



BURNPUR CEMENT LIMITED

Registered Office: 7/1 Anandilal Poddar Sarani (Russel Street)
5th Floor, Flat No.: 5B, Kanchana Building, Kolkata-700071
Phone: 033-4003 0212
CIN: L27104WB1986PLC040831
Web: www.burnpurcement.com
Email: acc.pat@burnpurcement.com

Dated: August 13, 2025

To National Stock Exchange of India Limited Exchange Plaza, Plot No. C/1, G-Block Bandra- Kurla Complex, Bandra (E) Mumbai - 400051 NSE Symbol - BURNPUR	To BSE Limited 1 st Floor, New Trading Ring Rotunda Building P. J. Towers, Dalal Street Fort Mumbai- 400001 BSE Scrip Code - 532931
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Dear Sir/Madam,

Sub: Newspaper Advertisement titled 'Public Notice - 39th Annual General Meeting'

Pursuant to Regulation 30 and 47 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith copies of the newspaper advertisements dated 13th August, 2025 published in 'Business Standard' (English Language- All Editions) and 'Ekdin' (Bengali Language- Kolkata Edition), in respect of Notice of the 39th Annual General Meeting of the Company scheduled to be held on Friday, 5th September, 2025 at 12:30 p.m. (IST) through Video Conferencing ('VC') / Other Audio-Visual Means ('OAVM') facility.

This is for your information and record.

For Burnpur Cement Limited

PUNAM KUMARI SHARMA
Digitally signed by
PUNAM KUMARI SHARMA
Date: 2025.08.13 12:24:59
+05'30'

Punam Kumari Sharma
Company Secretary & Compliance Officer

Encl: As above

ASSAM POWER GENERATION CORPORATION LIMITED

NOTICE INVITING TENDER

E-Tenders are invited from the intending contractors/firms/suppliers for execution of "Invitation for electronic tender for Design, manufacture, procurement, supply, fabrication, shop assembly, painting, shop testing, transportation & delivery to project site, receipt & storage at site, erection, testing & commissioning including packing & forwarding for shipment and trial operation of all Hydro- Mechanical Equipments and steel liner of pressure shaft including all associated works for KARBI LANGPI MIDDLE II HYDRO Power PROJECT (3 x 8 MW),West Karbi Anglong, Assam" required in Assam Power Generation Corporation Limited under the Department of Power, Govt. of Assam. An amount of Rs 58,00,000.00 (INR Fifty Eight Lakhs) only is to be submitted as EMD/Bid Security. The Tender documents can be downloaded from www.assamtenders.gov.in from 13/08/2025 (11:00 hours).

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The last date of submission of tender document is on 09-09-2025 (16:00 Hrs)

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The bids will be opened online on the e-procurement portal on 10-09-2025 (14:00 Hrs)

The Tender inviting Authority (TIA) reserves the right to accept or reject any bid/tender, and to cancel/ annul the bidding process and reject all bids at any time prior to contract award.

Name of the TIA: Chief General Manager (NRE), APGCL

Address of the TIA: 3rd Floor Bijulee Bhawan, Paltanbazar, Guwahati-1

Sd/- Chief General Manager (NRE)

3rd Floor, Bijulee Bhawan, Guwahati-1

Ind Bank Housing Ltd.

Regd. Office: 3rd Floor, 480, Khiviraj Complex -1, Anna Salai, Nandanam, Chennai- 600 035. Ph: 2432 9235

CIN No. : L65922TN1991PLC020219 Email: indhouse@indbankhousing.com

NOTICE OF 34TH ANNUAL GENERAL MEETING

Notice is hereby given that the Thirty Forth Annual General Meeting of the company ("34th AGM") will be held on Wednesday, 10th day of September 2025 at 11.30 AM (IST) through Video Conferencing ("VC") / Other Audio Visual Means ("OAVM") facility in compliance with the applicable provisions of the Companies Act, 2013 and Rules framed thereunder and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Circulars of Ministry of Corporate Affairs and Securities Exchange Board of India, issued pursuant to conducting Annual General Meeting.

The notice of the 34th AGM and Annual Report for the year 2024-2025 including the financial statements for the year ended 31st March, 2025 ("Annual Report") was sent only through email to all those members, whose email address are registered with the Company/their respective Depository Participant(s) ("Depository").The notice of the Annual General Meeting and Annual Report are also available on the website of the company at www.indbankhousing.com. The electronic transmission of notice of the Annual General Meeting together with the Annual Report was completed on 12.08.2025.

