' brought together senior HR, legal, compliance, and corporate affairs leaders from member companies to understand the implications, implementation roadmap, and practical challenges arising from the four new labour codes notified by the Government of India.

The session began with opening remarks from Ms. Rakhi Sikka, Regional Director – Western Region, who emphasized the significance of the reform and the need for employers to be future-ready through informed dialogue and sector-specific preparedness. This was followed by a presentation by Mr. Alok Agrawal, Partner, Tax, Deloitte, Mr. Vikas Birla, International Tax, Deloitte and Mr. Atul Mittal, Partner, Deloitte. The Deloitte experts provided a structured walkthrough of the new labour

code framework, including key features such as uniformity in definitions and processes, single registration and return replacing multiple filings, use of technology for compliance and inspections, stronger transparency and accountability, decriminalization of offences and introduction of compounding provisions, and the nationwide national floor wage ensuring minimum wage parity.

The speakers explained that while the central government has notified the codes, state rules are still in the consultation and notification phase, with varying progress across states, where most states have issued draft rules for one or more codes, while a few are yet to do so. A detailed explanation of the new definition of “wages” was provided and its impact on gratuity, provident fund contributions, statutory bonus, minimum wage calculation, leave encashment, and HR policy frameworks, noting that organizations will need to reassess compensation structures as certain allowances currently excluded may now form part of wages depending on the 50% threshold rule.

The session also covered changes in occupational safety, industrial relations and social security such as mandatory issuance of appointment letters, worker consent for overtime capped at 125 hours per quarter, formation of grievance committees for establishments with 20+ workers, introduction of a reskilling fund to support retrenched workers, expanded coverage for safety officers in factories and hazardous processes, and flexibility in employment of women with conditions related to safety, transport, POSH compliance, and childcare provisions.

The roundtable format enabled participants to raise questions on timelines for implementation in Maharashtra, applicability to fixed-term and contract employees, treatment of international assignees and expatriates, impact on payroll systems and IT readiness, interaction with the Shops & Establishment Act, and cost allocation for FY 2026, with participants appreciating the clarity provided by Deloitte’s experts, particularly on the transition roadmap, which includes gap assessment, leadership alignment, policy changes, communication planning, and system readiness.

The session concluded with key takeaways that the reform is not just a compliance transition but an opportunity to modernize workforce policies and strengthen governance, emphasizing that companies must start internal assessment immediately, leadership buy-in and proactive planning will be crucial, a coordinated approach between legal, HR, finance, operations, and IT teams is essential, and ongoing tracking of state-level rules will be important. Ms. Tehmina Sharma, Tax Partner and U.S. Corridor Leader, Deloitte India thanked the speakers and participants for the engaging discussions.

12 December 2025

Labour Codes - Reassess. Realign. Act.

AMCHAM’s Western Region, in collaboration with KPMG in India organized a roundtable session titled ‘Labour Codes - Reassess. Realign. Act.’ on December 12th at the KPMG office in Pune. The session brought together senior representatives from member companies across HR, legal, compliance, finance, and operations functions to deliberate on the implications of India’s newly notified labour codes and the actions required by employers to ensure readiness and compliance. The program commenced with arrival and networking, followed by opening remarks of Ms. Rakhi Sikka, Regional Director - Western Region, AMCHAM, who highlighted the

importance of industry preparedness and AMCHAM's role in facilitating informed dialogue on policy developments impacting businesses. This was followed by setting the context by Mr. Juzer Miyajiwala, Office Managing Partner – Pune, KPMG in India, who spoke on the significance of the labour codes in reshaping India's employment framework and the need for organizations to reassess existing structures and realign policies. The session then featured a detailed presentation by Mr. Chandrashekar Patel, Chartered Accountant, who provided an in-depth overview of the key provisions under the four labour codes, areas of impact on wages, social security, industrial relations, and occupational safety, and the practical steps organizations must undertake to prepare for implementation.

This was followed by an interactive roundtable discussion and open house, moderated by KPMG in India, which enabled participants to engage directly with the experts, seek clarifications, and share organization-specific challenges and perspectives. The session concluded with closing remarks by Mr. Akash Arora, Chartered Accountant, who summarized the key takeaways and emphasized the importance of timely internal assessments, cross-functional coordination, and continuous tracking of state-level developments. The roundtable concluded with a networking lunch, providing an opportunity for participants to continue discussions and exchange insights.

17 December 2025

Western Region Executive Committee Meeting

AMCHAM's Western Region Executive Committee held a meeting virtually on December 17th bringing together senior industry leaders to review the year's progress and deliberate on strategic priorities for the year ahead. The meeting was chaired by Mr. Avinash Gupta, Chairman – Western Region, AMCHAM and Managing Director & CEO, Dun & Bradstreet. The meeting featured a comprehensive review of key initiatives undertaken during 2025 alongside ongoing policy advocacy and government engagement. Members acknowledged the strong cadence of programs, including thematic conferences, roundtables, and government-facing engagements conducted throughout the year. Special reference was made to the successful Western Region signature conference, which received highly positive feedback from stakeholders. A significant outcome of the conference was the proposal to institute quarterly fast-track meetings with the Government of Maharashtra. The Secretariat also outlined the work plan for 2026, including the proposed launch of a core FMCG working group in recognition of the sector's strong presence in the Western Region, as well as plans for a conference focused on the future of consumer industries. Members were briefed on upcoming regional elections, to be completed before February 20th, 2026. Key governance points were discussed, including the minimum Executive Committee strength, the absence of a maximum cap on members, the process of inviting expressions of interest from the broader membership, and the importance of balanced regional representation across Mumbai, Pune, Ahmedabad, and the wider Western Region. The need for structured member outreach initiatives to enhance awareness and engagement was strongly endorsed, as was a suggestion to explore AMCHAM's participation through a pre-event or side event ahead of the upcoming AI Summit in February 2026. The meeting concluded with members reaffirming their commitment to strengthening AMCHAM's regional impact and thanking the Chair and Secretariat for their leadership and efforts.

