13th ANNUAL FORUM 2026

INDIA 3.0 - Engaging for Growth in a Disrupted World

IDEAS | INSIGHTS | IMPACT

24 - 25 SEPTEMBER 2026

NEW DELHI

Programme*

Thursday, 24 September 2026 – 0830 to 2200 hrs
Friday, 25 September 2026 – 0830 to 1730 hrs

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Subject to Change
as on 31 August 2026

Day 1 *Thursday*, 24 September 2026 0830 to 2200 hrs

Venue: Taj Mahal, Mansingh Road, New Delhi

0830 – 0930 Registration and Networking over Tea / Coffee

1000 – 1045 | **Session 1—Inaugural Leadership Address**

India 3.0: What Will Define India's Next Decade?

India stands at the threshold of a defining decade. Transitioning to a developed nation requires massive structural upgrades that seamlessly bridge physical connectivity with digital public goods. In FY 2026-27, the government has committed an unprecedented capital expenditure of ₹12.2 lakh crore—powering everything from seven new high-speed rail corridors to an expansive indigenous semiconductor ecosystem. With real GDP growth estimated at 7.4% in FY26, the overarching strategic priority is shifting from foundational capacity building to seamless integration into high-value global supply chains. This opening conversation explores the priorities that will shape India's journey towards becoming a developed nation. By synchronising cutting-edge tech innovation with next-generation rail and logistics networks, the session will examine how India plans to sustain high growth, foster resilient job creation, and permanently anchor itself as a globally competitive economic powerhouse.

1050 – 1120 | **Session 2—Special Leadership Address**

India 3.0: The Next Phase of India's Transformation

A special address outlining the Prime Minister's vision for Viksit Bharat and upcoming policy priorities. India's march toward India 3.0 - representing global leadership - is firmly underway. To sustain this momentum as real GDP grows at an estimated 7.4% in FY26, the strategic focus is shifting toward expanding the domestic market as the foundation for durable, investment-attracting growth. With private consumption expenditure projected to account for 61.5% of GDP, the highest level since FY12, the government is moving to systematically open new markets, reduce barriers to consumption, and formalise the informal economy. Driving this next generation of reforms requires exceptional coordination across fiscal and monetary domains to harness the emerging purchasing power outside major megacities. This session examines the critical policy levers required to achieve this ambitious market expansion, ensuring India remains a stable and credible global growth partner amidst profound global disruption.

1125 – 1215 | **Session 3—Partner State: Andhra Pradesh**

Andhra Pradesh - SwarnaAndhra@2047: The New Growth Laboratory

Andhra Pradesh is charting an ambitious roadmap to achieve a $2.4 trillion economy, anchored firmly in its visionary 'SwarnaAndhra@2047' framework. Positioned as India's "New Growth Laboratory," the state is shifting its regulatory philosophy from the traditional 'ease of doing business' to a forward-looking 'speed of doing business' model to attract high-value manufacturing and global capital. This investment-led growth strategy is powered by data-driven governance, timely policy reforms, and pioneering human capacity building—most notably through India's first comprehensive 'Skill Census' and a robust hub-and-spoke Innovation Hub network. Furthermore, by championing the novel 'P4 Model' (Public-Private-People Partnership) for zero poverty and the 'One Family, One Entrepreneur' initiative for MSMEs, the state is actively proving that grassroots economic inclusion and global competitiveness can scale together. This spotlight session examines Andhra Pradesh's long-term reform agenda, exploring how speed and strategic infrastructure development will drive the next wave of economic transformation.

1220 – 1320 | | **Session 4— India and Europe** *(Panel discussion)*

Beyond the FTA: Building the Next Chapter of the India–Europe Partnership

Europe is entering a new chapter in its partnership with India. The conclusion of the landmark India-European Union Free Trade Agreement in January 2026, together with the implementation of the India-EFTA Trade and Economic Partnership Agreement (TEPA) in October 2025, signals a step change in economic engagement. The EU FTA secures preferential access across 97% of EU tariff lines, while TEPA introduces an ambitious framework aiming for a $100 billion investment commitment over 15 years to create one million direct jobs in India. The relationship now extends far beyond transactional trade to encompass critical technologies, clean energy, and resilient supply chains. As the nation targets unprecedented scale in the India 3.0 era, translating these historic agreements into tangible market expansion and investment is the next strategic frontier.