Members holding shares in physical form and who have not yet registered their e-mail addresses/ Mobile number with the Company are requested to visit <https://investors.cameoindia.com> or share the particulars by email to agm@cameoindia.com for registering their mobile number & e-mail addresses to receive the Notice of the 34th AGM and Annual Report 2024-2025 electronically. After due verification, the Company /RTA will send login credentials for attending the AGM and voting to the registered email address.

Pursuant to Section 91 of Companies Act 2013, notice is also hereby given that the Register of members and Share Transfer Books of the company will remain closed from 04.09.2025 to 10.09.2025 (both days inclusive).

Pursuant to Section 108 of Companies Act 2013 read with rule 20 of the Companies (Management and Administration) Rules 2014 as amended from time to time and Regulation 44 of SEBI (Listing Obligation & Disclosure Requirements) Regulations 2015, the members are provided with the facility to cast their vote electronically (Remote e-voting) for which the company has engaged the services of Central Depository Services (India) Limited (CDSL).

All the members are informed that:

1. The business as set forth in the notice of AGM may be transacted through voting by electronic means. The instructions for voting through electronic means are given in the Notice of AGM.

2. The remote e – voting shall commence on Sunday, September 7, 2025 at 9.00 A.M (IST) and ends on Tuesday, September 9, 2025 at 5.00 PM (IST) during which period the members can cast their vote electronically. Thereafter the remote e-voting shall be disabled by CDSL.

3. The cutoff date for determining the eligibility to vote by electronic means at the AGM is Wednesday, September 3rd, 2025.

4. Any person, who acquires shares of the company and becomes member of the company, after electronic transmission of the notice of the AGM and holding shares as on the cut – off date i.e., Wednesday, September 3rd, 2025 may contact the RTA,M/s. Cameo Corporate Services Limited to obtain the login details if they desire to avail remote e-voting facility. If the members are already registered with CDSL remote e-voting purpose, then the existing user id and password can be used for casting the vote.

For queries or issues relating to e-voting, please refer the frequently asked questions ("FAQs") and e-voting manual available at www.evotingindia.com under help section or write an email to helpdesk.evoting@cdslindia.com.In case of queries/grievances relating to e-voting, members may contact Central Depository Services (India) Limited, 17th floor, P J Towers, Dalal Street, Mumbai – 400001,Helpdesk: 1800-200-5533 email: helpdesk.evoting@cdslindia.com or RTA, M/s. Cameo Corporate Services Limited email: murali@cameoindia.com or Company Secretary email: indhouse1991@gmail.com

By order of the Board

For Ind Bank Housing Limited

-Sd/-

K. Aarthi

Date: 13.08.2025

Place: Chennai

Company Secretary & Compliance Officer

Business Standard

KOLKATA | WEDNESDAY, 13 AUGUST 2025

THE HI-TECH GEARS LIMITED

CIN: L29130HR1986PLC081555

Regd. Off. : Plot No. 24,25,26, IMT Manesar, Sector-7, Gurugram-122050, Haryana

Corp. Off.: Millennium Plaza, Tower-B, Sushant Lok-I, Sector-27, Gurugram-122002, Haryana.

Tel.: + 91 (124) 4715100 Fax: + 91 (124) 2806085

Website : www.thehitechgears.com E-mail: secretarial@thehitechgears.com

Statement of Unaudited consolidated financial results

for the quarter ended June 30, 2025

(₹ In Million, except per share data)

S. No.	Particulars	Quarter ended	Quarter ended	Year ended
		30/06/2025	30/06/2024	31/03/2025
		(Un-audited)	(Un-audited)	(Audited)
1.	Total income from operations	2,200.94	2,630.39	9,386.81
2.	Net Profit/ (Loss) for the period (before tax, Exceptional and/or Extraordinary items)	105.11	213.12	627.66
3.	Net Profit/ (Loss) for the period before tax (after Exceptional and/or Extraordinary items)	105.11	213.12	627.66
4.	Net Profit/ (Loss) for the period after tax (after Exceptional and/or Extraordinary items)	59.98	142.37	403.63
5.	Total Comprehensive income for the period [Comprising Profit / (Loss) for the period (after tax) and Other Comprehensive Income (after tax)]	140.02	119.07	260.77
6.	Equity Share Capital	187.93	187.78	187.93
7.	Reserves/Other equity as shown in the Audited Balance Sheet of the previous year			4,647.82
8.	Earning per share (of ₹10/- each) (for continuing and discontinued operations) (Not annualized for the quarter)			
	(a) Basic (in ₹) :	3.19	7.58	21.49
	(b) Diluted (in ₹) :	3.19	7.57	21.46

NOTES:-

1) The above Unaudited Consolidated Financial Results have been reviewed by the Audit Committee at their meeting held on August 11, 2025 and thereafter approved by the Board of Directors in their meeting held on August 11, 2025. The Limited Review have been carried out by Statutory Auditor of the Company.