6 January 2026

Meeting with Mr. Deependra Singh Kushwah, IAS, Development Commissioner (Industries) and Export Commissioner, Government of Maharashtra

AMCHAM met with Mr. Deependra Singh Kushwah, IAS, Development Commissioner (Industries) and Export Commissioner, Government of Maharashtra, along with senior representatives from ZoniqX on January 6th in Mumbai. The meeting was attended by Mr. Elvis Rodrigues, Chief Product Officer, ZoniqX, Mr. Jaya Kumar, Chief Advisor, ZoniqX, and Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM. The meeting focused on introducing ZoniqX and its work with government and sovereign entities, and on discussing opportunities in the tokenisation space in Maharashtra in line with the Hon'ble Chief Minister's announcements, particularly in the context of supporting the state's industrial and digital innovation agenda through public-private collaboration and potential pilot initiatives, with the Development Commissioner encouraging further engagement and sharing of detailed proposals.

2 February 2026

Union Budget 2026–27: Key Announcements, Implications & Opportunities

AMCHAM's Western Region, in collaboration with Deloitte, successfully organized a post Union Budget 2026 briefing session, 'Union Budget 2026 - 27: Key Announcements, Implications & Opportunities' on February 2nd to provide members with a comprehensive understanding of key tax and policy announcements and their implications for businesses operating in India. The virtual session commenced with opening remarks and a warm welcome by Mr. Avinash Gupta, Chairman – Western Region, AMCHAM and Managing Director, Dun & Bradstreet India, who underscored the importance of timely industry interpretation of the budget proposals in the context of evolving policy priorities and global economic developments. The session featured expert presentations by Mr. M.S. Mani, Partner, Deloitte India (Indirect Tax – GST, SEZ & Customs), Mr. Utkarsh Trivedi, Partner, Tax, Deloitte India (Direct & Personal Tax), and Mr. Rajendra Nalam, Partner, M&A, Deloitte India (Mergers & Acquisitions and Capital Markets), and was moderated by Ms. Tehmina Sharma, Partner & U.S. Corridor Leader, Deloitte India.

Speakers provided a multi-dimensional overview of significant proposals and policy signals emerging from Union Budget 2026, including liberalization of export rules and simplification of post-supply discount mechanisms under GST reducing uncertainty and tax costs; measures to strengthen SEZ manufacturing and improve working capital through expanded provisional and IDS refund mechanisms; customs reforms focused on digital trade facilitation, trusted and risk-based clearance, warehousing reforms, and a strengthened AEO ecosystem; fiscal prudence with the fiscal deficit maintained below 4.5% and continued emphasis on infrastructure-led growth; tax proposals aimed at improving ease of doing business, including reduced litigation pre-deposit, simplified penalty and prosecution framework, and stronger dispute prevention and resolution mechanisms; key M&A drivers arising from capex-led growth, clearer tax and regulatory frameworks, and ecosystem-led policy support; expansion of safe harbour regimes and faster resolution mechanisms in transfer pricing, including fast-track unilateral APAs; corporate tax proposals such

as MAT being treated as final tax, incentives for data centres and electronics toll manufacturing, and targeted reliefs for professional services; and rationalization of withholding taxes and selected personal tax compliance timelines. The session also highlighted forward-looking incentives for data centers and AI infrastructure, electronics manufacturing, and strengthening IFSC as a global hub, aligning with India's long-term Viksit Bharat 2047 vision.

5 February 2026

Roundtable on What It's Like Doing Business in India

AMCHAM's Western Region organized a closed-door roundtable on 'What It's Like Doing Business in India' at the Mumbai office of KKR on February 5th. The session brought together members representing a diverse range of sectors, including legal services, chemicals, consulting, pharmaceuticals, imports, and other industries. The session commenced with a warm welcome by Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM, followed by a candid and interactive discussion on the evolving business landscape in India. Mr. Henry McVeigh, Global Head – Macro, Balance Sheet and Risk, KKR, actively participated and shared his perspectives. Participants noted that over the past decade, many structural and operational challenges have been addressed, significantly improving the ease of doing business. India's rapid digitization was highlighted as a major enabler, with members acknowledging that while the regulatory environment can be intensive, it has also become more streamlined and predictable in several areas. Members shared that multiple sectors—including healthcare, education, and manufacturing—have witnessed strong and sustained growth, with most industries experiencing positive momentum. Within the chemical sector, while certain concerns remain, participants emphasized that meaningful transformations are underway, particularly in terms of process improvements and regulatory alignment. It was also observed that R&D activities in India have evolved over the years, shifting from basic research to more value-added and innovation-driven work.

India's access to cost-effective labour continues to be a competitive advantage, while specific segments such as medical technology and devices were highlighted as areas of strong capability and potential. Participants also underscored the increasing focus on skilling, noting that the government is cognizant of industry needs and broadly supportive of workforce development initiatives. Education, healthcare, and hospitality were identified as particularly attractive sectors for investment, while the technology sector was described as undergoing rapid change, with significant improvements in capability, infrastructure, and innovation. The session was highly interactive, with robust participation from all attendees, making it a rich exchange of practical insights, experiences, and forward-looking perspectives. Overall, the roundtable provided a deeper understanding of India's evolving business environment. Representatives from Dun & Bradstreet, Eastman Chemicals, Ernst & Young, Forever Living Imports, J.S. Held KKR, Kroll, LawQuest International, Pfizer, and Visa, joined the session.