1320 – 1400 | **Networking Lunch**

1400 – 1455 **Session 5— Future Leaders Dialogue** *(Panel discussion)*

Leading India 2047: The Next Leap

With a median age of just 29.2 years in 2026, India possesses a demographic advantage that is a formidable engine for growth. However, realising the vision of Viksit Bharat by 2047 requires more than just youthful energy—it demands a synergy between agile, next-generation thinking and deeply rooted institutional wisdom. This unique panel brings together young parliamentarians, startup founders, and emerging policy professionals alongside seasoned bureaucrats and senior policymakers. Together, they will explore how "Young India" envisions the next wave of structural reforms, technological integration, and global competitiveness, while grounding these ambitious, disruptive ideas in the practical realities of governance shared by seasoned policy leaders. The session aims to forge an intergenerational consensus, translating the aspirations of the youth into actionable, long-term policy pathways.

1500 – 1600 | **Session 6— Secretaries' Dialogue** *(Panel discussion)*

Incentivising Innovation: Agile Policy Frameworks for Future Ready India

Frontier technologies are fundamentally reshaping the global economy. By 2035, artificial intelligence could add $1.7 trillion to India's economy. To remain competitive, India is pioneering a "techno-legal" approach that balances rapid innovation with safe deployment. Backed by a ₹10,300 crore IndiaAI Mission and a clear target to achieve a $1 trillion digital economy by 2028, the nation is rapidly scaling its tech infrastructure. This panel brings together senior government secretaries to discuss the immediate steps needed to build a future-ready business environment. The conversation will focus on creating regulatory sandboxes, updating compliance structures, and upgrading digital public infrastructure. Ultimately, the session will outline how cross-ministry collaboration can secure India's position as a global leader in tech-led growth

1600 – 1630 | **Networking tea and coffee**

1630 – 1715 | **Session 7—Leadership Dialogue**

Building India at Scale: Securing India's Energy Future in a Disrupted World

India's economic growth depends on securing reliable and sustainable energy at scale. The nation is expanding its refining capacity from 258 million metric tonnes per annum (MMTPA) to 310 MMTPA by 2030, with long-term goals reaching up to 450 MMTPA. Simultaneously, India is accelerating its energy transition by building a robust green hydrogen ecosystem and expanding natural gas infrastructure. As global supply chains face unprecedented disruptions, achieving a secure energy future requires massive capital execution. This dialogue explores how government and industry can collaborate to balance traditional fuel security with clean energy adoption. The conversation will focus on scaling infrastructure, attracting investment, and keeping India globally competitive.

1720 – 1820 | **Session 8— Boardroom 2030** *(Panel discussion)*

Leading Through Disruption: Strategy, Innovation & India's Next Growth Story

The era of frictionless globalisation is over. Today, corporate governance must navigate geopolitical fragmentation, weaponised trade, and a global pivot towards economic security. Boards can no longer rely solely on cost-efficiency; they must actively de-risk operations through "China Plus One" strategies, friend-shoring, and secure supply chains. Concurrently, tapping into India's booming domestic economy, projected to become the world's third-largest consumer market by 2027, requires renewed market expansion strategies. Furthermore, the rapid adoption of artificial intelligence and escalating energy demands require proactive risk management. Crucially, navigating these compounding risks requires boards to leverage diverse perspectives, making the elevation of women in leadership a strategic imperative for resilient governance. This panel brings together senior corporate leaders to explore the new boardroom agenda. The discussion will focus on how companies can sharpen their geopolitical radar, balance technological disruption with resilience, and capture growth during the India 3.0 era.