2) The above is an extract of the detailed format of Consolidated Financial Results for the quarter ended June 30, 2025 filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015.

3) Additional information pursuant to Regulation 47(1)(b) of the SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015 on Key standalone financial information of the company is given below:

(₹ in million)

Particulars	Quarter ended	Quarter ended	Year ended
	30/06/2025	30/06/2024	31/03/2025
	(Un-audited)	(Un-audited)	(Audited)
Revenue from operations and other income	1,630.61	1,818.46	6,696.12
Profit before tax	129.03	187.77	635.69
Profit after tax	93.92	143.66	473.78

4 The full format of the Financial Results for the quarter ended June 30, 2025 is available on the Stock Exchanges websites (www.nseindia.com and www.bseindia.com) and the Company's website (www.thehitechgears.com). The same can be accessed by scanning the QR code provided below.

For and on behalf of the Board of Directors

The Hi-Tech Gears Limited

Sd/-

Deep Kapuria

Executive Chairman

(DIN: 00006185)

Place : New Delhi

Date : August 11, 2025

Pidilite

Regd. Office: Regent Chambers, 7th floor, Jammalal Bajaj Marg, 208, Nariman Point, Mumbai 400 021

Tel: +91-22-68837000 • Email: investor.relations@pidilite.co.in

Website: www.pidilite.com • CIN: L24100MH1969PLC014336

NOTICE OF POSTAL BALLOT AND REMOTE E-VOTING INFORMATION

Notice is hereby given that pursuant to the provisions of Sections 108, 110 and all other applicable provisions, if any, of the Companies Act, 2013 (Act) read with Rules 20 and 22 of the Companies (Management and Administration) Rules, 2014 (Rules) and in compliance with the applicable guidelines/circulars/rules issued by the Ministry of Corporate Affairs inter alia including General Circular No. 09/2024 dated September 19, 2024, Regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended (the "LODR Regulations") and any other applicable law, rules and regulations (including any statutory modification(s) or re-enactment(s) thereof, for the time being in force), the following three Resolutions are proposed to be passed for approval of the members of Pidilite Industries Limited (the Company) through Postal Ballot by voting through electronic means ("remote e-voting") only:

A. Special Resolution for approval for appointment of Mr. Sandeep Kataria (DIN: 05183714) as an Independent Director of the Company.

B. Ordinary Resolution for approval for increase in the Authorised Share Capital of the Company and consequential alteration to the Capital Clause of the Memorandum of Association.

C. Ordinary Resolution for approval for issuance of bonus shares.

In accordance with the MCA Circulars, the notice of postal ballot along with the explanatory statement ("Postal Ballot Notice") has been sent via electronic mode on Tuesday, 12th August, 2025, to all those members whose names appear in the Register of Members/List of Beneficial Owners as on Friday, 8th August, 2025 ("Cut-off Date") and whose email address are registered with the Company/Depositories.

The Postal Ballot Notice can also be accessed on the website of the Company at www.pidilite.com, websites of the Stock Exchanges i.e. BSE Limited ('BSE') at www.bseindia.com and The National Stock Exchange of India Limited ('NSE') at www.nseindia.com and on the website of National Securities Depository Limited ('NSDL') at www.evoting.nsdl.com.

In accordance with the provisions of the MCA Circulars, the Members can vote only through the Remote E-voting process. Accordingly, the Company has engaged the services of NSDL for providing e-voting facility to the Members to cast their votes electronically. Further, physical copy of the Postal ballot notice along with Postal Ballot forms and pre-paid business envelope is not being sent to Members.

Members may refer to the detailed procedure and instructions for Remote E-voting provided as part of the Postal Ballot Notice. The e-voting period is as follows:

Commencement of Remote E-voting	Wednesday, 13 th August, 2025 from 9:00 am (IST)
Conclusion of Remote E-voting	Thursday, 11 th September, 2025 at 5:00 pm (IST)

Members are requested to note that Remote E-voting shall not be allowed beyond 5:00 p.m. (IST) on Thursday, 11th September, 2025 and the facility shall be disabled by NSDL thereafter. Once the vote on a resolution is cast by the Member, the Member shall not be allowed to change it subsequently.