10 February 2026

Western Region Executive Committee Meeting

AMCHAM's Western Region Executive Committee held a meeting virtually on February 10th to review ongoing initiatives and deliberate on key regional priorities under the leadership of Mr. Avinash Gupta, Chairman - Western Region, AMCHAM and Managing Director & CEO, Dun & Bradstreet, and Ms. Kaku Nakhate, Co-Chairperson - Western Region, AMCHAM and Chair, India, Bank of America. The meeting was attended by Mr. Siddhartha Ghosal, National Executive Board Member, AMCHAM and CEO & Country President, Dow Chemical, Ms. Shefali Goradia, National Executive Board Member, AMCHAM and Chairperson, Deloitte India, Mr. Hitesh Sharma, Partner, Ernst & Young, Ms. Simi Thapar, Country CEO, CSI Leasing and Ms. Rakhi Sikka, Regional Director, AMCHAM India. Members briefly discussed ongoing and proposed initiatives for the Western Region. A key focus of the discussion was the expansion and strengthening of the Pune Chapter. Members noted that Pune has increasingly emerged as a hub for global capability centers, presenting significant opportunities to onboard new members, expand engagement, and make the chapter more proactive and impactful. Members also discussed the growing importance of Gujarat in the current business and investment landscape. With increased activity from the Gujarat government and a rising presence of companies in the state, it was agreed that AMCHAM should now place a stronger strategic focus on Gujarat as part of its Western Region initiatives. The meeting concluded with a shared understanding on the need to broaden regional outreach and deepen member engagement across Pune and Gujarat.

20 February 2026

Navigating India's DPDP Act: Regulatory Insights and Implementation Strategies

AMCHAM's Western Region organized a roundtable session on 'Navigating India's DPDP Act: Regulatory Insights and Implementation Strategies' on February 20th in collaboration with Ernst & Young (EY) as knowledge partner. The session was conducted in a hybrid format at the EY office in Mumbai, bringing together senior leaders and practitioners from legal, compliance, risk, data privacy, IT, cyber security, governance, and policy functions. The session commenced with Mr. Hitesh Sharma, Western Region Executive Committee Member, AMCHAM and Senior Partner, EY, welcoming all participants and highlighting the growing importance of robust data protection frameworks in India and the need for organizations—particularly multinational companies—to proactively prepare for the evolving regulatory landscape under the Digital Personal Data Protection (DPDP) Act. The technical presentation was delivered by Ms. Mini Gupta, Partner & National Leader for Data Privacy and Data Protection, EY India, who provided a comprehensive overview of the DPDP Act introduced by the Government of India. Her presentation highlighted that the DPDP Act establishes a comprehensive framework governing the processing of digital personal data in India; introduces clear roles of data fiduciaries and data processors with defined accountability obligations; positions consent as the primary lawful basis for processing with emphasis on it being free, informed, specific, and unambiguous; strengthens data principal rights including the right to access information, correction and erasure of data, grievance redressal, and nomination; mandates organizations to implement reasonable security safeguards and notify

the Data Protection Board and affected individuals in case of personal data breaches; permits cross-border data transfers to notified countries; imposes additional compliance requirements on significant data fiduciaries such as data protection impact assessments, audits, and appointment of a Data Protection Officer; prescribes a penalty-based enforcement regime with substantial financial consequences for non-compliance; and emphasizes privacy-by-design, data minimization, and purpose limitation as core compliance principles.

The presentation was followed by a fireside chat between Mr. Taufique Arsiwalla, Tax Partner, EY India, and Mr. Ishan Banerjee, Senior Managing Counsel, Visa, which provided practical, industry-grounded perspectives on implementing DPDP requirements within multinational organizations. The discussion covered key questions including: the biggest mindset shift required for U.S.-headquartered companies moving from U.S. privacy laws to India's DPDP Act; how companies are preparing to be genuinely "72-hour ready" for breach notifications; how U.S. companies should decide what to standardize globally versus localize for India when global standards clash with DPDP requirements; how legal teams should partner with product and engineering to make privacy-by-design real and measurable; whether DPDP could become a trust and market entry advantage for U.S. companies in India; what a "good" privacy program should look like in 2026 for multinational companies operating in India; misconceptions around DPDP compliance that need early correction; common DPDP mistakes U.S. companies should avoid; whether the revised expected implementation timeline of 12 months (from the earlier 18 months) is sufficient and how U.S. organizations may cope with it; and whether organizations should voluntarily adopt mechanisms such as SCC-like practices for cross-border transfers given DPDP's prescriptive nature. The fireside chat was followed by an engaging Q&A session where participants raised practical queries around implementation timelines, operational readiness, and cross-border data considerations. The session concluded with a vote of thanks by Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM, who expressed appreciation to EY, the distinguished speakers, and all participants for their active engagement and reiterated AMCHAM's commitment to continuing industry dialogues that support members in navigating India's evolving regulatory landscape.

18 March 2026

Compliance & Integrity Dialogue Series: From AI Adoption to AI Accountability - Strengthening Compliance, Controls & Oversight

AMCHAM, in collaboration with PwC India, continued its six-part Compliance & Integrity Dialogue Series with a session titled 'From AI Adoption to AI Accountability - Strengthening Compliance, Controls & Oversight' on March 18th at the PwC office, in Mumbai, bringing together senior compliance leaders, legal experts, and industry practitioners to explore how organizations are transitioning from early AI adoption to building accountable and scalable governance frameworks. The session commenced with a networking lunch, followed by welcome remarks by Mr. Avinash Gupta, Chairman - Western Region, AMCHAM and MD & CEO – India, Dun & Bradstreet, who emphasized the importance of collaborative dialogue in navigating evolving compliance challenges, while Mr. Abhijit Yadav, Partner, PwC India, set the context by highlighting the growing role of AI in reshaping compliance functions and the need to balance innovation with strong oversight. The

discussions were structured across three key modules, beginning with practical insights on the use of AI in day-to-day compliance, where speakers shared what is working, what remains manual, and the challenges around data gaps, change management, and user trust. This was followed by a deep dive into AI-driven monitoring, investigations, and enforcement readiness, focusing on continuous monitoring, proactive risk identification, whistleblower triage, and the importance of ensuring evidence defensibility in line with regulatory expectations, and concluded with a forward-looking conversation on governing AI at scale, where the role of boards and management in strengthening oversight, establishing policies, and defining accountability frameworks over the next 24–36 months was emphasized.