1830 – 1915 | **Session 9— Women in Policy (**Panel Discussion)

Women in Policy: Imagining India 3.0
The public policy landscape in India is undergoing a transformative shift, driven by a dynamic cohort of young women professionals who are redefining how statecraft, corporate affairs, and regulatory design intersect. While women are increasingly leading critical dialogues across tech regulation, sustainability, healthcare, and economic reform, early-career policy professionals still navigate unique systemic challenges—ranging from mentorship gaps and networking barriers to establishing authority in traditionally male-dominated spaces.

This panel brings together emerging women policy leaders to share their hands-on learnings, operational insights, and strategies for navigating complex institutional ecosystems. Beyond discussing career trajectories, the conversation will center on their collective vision for "India 3.0"—exploring how a more inclusive, diverse, and agile policy framework can foster evidence-based governance, strengthen public-private collaboration, and build resilient institutions for the future.

1930 – 2200 | **Gala Dinner**

Day 2 ***Friday*, 25 September 2026** **0830 to 1730 hrs**

Venue: Taj Mahal, Mansingh Road, New Delhi

0830 – 0945 **Registration and Networking over Tea / Coffee**

1000 – 1045 | **Session 10— India – US Leadership Dialogue**

India–US: Building the Next Chapter of a Strategic Partnership

The India–US relationship is increasingly recognised as one of the most consequential global partnerships of this century. As both nations navigate an evolving geopolitical landscape, warranting the careful management of complex trade dynamics and shifting regional strategies, the core foundation of shared democratic values remains on a remarkably strong footing. Today, the focus is on expanding the strategic economic pillar to ensure "win-win" growth. Collaborative frameworks, such as the US-India COMPACT, are actively prioritising the development of resilient supply chains across critical sectors, including semiconductors, advanced manufacturing, and pharmaceuticals. This Leadership Dialogue explores how India and the United States can harmonise their strategic priorities to build a powerful anchor for regional integration and stability. The conversation will highlight how India's massive infrastructure scale aligns perfectly with US expertise in energy and digital infrastructure, ultimately exploring how business and government can collaborate to deepen this essential bilateral relationship.

1045 – 1130 | **Session 11—Leadership Dialogue**

India's Green Growth Story: Sustainability, Competitiveness and Global Leadership.

India stands at a pivotal moment where economic growth and environmental stewardship are no longer competing priorities but mutually reinforcing drivers of national progress. As global markets increasingly reward sustainable production, resilient supply chains and responsible business practices, India's commitment to climate action, resource efficiency and ecological conservation is emerging as a source of strategic advantage. Under the vision of Viksit Bharat 2047, the country has the opportunity to demonstrate that rapid development and sustainability can advance together.

This Leadership Dialogue will explore how India's environmental policies, climate commitments and green growth agenda are strengthening the nation's competitiveness, attracting investment, fostering innovation and creating new opportunities for industry. The conversation will also examine the role of government and business in building a resilient, low-carbon economy that positions India as a global leader in sustainable development while delivering inclusive and long-term economic growth. This is a timely discussion on how sustainability can become one of the defining pillars of India 3.0—an India that leads not only through the scale of its economy, but also through the quality, resilience and responsibility of its growth.

1145 – 1200 | **Networking tea/coffee**

1130 – 1230 | **Session 12—Partner State: Tamil Nadu**

Tamil Nadu: Vetri Tamizhagam – Building a Global Growth and Investment Powerhouse

Tamil Nadu is driving a new era of economic growth, anchored by the *'Vetri Tamizhagam'* vision. The State is charting an ambitious roadmap focused on developing world-class infrastructure, advancing youth skilling, and strengthening healthcare and the environment. To support this, the government is actively consulting with industry leaders to design a new industrial policy for 2027. This strategy has a clear, dual focus: attracting high-tech investments in sectors like green energy and electronics, while also creating thousands of formal jobs in traditional manufacturing. Tamil Nadu is seamlessly combining inclusive welfare with an agile, high-growth economic ecosystem. By building a highly business-friendly environment, the State is positioning itself as a future-ready powerhouse and a key leader in the India 3.0 era.