A person whose name appears in the Register of Members/List of Beneficial Owners as on the Cut-Off Date shall only be entitled to avail the facility of Remote E-voting and vote electronically. Voting Rights shall be reckoned on the paid-up value of equity shares registered in the name of the Members as on the Cut-off Date. A person who is not a Member as on the Cut-off Date should treat the Postal Ballot Notice for information purposes only.

Members who have not registered their email address are requested to register the same in respect of shares held in demat mode with the concerned Depository Participant and in respect of shares held in physical mode, by writing to MUFG Intime India Private Limited (formerly Link Intime India Private Limited), the Registrar and Transfer Agent of the Company, by post to C - 101, 247 Park, L B S Marg, Vikhroli West, Mumbai - 400 083 or raise a query only through their website www.in.mpmis.mufg.com under the Menu Item 'Investor Services - Service Request'.

Instructions on the process of Remote E-voting, including the manner in which Members holding shares in physical mode or who have not registered their email address can cast their vote, are provided as part of the Postal Ballot Notice.

The Board of Directors at its meeting held on 6th August, 2025, appointed Shri P N Parikh, Practicing Company Secretary (Membership No. FCS 327 CP No.1228) or failing him, Shri. Mitesh Dhabliwala (Membership No. FCS 8331 CP No. 9511) or failing him, Smt. Sarvari Shah (Membership No. FCS 9697 CP No. 11717) as the Scrutinizer (the "Scrutinizer") for conducting the Postal Ballot through voting by electronic means ("remote e-voting") process in a fair and transparent manner.

The Scrutinizer will submit the report to the Chairman after the completion of scrutiny, and the result of the voting by postal ballot through the Remote E-voting process will be announced by the Chairman or any other person authorised by him, on or before Saturday, 13th September, 2025 and Results alongwith Scrutinizer's Report will also be displayed on the website of the Company at www.pidilite.com, besides being communicated to the Stock Exchanges, Depositories and the Registrar and Share Transfer Agent.

In case of any queries, you may refer to the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Members available at the download section of www.evoting.nsdl.com or contact NSDL, 3rd Floor, Naman Chamber, Plot C-32, G-Block, Bandra Kurla Complex, Bandra East, Mumbai, Maharashtra - 400 051 or call at 022 - 4886 7000 and 022 - 2499 7000 or send a request to Ms. Pallavi Mhatre, Senior Manager - NSDL or Mr. Amit Vishal, Deputy Vice President - NSDL at evoting@nsdl.com.

By Order of the Board of Directors

For Pidilite Industries Limited

Sd/-

Manisha Shetty

Company Secretary

Place: Mumbai

Date : 13th August, 2025

BURNPUR CEMENT LIMITED

Regd. Office : 7/1 Anandilal Poddar Sarani (Russel Street), 5th Floor, Flat No.: 5B, Kanchana Building, Kolkata-700071

Phone : 033-4003 0212, Email : cs@burnpurement.com, CIN: L27104WB1986PLC040831

PUBLIC NOTICE – 39th ANNUAL GENERAL MEETING

NOTICE is hereby given that the 39th Annual General Meeting ('AGM') of the Members of Burnpur Cement Limited ('the Company') will be held on **Friday, the 5th day of September, 2025 at 12.30 P.M** (IST) through Video Conferencing / Other Audio Visual Means ("VC/OAVM") facility, in compliance with the applicable provisions of the Companies Act, 2013 ('the Act'), rules made thereunder and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, ('SEBI Listing Regulations') read with circulars issued by the Ministry of Corporate Affairs ('MCA') and the Securities and Exchange Board of India ('Circulars') from time to time in this regard.

In compliance with the above circulars, copy of the Notice of the 39th AGM of the Company along with the Annual Report for the financial year 2024-25 has been dispatched by e-mail to those members whose e-mail addresses are registered with either the Company or with the Depositories. The said Notice and Annual Report for the financial year 2024-25 are also available on the website of the Company at www.burnpurement.com and on the websites of the Stock Exchanges i.e. BSE Limited at www.bseindia.com and National Stock Exchange of India Limited at www.nseindia.com and on the website of NSDL at www.evoting.nsdl.com.