The session featured an eminent panel of speakers including Ms. Mini Menon VandePol, Asia Pacific Head – Investigations, Compliance & Ethics, Baker McKenzie, Ms. Rupinder Malik, Partner, JSA Advocates & Solicitors, Mr. Abhijit Yadav, Partner, PwC India, Mr. Samir Paranjpe, Partner, PwC India, Mr. Nitin Talwar, Partner, PwC India, Mr. Gaurav Ajmani, Chairman – Ethics & Compliance Committee, AMCHAM and AGC and Chief Compliance Officer for APAC & MEA, Snapchat, Ms. Bhawna Ranganathan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and SVP & Deputy General Counsel, Genpact, and Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell, whose insights collectively provided a comprehensive perspective on both operational realities and strategic priorities in integrating AI into compliance frameworks. The session concluded with an engaging Q&A and reinforced the importance of responsible AI adoption anchored in strong governance, transparency, and cross-functional collaboration.



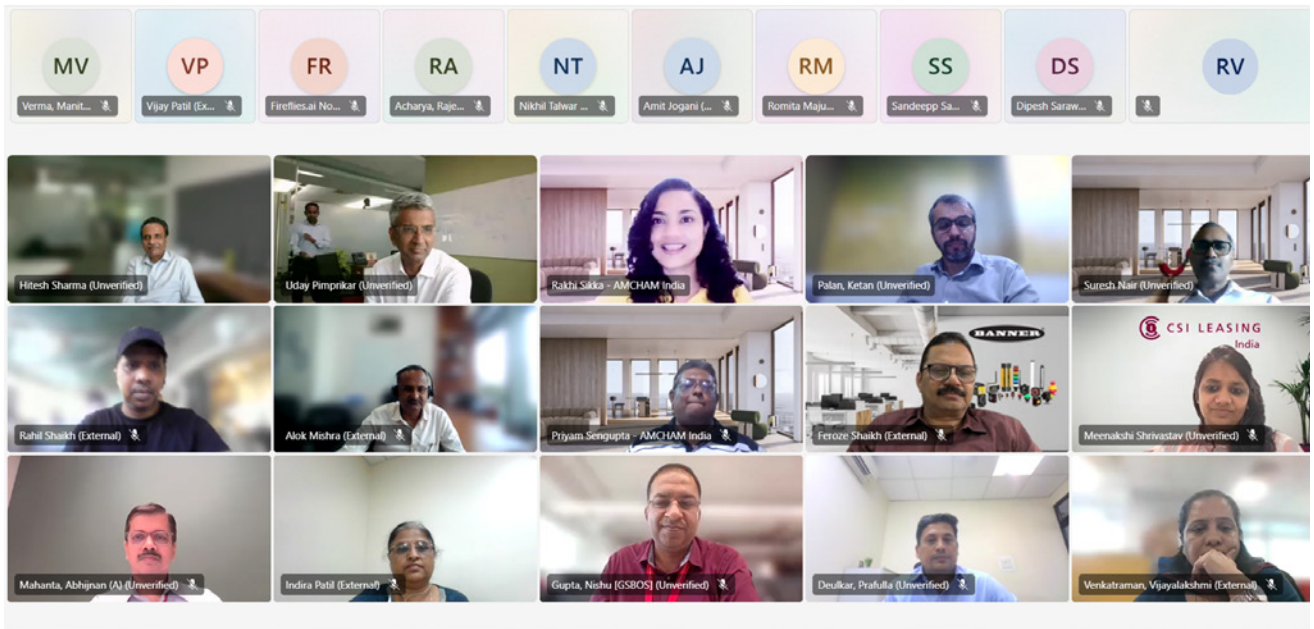
Roundtable session on the GCC workplace in progress.



(L-R) M.s Rakhi Sikka, Regional Director, AMCHAM Western Region, Mr. Shravan Bendapudi, Co-Managing Director, Gensler India, Ms. Alpana Shirgaonkar, Senior Executive Director – Business Process Management and Quality at Nexdigm Inc., Mr. Santosh Kulkarni – Chairman of AMCHAM's GCC Committee and Managing Partner & Global Leader - GCC Business Unit at IBM, Mr. Anand Jha, Vice President and Head of Government Engagement for India and South Asia, Visa and Mr. Neeraj Verma – Partner & Cluster Leader – Financial Services, GCC Business Unit, IBM