1230 – 1315 | **Session 13—Leadership Dialogue**

India's Next Growth Decade: Navigating Geoeconomics in a Disrupted World

India's potential growth rate has recently been revised upward to 7.0%, reflecting the compounding gains of structural reforms, robust public investment, and improved logistics. Despite a fragmented global environment marked by unilateral trade tariffs and geopolitical friction, the domestic economy retains significant momentum, with FY26 real GDP growth projected at over 7% and investment activity showing sharp acceleration. As the nation seeks to balance growth maximisation with shock absorption, the overarching economic philosophy is shifting toward 'delayed gratification' — prioritising long-term resilience and capacity building over short-term fixes. With a firm trajectory set to achieve a $5 trillion economy by 2026-27 and scale to a $10 trillion economy by 2033-34, navigating this path requires the private sector to move beyond cost arbitrage. Deep investments in continuous skilling and innovation are essential to counter technological disruptions like artificial intelligence and anchor India 3.0 as a global economic powerhouse.

1315 – 1400 | **Networking Lunch**

1400 – 1500 | **Session 14— Secretaries' Dialogue** *(Panel Discussion)*

Building India's Competitive Advantage

To sustain its economic momentum and integrate deeper into global value chains, India is embarking on a comprehensive governance and economic reform agenda. Across ministries, massive efforts are underway to structurally enhance both the Ease of Doing Business and the Ease of Living. This involves targeted initiatives to repeal redundant or obsolete laws, streamline complex compliance burdens, and build world-class industrial infrastructure. With dedicated deregulation cells and cross-sectoral reforms in motion, the overarching goal is to create a frictionless environment for enterprise and citizens alike.

This Secretaries' Dialogue brings together senior policymakers to evaluate the specific policy initiatives that will define the next decade of growth. The conversation will focus on regulatory rationalisation, the implementation of global standards, leveraging Free Trade Agreements, and the inter-ministerial collaboration required to cement India's competitive advantage on the world stage.

1500 – 1600 | **Session 15 — India and United States** *(Panel discussion)*

Shared Values, Evolving Dynamics: The Future of India–US Cooperation

The India–US relationship has evolved into one of the world's most important strategic partnerships, anchored in shared democratic values, economic opportunity and a common vision for a free, open and prosperous Indo-Pacific. As both countries navigate an increasingly fragmented global landscape, the relationship is entering a new phase—one that must reconcile strategic convergence with evolving trade, technology and industrial policy priorities.

Recent progress towards a bilateral trade agreement offers an opportunity to deepen economic engagement and unlock the next phase of growth. At the same time, emerging technologies, trusted supply chains, energy security, defence cooperation and resilient investment frameworks are reshaping the contours of the partnership. The challenge now is to move beyond managing differences towards building a future-ready partnership that strengthens competitiveness, drives innovation and creates shared prosperity.

This session will bring together senior policymakers, business leaders and strategic thinkers to examine how India and the United States can translate political goodwill into enduring economic and strategic outcomes. It will explore the policy choices, institutional partnerships and business collaborations needed to make the next decade the defining chapter of the India–US relationship.

1600 – 1645 | **Session 16— Closing Leadership Dialogue**

Building India's Competitive Advantage in a Fragmented World

At a time when global trade, investment flows, and industrial policies are being reshaped by geopolitical and geoeconomic developments, India has a unique opportunity to emerge as one of the world's most trusted economic partners. Through an ambitious agenda of trade agreements, ease of doing business, and investment promotion, the nation is steadily advancing its position in global value chains. With total exports reaching $863 billion in 2025-26, the government has set a bold target of achieving $1 trillion in exports for the current financial year, scaling up to a monumental $2 trillion over the next five years.

Achieving this vision requires Indian industry to step beyond its "comfortable" domestic market, scale manufacturing quality, and actively build "Brand India" abroad. This closing Leadership Dialogue explores India's evolving trade and industrial strategy. The conversation will focus on the immense opportunities arising from global supply chain realignments, the strategic role of Free Trade Agreements, and the vital policy reforms needed to cement India's global competitiveness and export-led growth in the India 3.0 era.

1645 – 1730 | **Networking reception**