Pursuant to Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, the Secretarial Standards on General Meetings (SS-2) issued by the Institute of Company Secretaries of India and Regulation 44 of the SEBI Listing Regulations, the Company is providing its members the facility of remote e-Voting before/during the AGM in respect of the businesses to be transacted at the AGM and for this the Company has appointed NSDL for facilitating voting through electronic means. The facility of electronic voting shall also be made available during the AGM by the members who have not case their vote by remote e-Voting facility.

A person whose name appears in the register of members/beneficial owners as on the **cut-off date** i.e. **Friday, 29th August, 2025** shall be entitled to avail the facility of remote e-Voting or e-Voting at the AGM. Further, any person who acquires shares of the Company and become member of the Company after dispatch of the Notice of AGM and holding shares as of the cut-off date i.e. Friday, 29th August, 2025, may obtain the User ID and password by sending a request at evoting@nsdl.co.in. However, if you already registered with NSDL for remote e-Voting, then you can use your existing User ID and password for casting your vote.

The period of remote e-Voting shall start on **Tuesday, 2nd September, 2025 at 9.00 a.m. (IST) and will end on Thursday, 4th September, 2025 at 5.00 p.m. (IST)**. The remote e-Voting shall not be allowed beyond the said date and time.

Pursuant to Section 91 of the Act, the Register of Members and Share Transfer Registers of the Company will remain closed from Saturday, 30th August, 2025 to Friday, 5th September, 2025 (both days inclusive).

Detailed procedure for remote e-Voting before and during the AGM is provided in the Notes to the Notice of the AGM.

CS Pankaj Kumar Modi, Practicing Company Secretary (COP:12472) has been appointed as the Scrutinizer to scrutinize the remote e-Voting process before/during the AGM in a fair and a transparent manner.

In case you have any queries or issues regarding e-Voting, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-Voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on: 022 - 4886 7000 or send a request to Mr. Pritam Dutta, Assistant Manager at evoting@nsdl.com.

By Order of the Board

For Burnpur Cement Limited

Sd/-

Punam Kumari Sharma

Company Secretary

Place : Kolkata

Date : 12.08.2025

ESAB INDIA LIMITED

CIN No. L29299TN1987PLC058738

Regd Office: Plot No. 13, 3rd Main Road, Industrial Estate, Ambattur, Chennai - 600 058

Telephone No. 044-42281100 email id : investor.relations@esab.co.in

Extract of Statement of Financial Results for the Quarter ended June 30, 2025

₹ In Lakhs (Except EPS)

Sl No	Particulars	Quarter ended June 30, 2025	Quarter ended March 31, 2025	Quarter ended June 30, 2024	Year ended March 31, 2025
		Unaudited	Unaudited	Unaudited	Audited
1	Total income from operations	35,290	36,977	33,082	138,125
2	Net Profit for the period (before Tax, Exceptional and / or Extraordinary items)	5,510	6,253	5,984	23,572
3	Net Profit for the period before Tax (after Exceptional and / or Extraordinary items)	5,510	6,253	5,984	23,572
4	Net Profit for the period after Tax (after Exceptional and / or Extraordinary items)	4,094	4,743	4,445	17,542
5	Total Comprehensive income for the period [Comprising Profit for the period (after tax) and Other Comprehensive Income (after tax)]	4,090	4,725	4,445	17,524
6	Equity Share Capital	1,539	1,539	1,539	1,539
7	Other Equity	-	-	-	34,586
8	Earning Per Share (of Rs 10/each) (for continuing and discontinued operations)				
	- Basic	26.60	30.82	28.88	113.98
	- Diluted	26.60	30.82	28.88	113.98

NOTE: The above is an extract of the detailed Statement of Financial Results for the quarter ended June 30, 2025 filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The same would be available on the Company's website www.esabindia.com and on the website of the Stock Exchanges - BSE Limited and National Stock Exchange of India Limited.

Chennai

August 11, 2025

"Shaping the world we imagine"

Visit our website : <http://www.esabindia.com>

For ESAB India Limited

Rohit Gambhir

Managing Director

Jyothy labs

JYOTHY LABS LIMITED

CIN: L24240MH1992PLC128651

Regd. Office: 'Ujala House', Ram Krishna Mandir Road, Kondivita, Andheri (E), Mumbai - 400 059;

Tel: 022-66892800; Fax: 022-66892805;

Email Id: secretarial@jyothy.com; Website: www.jyothylabs.com

UNAUDITED FINANCIAL RESULTS FOR THE QUARTER ENDED JUNE 30, 2025

The unaudited financial results of the Company for the quarter ended June 30, 2025, approved by the Board of Directors at their meeting held on August 12, 2025, along with the Statutory Auditors' Limited Review Report thereon, as filed with the Stock Exchanges under Regulation 33 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2025 are available on the Stock Exchanges websites (www.bseindia.com & www.nseindia.com), the Company's website www.jyothylabs.com and can also be accessed by scanning the Quick Response Code published herewith.