Participants at the GCC leadership breakfast meeting



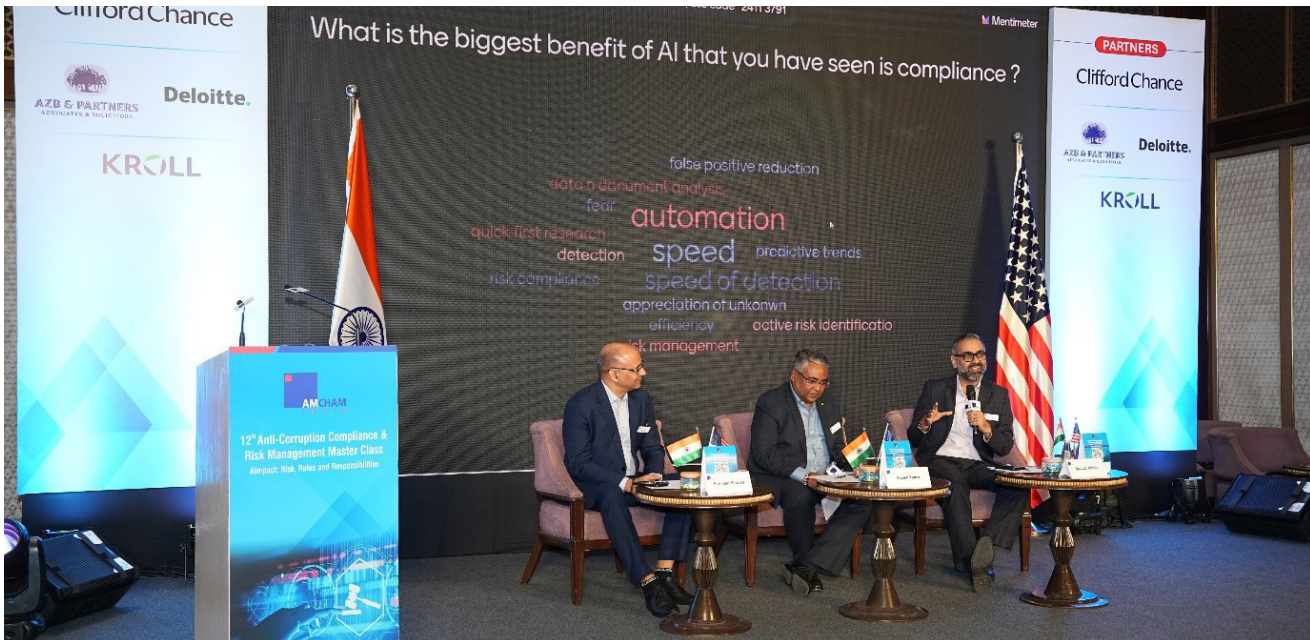
Webinar on 'Decoding GST 2.0 | Navigating the 56th GST Council Reforms' in progress



(L-R) Mr. Avinash Gupta, Chairperson – Western Region, AMCHAM and Managing Director & CEO, Dun & Bradstreet, Ms. Komple Sharma, Director, AMCHAM, Ms. Rakhi Sikka, Regional Director - Western Region, AMCHAM, Ms. Bhawna Ranganadhan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact and Mr. Gaurav Ajmani, Chairperson – Ethics & Compliance Committee, AMCHAM & Associate General Counsel: Compliance, Amazon



Mr. Vasu Muthyala, Partner, Clifford Chance during 12th Anti-Corruption Master Class



From Checklist to Automation: How AI is Redefining Compliance (L-R) Mr. Surender Sharma, Whole-time Director-Legal & Company Secretary, Colgate-Palmolive (India) Limited (CPIL), Mr. Sachin Yadav, Partner – Forensic & Financial Crime, Strategy, Risk & Transactions, Deloitte India and Mr. Saurabh Khosla, Partner – Forensic & Financial Crime, Strategy, Risk & Transactions, Deloitte Touche Tohmatsu India LLP



Changing Dynamics of Fraud Investigations with Technology Innovation (L-R) Mr. Vicky Gala, Associate Managing Director, Investigations, Diligence and Compliance, Kroll, Mr. Ankoosh K. Mehta, Partner (Co-Head - White Collar & Investigations), Dispute Resolution & White-Collar Crime, Cyril Amarchand Mangaldas, Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell India, Ms. Vidhi Maniyar, Ethics and Compliance Officer, India Medtronic and Mr. Abhishek Pareek, Group Head – Finance, Waaree Group



(L-R) Mr. Gaurav Ajmani, Chairperson – Ethics & Compliance Committee, AMCHAM and Associate General Counsel: Compliance, Amazon, Mr. Vivek Rawal, Risk Management & Digital Compliance Lead, Pfizer Limited, Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell India, Mr. K.V. Karthik, Partner and Leader – Forensic & Financial Crime, Strategy, Risk & Transactions, Deloitte India, Ms. Bhawna Ranganadhan, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Sr. Vice President & Deputy General Counsel, Legal Compliance, Genpact and Mr. Jinendra Shah, Director, Compliance and Operational Risk, Bank of America



Current Risk Landscape: What U.S. Companies Growing in India Need to Know About U.S. and Indian Regulatory Trends (L-R) Mr. Vasu Muthyala, Partner, Clifford Chance, Mr. Raghav Seth, Partner, AZB & Partners, Mr. Priyank Ladoia, Partner, AZB & Partners and Mr. Kabir Singh, Partner, Clifford Chance



Ms. Piya Haldar, Co-Chairperson – Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell India



Audience interaction with speakers during 12th Anti-Corruption Master Class



(L-R) Ms. Ranjana Khanna, Director General CEO, AMCHAM, Mr. Sandip Patel, Chairman, AMCHAM and General Manager, India/South Asia, IBM, Managing Director, IBM India, Dr. P. Anbalagan, IAS, Secretary, Industries Department, Government of Maharashtra, Mr. Avinash Gupta, Chairman - Western Region, AMCHAM and Managing Director & CEO, Dun & Bradstreet Information Services India, and Mr. Shubham Gupta, Partner, Deloitte India



Manufacturing & Investment – FDI Challenges and Opportunities for Maharashtra (L-R) Mr. Siddharth Ghoshal, National Executive Board Member, AMCHAM and CEO & Country President, Dow India, Mr. Anil Bhatia, Chairman – Energy Committee, AMCHAM and Vice President & Managing Director – India, Emerson, Mr. Deependra Singh Kushwah, IAS, Development Commissioner, Directorate of Industries, Government of Maharashtra, Mr. Easwaran Subramanian (Easwar), Partner, Deloitte India, and Mr. Abhishek Shrivastava, Managing Director-India, Middle East, Africa (IMEA), The Lubrizol Corporation



The Rise of GCC Leadership: India as the Global Brain, Not Just the Back Office (L-R) Ms. Simi Thapar, Chief Country Officer and Board Member, CSI Leasing India, Mr. Kaustubh Dhavse, Chief Advisor to the Chief Minister, Government of Maharashtra, Mr. Paras Pariikkh, Country Head India, ACA Group, Mr. Santosh Kulkarni, Managing Partner & Global Leader - Global Capability Centers BU, IBM, Mr. Gautam Suseel, Partner, Khaitan & Co., and Mr. Arindam Banerji, Executive Vice President Country Head, India, State Street



(L-R) Mr. Nachiket Deo, Partner, Ernst & Young, Mr. Karna Rao, Vice President, CSI Leasing, Ms. Simi Thapar, Country CEO, CSI Leasing, Dr. Niranjan Pai, Senior Director, APCO Worldwide, Mr. Anand Jha, MD, Government Affairs, Visa India, Ms. Rakhi Sikka, Regional Director - Western Region, AMCHAM, Mr. Richard Bullock, CFA, Global Macro & Asset Allocation, KKR, Mr. Aditya Dhand, Managing Director & Country Lead, JS Held, Mr. Anil Talreja, Partner, Deloitte, and Ms. Tehmina Sharma, Partner, Deloitte



Mr. Avinash Gupta, Chairman - Western Region, AMCHAM and MD & CEO Dun & Bradstreet



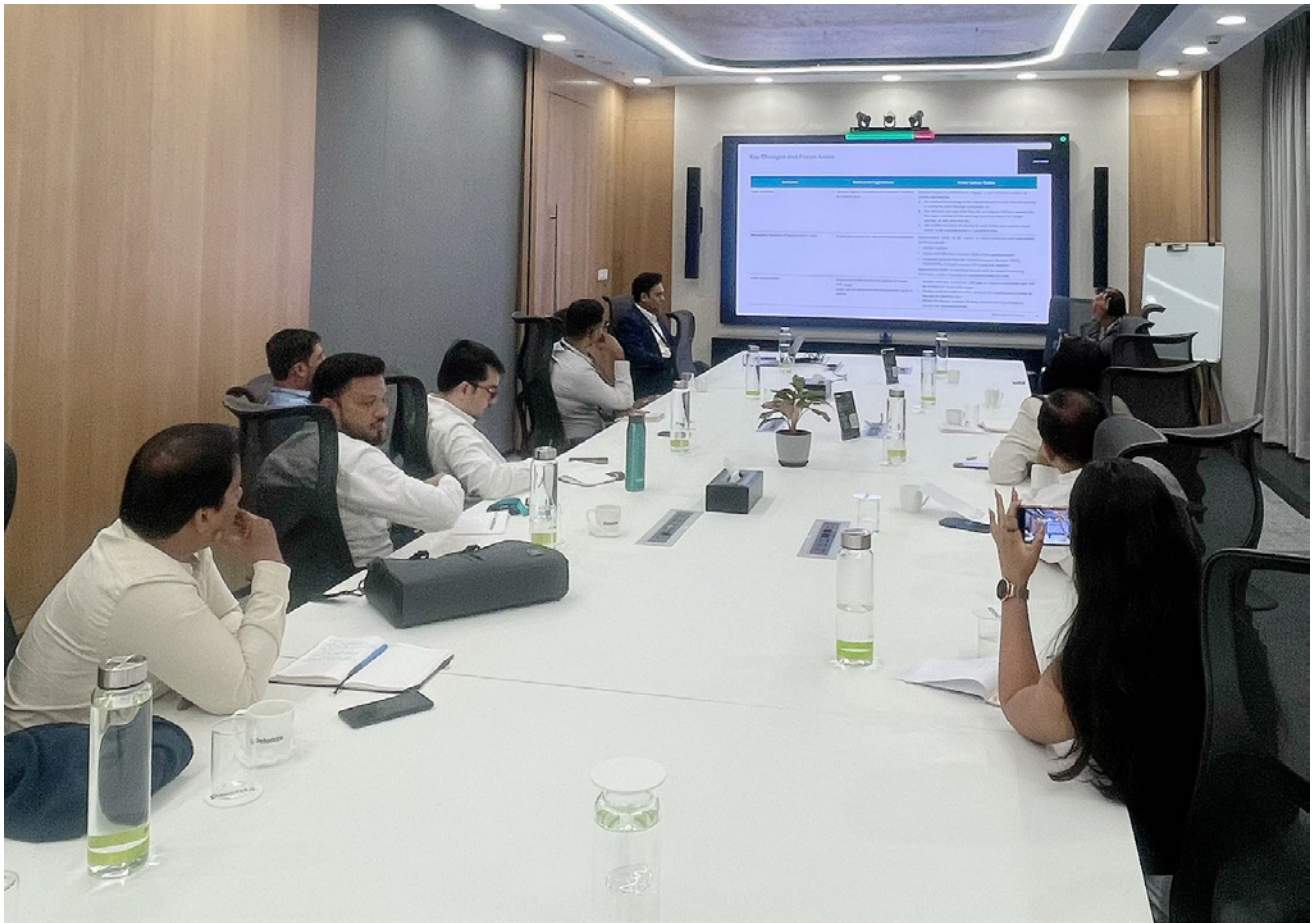
(L-R) Mr. Aditya Dhand, Managing Director, J.S. Held India Private, Mr. Sachin Salian, Healthcare Compliance Officer, Johnson & Johnson, Ms. Chitra Rentala, Partner, Trilegal, Ms. Zenia Cassinath, Partner, Veritas Legal, and Mr. Mayank Sharma, Senior Director, J.S. Held