Place: Mumbai

Date : August 12, 2025

For and on behalf of the Board of Directors

M. R. Jyothy

Chairperson and Managing Director

DIN: 00571828

SPECIAL WINDOW FOR RE-LODGEMENT OF TRANSFER REQUESTS OF PHYSICAL SHARES

As mandated by SEBI a 'Special Window' has been allowed from July 07, 2025 to January 06, 2026 to facilitate re-loidgement of physical share transfer request that were originally lodged before April 1, 2019 but were rejected / returned due to deficiencies. Investors who missed the earlier cut-off of March 31, 2021, are encouraged to utilise this special window and submit the requisite documents to the Company / Company's RTA- MUFG Intime India Private Limited (Formerly known as Link Intime India Private Limited).

Business Standard

CAMPUS TALK

BS PROMOTIONS

RESILIENT MANUFACTURING FOR INDIA BY 2047: IIM CALCUTTA HOSTS ENVISION 3.0 SUMMIT

Kolkata, August 2, 2025: Indian manufacturing's future was the focus at IIM Calcutta on Saturday as industry leaders, policymakers, and academics gathered for Envision 3.0, the flagship summit of the PGPEX-VLM program. The event, themed "Resilient Manufacturing for India by 2047," explored key trends and strategies set to transform the sector over the next two decades.

The summit featured keynote speeches and panel discussions themed on digital transformation, supply chain agility, sustainability, and advanced technologies like Artificial Intelligence (AI) and the Internet of Things (IoT).

Highlighting the importance of aligning education with evolving industry needs, Prof Sudhir Jaiswal, Chairperson of PGPEX-VLM, called for continuous learning as a means to build resilience and promote lasting organizational change. Echoing the need for industry readiness, IIM Calcutta Director Prof. Alok Kumar Rai stressed experiential learning and collaboration between academia and industry to address shifting skill requirements.

Setting the broader economic context, Chief Guest Mr Asutosh Rath, Executive Director at NALCO, outlined India's ambitious target to raise manufacturing's GDP share from 13–14% to 25% within the next decade. He underscored manufacturing's multiplier effect on job creation and advocated a dual focus on domestic production and global sourcing of critical minerals. Rath also spoke on the importance of diversified supply chains, near-shoring, and flexible production systems for resilience, while showcasing NALCO's initiatives to train and employ tribal youth as a model for inclusive growth.

From a consulting perspective, PwC Partner Mr Anurag Srivastav emphasized the need to enhance R&D, strengthen core manufacturing capabilities, and seize opportunities from global shifts such as China+1 and friend-shoring. He identified six key levers for building resilience: technology adoption, sustainability, supply chain agility, operational excellence, workforce development, and entrepreneurship.

Looking ahead to the future of work, Mr Abhijit Pal, Executive Director at Alphaxine Solutions, advocated a transition towards digital manufacturing and predicted a significant workforce transformation driven by AI and Industry 4.0. He envisioned women comprising 40% of India's manufacturing workforce by 2047 and highlighted adaptability, innovation, and continuous learning as the cornerstones of sustained growth.

Focusing on supply chain optimization, Genpact Vice President Mr Prashanth Murali Kaiwar introduced the "3Ms" framework: Mapping, Monitoring, and Mitigating; highlighting technology-driven risk management and operational improvements. Deloitte Partner Mr Rajib Maitra discussed emerging technologies such as spatial computing and quantum cybersecurity, noting that business acumen will increasingly outweigh coding skills in leadership roles.

Panel discussions explored governance of digital transformation and supply chain resilience. Speakers stressed clear strategic goals, cross-functional collaboration, and employee engagement as critical to successful technology adoption. Discussions on supply chain risks covered climate disruptions, marine congestion, and reshoring, with consensus that agility and foresight will be essential in navigating global uncertainties.

The summit closed on an optimistic note, reaffirming India's path toward a resilient, innovative, and globally competitive manufacturing sector by 2047. Envision 3.0 highlighted IIM Calcutta's commitment to developing visionary leaders capable of guiding this transformation.