Participants at a roundtable on 'Forensics & Risk Mitigation in the Age of AI' in Mumbai



Roundtable on 'Forensics & Risk Mitigation in the Age of AI'



Roundtable session on 'Labour Code 2025: What Employers Must Know'



Participants at a roundtable on 'Labour Code 2025: What Employers Must Know' in Mumbai



Mr. Juzer Miyajiwala, Office Managing Partner – Pune, KPMG in India, setting the context at a roundtable on labour codes in Pune



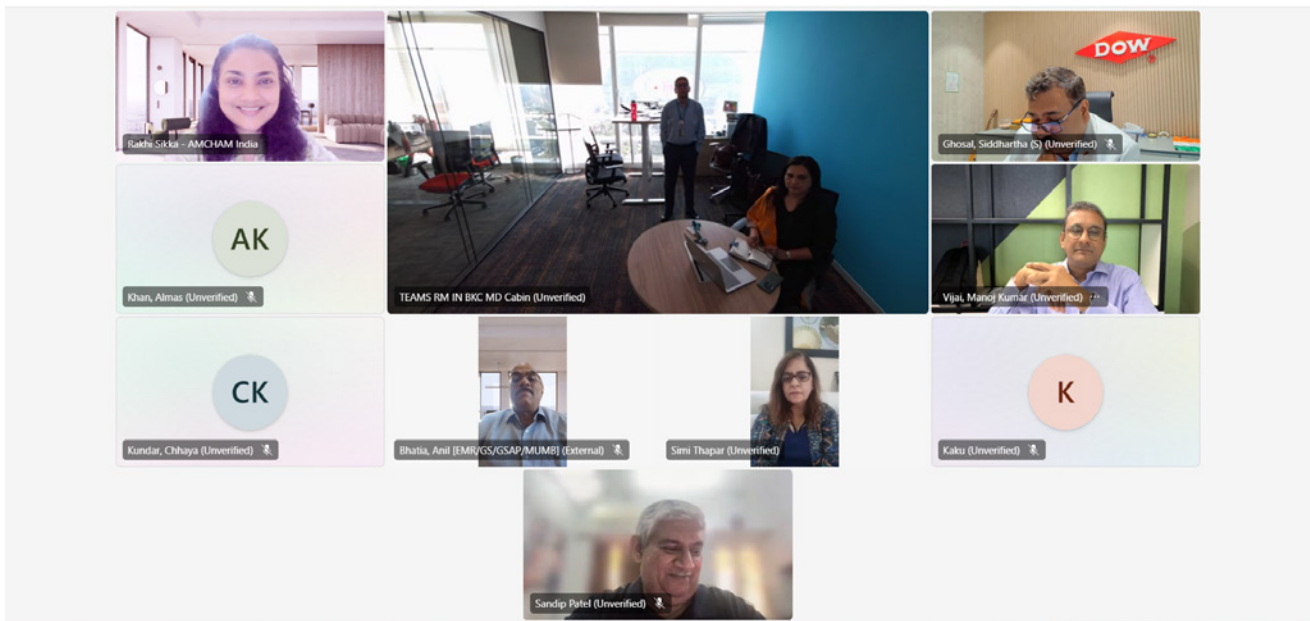
Mr. Akash Arora, Chartered Accountant, addressing participants during 'Labour Codes – Reassess. Realign. Act.' in Pune



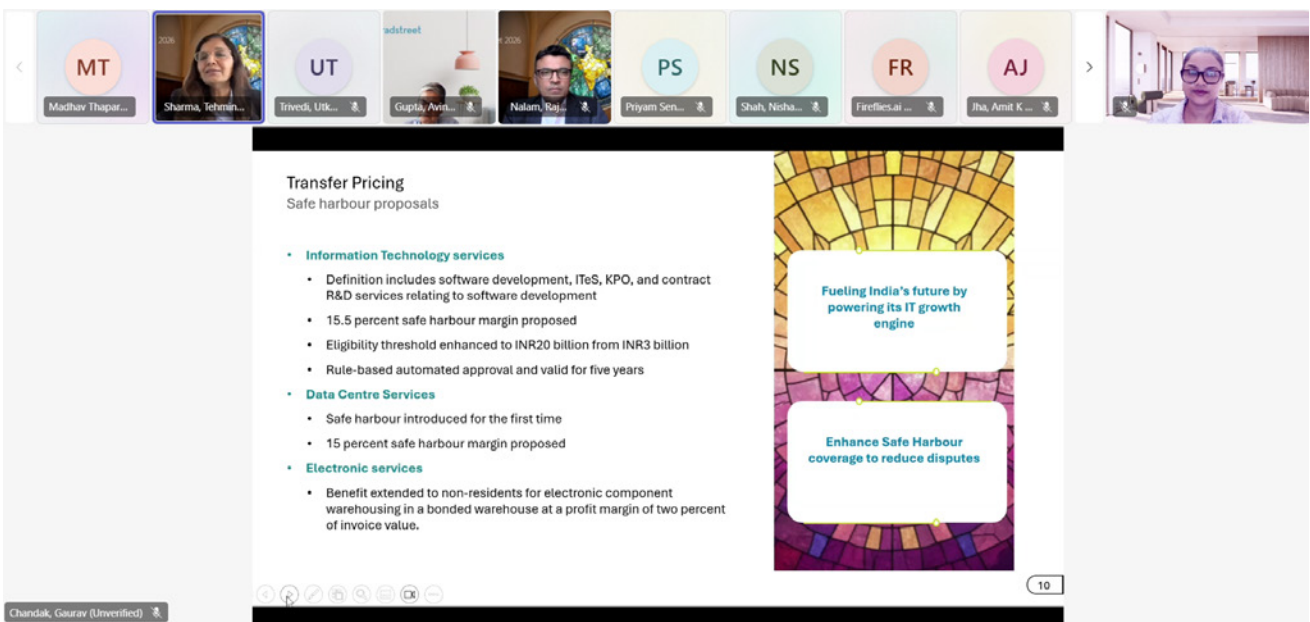
Mr. Chandrashekar Patel, Chartered Accountant, addressing participants in Pune at the roundtable on labour codes



Participants at a roundtable on 'Labour Codes – Reassess. Realign. Act.' in Pune



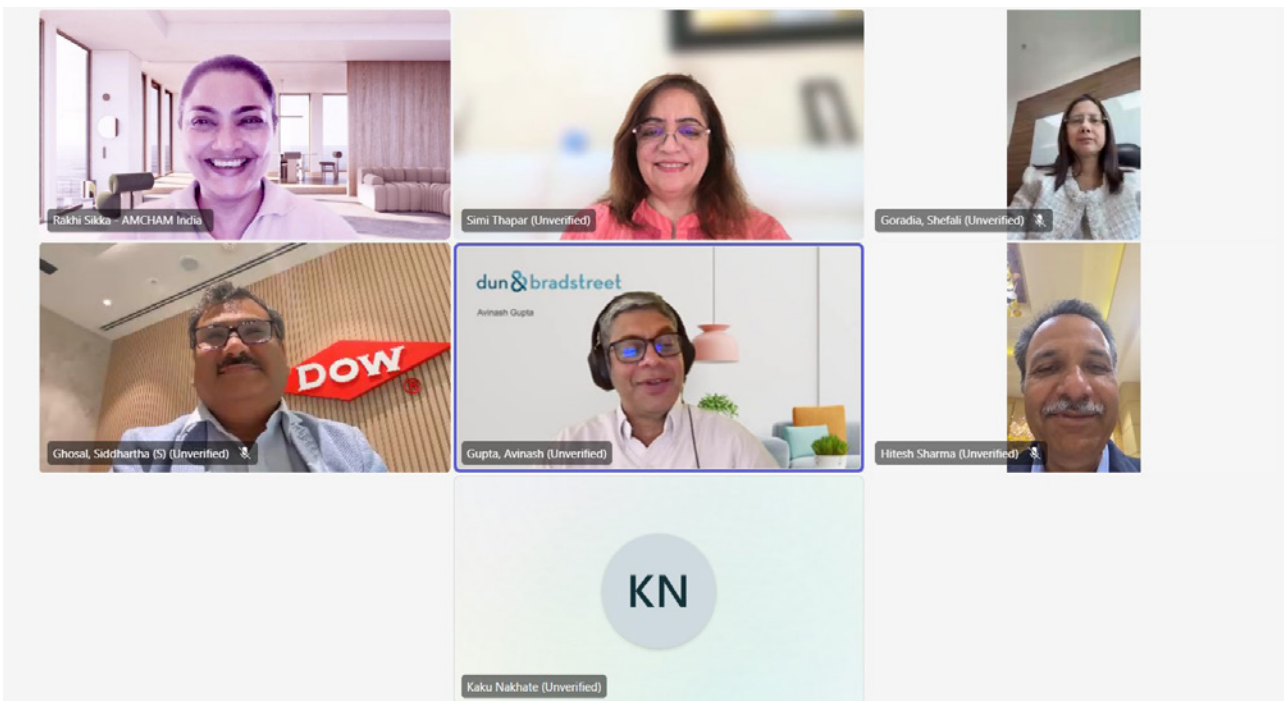
Western Region Executive Committee meeting in progress



'Union Budget 2026-27: Key Announcements, Implications & Opportunities' with Deloitte



(L-R) Ms. Mudita Singh, Regulatory Compliance & Ethics Specialist, Dun & Bradstreet, Ms. Shruti Godbole, AVP, Kroll, Mr. Himanshu Aherrao, Pfizer, Mr. Sandesh Nevarekar, CFO, Forever Living Imports, Mr. Mushtaq Patel, Director, Eastman Chemicals, Ms. Poorvi Chothani, Managing Partner, LawQuest International, Mr. Henry McVeigh, Global Head – Macro, Balance Sheet and Risk, KKR, Mr. Sandeep Baldava, Partner, Ernst & Young, Ms. Rakhi Sikka, Regional Director – Western Region, AMCHAM, Mr. Anand Jha, Managing Director, Visa, Mr. Aditya Dhand, Managing Director and Country Lead, J.S. Held, Mr. Mayank Sharma, Director, J.S. Held, and Mr. Arun Vermani, Sr. VP, Kroll



Western Region Executive Committee meeting in progress



Fireside chat between Mr. Taufique Arsiwalla, Tax Partner, EY India and Mr. Ishan Banerjee, Senior Managing Counsel, Visa



Ms. Mini Gupta, Partner & National Leader for Data Privacy and Data Protection, EY India, giving an overview of the DPDP Act



Mr. Hitesh Sharma, Western Region Executive Committee Member, AMCHAM and Senior Partner, EY, welcoming participants



Participants at the roundtable on 'Navigating India's DPDP Act: Regulatory Insights and Implementation Strategies'



Mr. Abhijit Yadav, Partner, PwC India, setting the tone for the session



Ms. Mini Menon VandePol, Asia Pacific Head – Investigations, Compliance & Ethics, Baker McKenzie and Ms. Rupinder Malik, Partner, JSA Advocates & Solicitors



Members interacting during the session 'From AI Adoption to AI Accountability – Strengthening Compliance, Controls & Oversight'



Ms. Piya Haldar, Co-Chairperson - Ethics & Compliance Committee, AMCHAM and Chief Compliance Officer, Honeywell, delivering the vote of thanks



Participants at 'From AI Adoption to AI Accountability – Strengthening Compliance, Controls & Oversight' in Mumbai

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